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FROM BUD HANEY'S DESK **Tending to the Workforce**

"When gardeners garden, it is not just plants that grow, but the gardeners themselves."- Ken Druse

For many of us, summer is the perfect time for nature and leisure, for gardening, for long, lazy days and family getaways to parks, beaches and mountains. It's great for just kicking back and relaxing. And as you may know, it's the most popular season to take a vacation.

No surprise, with so many people away from their desks, summer can be a tough season to accomplish things at work. But with fall in the air and your fourth quarter goals bearing down like the August heat, it's a good time to take a thorough look at your workforce. Is it efficient and effective? Will it meet your year-end goals? The best way to find out is by conducting assessments that reflect on employee behavior and job fit – and making the appropriate adjustments while there's still time.

Strategic workforce planning delivers real value by:

- Offering management a deeper understanding of workforce dynamics;
- Enabling employers to manage more efficiently and effectively by analyzing the long-term effects of their staffing choices; and
- Helping leaders make better business decisions.

While strategic workforce planning should be a year-round practice, we understand that it's one of those things that can slip when so many people are taking their much-needed vacations. But now that it's autumn, it's time to get serious. Just as planting seeds in the springtime will yield dazzling flowerbeds by summer, strategic workforce planning today can help an organization meet or beat its year-end projections. Just planting a seed!

Sincerely,

Bud Haney, President
Profiles International



IN THE NEWS: High unemployment leads to high expectation



Recent polls reveal that nearly 15 million people were unemployed this Labor Day holiday. Unemployment seems to be stuck between 9 and 10 percent even though some companies are hiring.

The AP also reports that the unemployment rate has exceeded 9 percent for 16 straight months. If this rate continues into 2011, it would break the record of 19 straight months above 9 percent, set from the 1982-83 recession.

So how does this affect your organization? This economic status and impending unemployment means that you need to get the most out of what you've got. If your organization is unable to hire at this time, review employee assessments to determine if cross-utilization is at all possible.

Government data reveals that too few jobs have been created for the increasing number of unemployed people.

According to the AP, "Private employers added a net total of 67,000 jobs in August. But the unemployment rate rose to 9.6 percent from 9.5 percent, the Labor Department said Friday, because the number of job-seekers overwhelmed the number of openings."

You should also be sure to review job-fit, and leadership skills to ensure that these are meeting expectations. Now is a critical time for companies to make strategic decisions, be sure to evaluate your staff, and to provide them with development opportunities so that they can further the success of your organization during this recession.

DID YOU KNOW?

Although 92% of companies have some level of workforce planning, only 21% of companies take a strategic, long-term approach. -Bersin and Associates

A study of 20,000 newly hired employees showed that "46 percent of all new hires fail within 18 months." -Leadership IQ

SHRM predicts Congress could advance the most active workplace policy agenda in the last 30 years.

MANAGING MANKIND: Coaching Difficult Managers



How do you coach a difficult coach? Managers carry a lot of responsibility, but what do you do when they become difficult and unproductive? It can be tough to confront someone in a leadership position, especially when the subject matter is not

positive. An easy way to provide managerial coaching is to show concrete, objective results that back up your claim.

Assessments such as CheckPoint 360[°]™ are used to evaluate the effectiveness of managers and leaders. This assessment combines feedback from direct reports, peers, supervisors and customers with a personalized program for developing specific leadership skills based on that feedback. CheckPoint 360[°]™ is a coaching tool for difficult managers, and can help managers identify and prioritize their own development opportunities.

Concrete data will allow business leaders to demonstrate why a particular manager needs coaching. Once a manager realizes what areas they need to improve to be more successful, the business leader should develop a communication plan to ensure that the manager is on the right track to improvement.

FEATURE ARTICLE: Top Ten Selection best Practices

by Megan Bullard

You know that there are many tools available to assist you during your selection process. Products such as the ProfileXT and the Profile Performance Indicator have been created to meet your selection needs. Summer is officially over, which means end-of-the-year goals need to be a top priority. Here are the Top 10 Selection Best Practices to help you regain focus:

1. Know how each job supports your organization's key objectives.
2. Consider both internal and external candidates for open positions.
3. Use objective evaluation criteria based on known outstanding performers in that job.
4. Ensure compensation is competitive, based on current market rates for the job.
5. Apply a consistent selection process to all candidates.

6. Include key stakeholders in your employee selection process.
7. Train your interviewers in your employee selection process.
8. Give your interviewers guidance to help them probe deeper into a candidate's suitability.
9. Conduct comprehensive reference and background checks on job candidates.
10. Ensure your orientation process helps re-deployed people become productive faster.

Selecting the right candidate for the right job, ensures the success of your organization. With so many people unemployed, the job market has tripled in size. Update your selection processes, integrate these best practices, and enjoy the success that comes with having qualified candidates in the right position.

CASE STUDY: ProfileXT® In Use by a Sales Organization

A large nationwide sales company wanted a better way to select highly productive sales personnel. The organization used the ProfileXT® to assess their sales staff and then conducted a study to determine the relationship between the PXT results and sales productivity.

The employer initially provided a list of the 12 Top Performers out of 41 total sales staff so they could develop a Job Match Pattern based on their PXT results. The performance criterion was from an in-house evaluation process the company routinely used to assess the productivity of their sales people.



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