

ADVISA is about business goals and business people. We will show you how to make sound, people-smart decisions -- with the best results for the organization, and for the people themselves -- using the insight provided by the Predictive Index®.

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Three Key Considerations for Volatile Times

by Todd Gross, *Management Consultant*

Relationships drive results.

It is impossible to have a relationship with a company or organization. You can only have relationships with people. If there was ever a time to solidify key relationships, now is the time to shore-up, reconnect or build person-to-person relationships. People will be making decisions in the coming year on which vendors/service providers to continue to engage and which to sacrifice, as cuts need to be made. For most businesses, the days of unevaluated spending are over. Every line item will be scrutinized and evaluated. Do you have someone who believes in you enough to pick up the flag and fight for your continued relationship? On the flip side, many people will be changing positions, jobs, and/or companies. Do you have more than one solid relationship inside your important customers that insures you will survive the loss of a key relationship? As people make the transitions they will take their Rolodex/PDA/Contacts file with them. Are you firmly planted in their "important contacts" file?

Easy Does It...People Naturally Follow the Path of Least Resistance.

It needs to be as easy as possible for customers to do business with your company. With job cuts, greater stress levels and reduced profits, people

will have even more on their plates than ever before. "Do more with less" is about to reach an unprecedented level. Thus, it must be even easier for your customers to work with you. Help them find you, help them contact you, and help them execute. Make it more about YOU and your product or service, not just your product or service. How can you improve the quality of work life for your customer? You are just one of many things your customers are trying to focus on and control. How can you make their interactions both efficient and valuable? If they are not calling you back, ask yourself why they are not calling you back? Ask your customers to share the obstacles, and challenges of doing business with you, then work to remove them. Make it easy and beneficial to do business with you.

Reselling Your Value

Companies have changed how they make decisions in the last year. Priorities, criteria, and budgets have changed. This means you need to "resell" your value to every customer you have. The value proposition that secured the customer is likely not what it will take to keep the customer. As times change and customer needs change, you must be able to re-articulate your value in order to create customer loyalty. Are your sales reps equipped with the language and skills to do this?

Executive Reality Check

ADVISA is in the business of creating confident organizations and helping you succeed. Even in the most challenging business environments.

We offer tools and skills and a strategic partnership that can be a lifesaver in today's markets. Strategic planning. Sales skills assessment. Sales training. Executive coaching. Leadership development. We are uniquely positioned to help your organization adjust to rapidly shifting market forces.

Schedule a free, 1-hour Reality Check Session with your Advisa consultant today. Expect tough questions and honest dialogue about your business, where it is and where it needs to go. And how we can help get you there.

We are uniquely positioned to help you assess your business challenges and then provide solutions to help you succeed in the face of challenges that are almost without precedent in modern business. And that's putting it lightly.



Turbo PI®

by Paul Dumouchelle, Management Consultant

Turbocharging an engine provides more power with less fuel. You can turbocharge your PI use with a PI® vs. PRO Gap Analysis (PPGA). PPGA saves you time and money by providing a more-efficient approach to more-effective PI use.

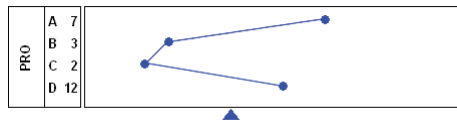
The PPGA is a methodical approach to generating superior and consistent results in matching people to work.

The method consists of four phases:

1. Developing a Job PRO
2. Validating the PRO with quantitative or qualitative analysis of incumbents
3. Creating a "Job Matching Scoresheet"
4. Following a PPGA to compare and contrast PI results and the Scoresheet
5. Evaluating Candidates' Responses in Gap Areas

Steps 1 & 2 are covered in the PI Management Workshop.

For the purposes of the description below, we will work with the following PRO (Scientific Professional Reference Pattern):



Step 3: Job Matching Scoresheet

This concept originated in ADVISA's Hiring service to improve efficiency in screening large numbers of candidate PIs for jobs we were filling. A sample is shown below:

Job Matching Scoresheet

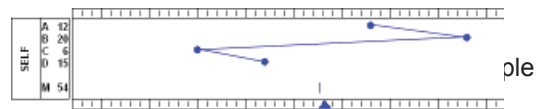
Position Title: "Sample PRO"			
Sample PRO Result	Most Critical Factor	Candidate Score	
		PRO*	Most Critical*
A > D	#2		
A > B	-		n/a
A > C	-		n/a
High A	# 1		
Low B	-		n/a
Low C	#3		
High D	-		n/a
	Total	(Sum of above)	(Sum of above)
Combined Total		#	

* Place a 1 for each point where the PI matches the PRO plus 1 if that match is "Most Critical"

Sample Scale for Combined Total	
0 to 2	Very Weakly
3 to 4	Weakly
5 to 7	Somewhat
8 to 9	Strongly
10	Very Strongly

Creating a Scoresheet is a skill in which your ADVISA Consultant can train you. The basic concept is to combine the insight gained from the PRO and PRO validation to identify "Most Critical" elements for success and construct a numerical model for comparing candidates.

As an example of using the Scoresheet shown above, let's say we have a candidate apply for the job with the following pattern (Persuasive Sales/Management Reference Pattern):



Position Title: "Sample PRO"			
Sample PRO Result	Most Critical Factor	Candidate Score	
		PRO	Most Critical
A > D	#2	1	1
A > B	-		n/a
A > C	-	1	n/a
High A	# 1	1	1
Low B	-		n/a
Low C	#3	1	1
High D	-		n/a
	Total	4	3
Combined Total		7	

This person would rate a "Somewhat" score, indicating there are several PI vs. PRO gaps for this candidate for the "Sample PRO" position.

Step 4: PI vs. PRO Gap Analysis

The PPGA provides a "roadmap" for comparing individuals' PIs with the model designed in the Scoresheet.

While it is a high-level PI activity to capture the nuances of the differences between a PI and a PRO, which should always be done by a certified PI Analyst, much of the analytical work comparing the exact pattern of a PRO with the unique characteristics of an individuals' PI can be done in advance in a PPGA to save time in actual

PPGA saves you time and money by providing a more-efficient approach to more-effective PI use.

ADVISA "User Group" Steps Up to Challenges of Recession

by Paul Dumouchelle, *Management Consultant*

On Wednesday, March 11, 39 ADVISA clients met in Indianapolis to pool their insights with the talents of ADVISA Consultants to grapple with the unique challenges brought on by the current economic climate.

The gathering built on learning gained from similar programs pioneered by ADVISA Senior Management Consultant Jay Hawreluk in Michigan among his clients in recent years.

Organized by ADVISA Management Consultant Aszure Grimes and introduced by ADVISA President Bob Wilson, the program described how ADVISA works with its clients to "Create Confident Organizations" by:

- Sharpening Strategy
- Strengthening Leadership
- Accelerating Sales

Under the Strategy topic, Sr. Management Consultant Todd Gross described how to create organizational alignment in today's economy through a systematic approach to performance-driven strategy.

The leadership topic included three presentations:

1. Creating an Engaged Workforce by Peggy Gaylord, Management Consultant. Peggy stressed the incremental value truly engaged employees deliver, value that is more important than ever right now.
2. Creating a Balance with PI by Aszure Grimes, Management Consultant. Aszure linked common "tensions" of leadership choices with PI and how to maintain a balance that delivers results.
3. Communicating in Crisis to Create Confidence by John Rannaletta, Senior Management Consultant. Many businesses are in "crisis mode" and John showed how best to communicate to maintain trust and confidence.

To accelerate sales, Management Consultant Paul Dumouchelle presented 10 strategies designed to keep your sales engine rolling in a recession and the importance of skill assessment and coaching.

We concluded with a wide-ranging discussion on these topics and pre-submitted questions on PI usage from clients. The event benefited from the support of ADVISA's Carmel, IN headquarters' staff, including the ADVISA Hiring team. Given the event's success we plan to expand the ADVISA User Group program to the entire ADVISA clientele in the future.



Adversity has the same effect on a man that severe training has on the pugilist: it reduces him to his fighting weight.

- Josh Billings



Upcoming Open Training Sessions

Three-day Predictive Index® Management Seminar

This session prepares managers and Human Resources Professionals to use the Predictive Index® System in hiring and managing within your organization.

Carmel, IN May 19-21, 2009

- Presented by Aszure Grimes



The cost for these open sessions is \$1,885 per attending person. If you have 5 or more attendees, we will be happy to schedule a private session for your organization.

Carmel, IN July 7-9, 2009

- Presented by Chris Pauwels



If you have someone you would like to sign up for one of these sessions, please call or email your consultant or Penny Pruet at 317-249-2249 or ppruet@advisausa.com.

Happy Anniversary

ADVISA is honored to have clients that use our services year in and year out. The following clients have or will celebrate milestone anniversaries during the second quarter of 2009:

20
YEARS

Southern Michigan Bancorp, June

10
YEARS

Topcraft Metal Products, May

5
YEARS

Prefix Corp., May
Seaquist Closures, May
H.E. McGonigal, May
Birk & Birk, June
LSG Insurance, June
Plunkett & Cooney, June
Mike Patton Auto, June

Turbo PI
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usage when matching people to work. In addition, most certified PI Analysts must communicate their findings to non-trained personnel either in the hiring process or for other purposes. The PPGA provides ready language for this task.

The full PPGA for the “Sample PRO” position would compare all four factors and the three identified Factor Emphasis Combinations. The table below shows only the recommended content for the A:B Factor Emphasis Combination. For our Persuasive Sales/Management candidate the appropriate box with the pre-set language would be the middle row – associated with “B > A Both High.”

PPGA

Below is one section (A:B) of the PPGA for the sample position shown in the Scoresheet, above. There would be seven such sections for a complete PPGA on that position.

PRO Result	Individual PI Result	Sample Job Title Compare & Contrast Language or Interview Guidance
A > B	B > A High B & Low A	The position calls for someone who is analytical and has an inquiring, problem-solving mind BUT this person’s PI indicates they prefer to be friendly, empathetic and talkative. Pay special attention to answers to interview questions on problem-solving. Special probing question: Tell me about a time when you had to figure out an answer to a challenge without other peoples’ help.
	B > A Both High	The position calls for someone who is analytical and has an inquiring, problem-solving mind BUT this person’s PI indicates they prefer to be more of a team leader than a problem-solver, still being assertive and demanding while maintaining a goal orientation. Pay special attention to answers to interview questions on problem-solving. Special probing question: Describe a time when you had to conduct data analysis in order to solve a complex problem. What was your approach and what was the outcome?
	B > A Both Low*	The position calls for someone who is analytical and has an inquiring, problem-solving mind BUT this person’s PI indicates they prefer to be friendly and nice in a harmonious environment. Pay special attention to answers to interview questions on problem-solving. Special probing question: Tell me about a time when you had to figure out an answer to a challenge without other peoples’ help.

* This assumes you WOULD interview candidates with any PI result, regardless of how well it fits the PRO, and this might not be the case for your organization. Many PI users would screen out a candidate who is “B > A Both Low” when the PRO calls for a Scientific Professional.

5. Evaluating Candidates’ Responses in Gap Areas

Training people to ask better questions, of course, is only half the battle. The other half is to ensure they know what to LISTEN for.

Using our example from above, interviewing the Persuasive for the Scientific Professional job we would ask: **“Describe a time when you had to conduct data analysis in order to solve a complex problem. What was your approach and what was the outcome?”**

We should then listen for a response like “In my last job I was regularly tasked with doing cost/benefit analyses of key programs. My approach was to first identify desired outcomes of the program, check for alignment with business goals, then assess metrics to see if the programs were doing what they were intended to do. Then I’d create a spreadsheet laying out ROI and present to my boss to determine next steps.”

This answer would keep the candidate alive for the following reasons: 1) Candidate has a done regular data analysis in past job 2) Sequential, data driven approach. 3) Use of relevant technology to aid in analysis and presentation.

So, while the individual’s propensity is social rather than technical, it would seem they have some experience and skills they could bring to bear.

Conclusion

A thorough understanding of the position, the PRO and PI are necessary to accurately construct a PPGA. Your ADVISA Consultant is prepared to assist you with this work.