

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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From Where I Sit

by Sally Jacobs, *Hiring Partner*

I recently had the opportunity to assist one of our consultants, Todd Gross, with a strategic planning session for the Indianapolis Neurosurgical Group. The session took place over three days at Broadmoor Country Club (a wonderful facility) and was attended by approximately 30 participants, a majority of which were neurosurgeons. No pun intended... but there was a lot of brainpower in that room! My role was to type their responses to the various questions onto a screen for everyone to see. As this was my first time seeing a strategic planning session, I had a great view to be a “fly on the wall” and see Todd in action – and he did a fabulous job!

I was impressed with several things over the course of the three days. The first thing that struck me was the attention and respect they immediately and continually gave Todd. It was clear that they looked to him as the “leader” and when he spoke, they listened attentively, appreciatively and respectfully (and this was very much reflected in their body language). Todd did a great job of facilitating, letting the participants run the show, allowing them plenty of time to express their thoughts and opinions but stepping in to guide them back on track when necessary (which wasn’t often).

The second thing that struck me was the level of commitment of everyone in that room. These are neurosurgeons who gave up three days of valuable time – in more ways than one – and they participated willingly and wholeheartedly. The session involved a SWOT analysis as well as creating a vision, values and mission statement for a new entity (two successful and distinct groups are merging into one) and, at times, it was laborious work involving two groups’ different perspectives. But they all

ploughed through with a dedication to the task that was fascinating and admirable to see. It was also wonderful to see the collegial atmosphere that existed amongst all the people in the room and the respect they gave each other.

The third thing that struck me comes from a PI® perspective. Initially, I was (and to be truthful...remained that way through the session) intimidated by being in a room full of neurosurgeons. I’m no slouch in the brains department but they had me beat by a mile! Yet, over the course of the three days I saw distinct pieces of PI profiles emerge...the low C who could not sit in his seat for an extended period of time, the high A who voiced his opinion confidently, the high B who would look to make sure everyone was listening to him, the high D who was continually checking for accurate information on his laptop. And I realized that they’re just like any other room full of people – lots of different profiles, personalities and behaviors that occur whether you’re a neurosurgeon or a machine operator.

Unfortunately, I was not able to be there for the last afternoon of the session so I missed seeing the “wrap-up” and what I understand was a positive response from the participants as to the success of the session. There is a personal postscript to the session...several weeks later I was out to dinner with a friend who is Broadmoor member (and unaffiliated with ING) and we got around to discussing that I had been at the session. She told me that she had heard through the grapevine all about the strategic planning session and that it had been a big success. When word gets around like that...it’s great PR!

Terrific job by Todd and I hope I get to do it again!

ADVISA Welcomes Dana Harrison!

Dana joined ADVISA in May after five years as the executive director of a social-service non-profit organization, as well as prior positions in human resources and financial services. Her career has focused on developing organizations and companies so that they can better address the needs of their employees, customers and stakeholders. Dana will oversee our ADVISA Hiring division and will also serve as our liaison to clients who are interested in securing grant funding to cover training costs. Dana can be reached at dharrison@advisausa.com and 317-249-2264.



PI Worldwide
MEMBER FIRM

New Puzzle, New Pieces

by Paul Dumouchelle, *Management Consultant*

As of July, 2009, it is unclear to me how the recession of 2008-2009 will reshape our opportunities for the future.

Some trends already underway may be accelerated – such as redefining basic energy and transportation infrastructure along “greener” lines – while other trends have been reversed – e.g. the deregulation of financial instruments. Key questions remain, such as, what will emerge from the financial crises at Chrysler and General Motors? Or, how will the impetus for reform in health care play out?

If you are like me you are spending more time than usual these days thinking about fundamental shifts regarding the future and how they will affect your plans.

Do You Have a New Organizational Puzzle?

Many of us are going to have to deal with an entirely new puzzle when it comes to success. This will require some changes in our organization, too. If so, you should:

1. Review your strategy for success & adjust it to the new reality
2. Start with a “blank slate” regarding your organization
3. Recreate your organization to meet the challenges of your new strategy

Too often, strategic changes are supposed to be implemented by an organization that looks exactly like the one that existed before a change. Starting with a blank slate helps us re-examine the focus areas of the organization from a very high level. Most businesses have three primary functions: Sales; Delivery/Operations; Accounting/Administration. Each primary area of focus within your strategy should have an organizational “home.”

Responsibilities should reside with a single individual for all key strategic initiatives. Establishing individual responsibility eliminates finger-pointing and provides a single point-of-contact for communication and coordination. Include in peoples’ responsibilities the requirements for linkages between functions, as necessary.

Your objective is to design an organization that is best equipped to achieve the new strategic plan.

New Piece Placement!

The blank-slate mentality should also apply to people. The organizational structure steps described above should be done without thinking about who will do what.

Once you have the organization designed THEN you have to figure out how your people fit into the new puzzle. You should also consider what may be missing in terms of skill or talent.

Here’s where ADVISA’s people expertise becomes especially valuable. We define each job in terms of the behaviors necessary for success and the resulting target that can be defined using Predictive Index®. We then evaluate your current people and, potentially, new candidates, for who fits best.

The evaluation of “potential” in this approach will take into account the organization’s highest-priority needs identified in the new organizational structure, which has been designed to deliver on the new strategy. We help you understand and position existing talent for maximum success.

By taking this approach you can “solve” the organizational puzzle created by a rapidly-changing economic situation and find the best pieces to fill the spaces.



Many of us are going to have to deal with an entirely new puzzle when it comes to success.



The real source of wealth and capital in this new era is not material things.. it is the human mind, the human spirit, the human imagination, and our faith in the future.

- Steve Forbes



Available Training Dollars

by Dana Harrison, *Hiring Manager*

From time to time we come across an opportunity for a company to obtain a training grant from an entity such as a state's Department of Workforce Development. We have recently researched such a grant: the Skills Enhancement Fund (SEF) through the Indiana Economic Development Commission (formerly the Department of Commerce).

SEF targets Indiana businesses in manufacturing, life sciences and distribution. The program offers grants for up to 50% of eligible training costs. Such eligible training includes the three-day Predictive Index analyst training and subsequent half-day training modules such as Problem-Solving and Teambuilding, as well as Customer Focused Selling (CFS).

Reimbursable training costs through SEF include tuition and materials, but not employee wages. Evaluation criteria include the quality of jobs at the company (i.e., skill and wage level), number of workers to be trained, financial strength of the company, and economic impact of the affected community. Businesses receiving SEF training assistance must commit to continuing operations in their current location for at least five years. All training under the grant must be completed within two years.

If you are interested more, contact your consultant or Advisa's Dana Harrison (317-249-2264 or dharrison@advisausa.com). We are happy to assist with planning your desired training and provide technical assistance through the application process.

Hiring During High Unemployment

by Dana Harrison, *Hiring Manager*

During periods like now when unemployment is at record highs, special challenges come with hiring. Most noticeably, the applicant pool is enormous and so is the response to your job posting. Two recent searches we conducted included over 400 candidates each. Secondly, the candidates are a challenging blend of happily employed but looking for some reason, unhappily employed, unemployed, and then the unemployed who have reached the heartbreaking point of true desperation.

So if you're the one who received 213 resumes within 24 hours of your posting, what work do you put off order to read through these resumes? How do you objectively assess candidates when many are working at an extreme level to "fit" with you? How do you balance looking at a candidate's skills, knowledge, experience as well as their personality fit and company culture fit?

Our partners are staying busy helping clients find their best applicants during this uniquely challenging time. Because the services are hourly, we can provide whatever level of assistance is needed, so we can customize our work to your needs. We are committed to helping your company put together and manage the best team possible - we'd be happy to talk about how our Hiring Partners can help you during this unique time.

Right now, until August 15, 2009, if you begin a search with ADVISA Hiring, your ad in CareerBuilder will be free (a \$400 value). Contact Dana Harrison, ADVISA Hiring Manager at dharrison@advisausa.com or 317-249-2264 for details.



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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 August 25-27, 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.

● 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 ppruett@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 third quarter of 2009:

10
YEARS

Zipp Speed Weaponry, July
Mulzer Crushed Stone, July
Don R. Fruchey, September
Catawba Island Club, September

5
YEARS

Botsford Health, July
Baker Electric, July
OMNOVA, July
Wright, Griffin & Davis, September
Fort Wayne Country Club, September
Bank of Ann Arbor, September

Leading Questions

by Paul Dumouchelle, *Management Consultant*

Rule #1 for managing a Highest A person is to ensure they agree with your goal. This is easier said than done, however, since a Highest A always thinks their own ideas (and goals) are the best. So simply giving a Highest A person a goal by telling them what it should be is never the best way to manage them.

A good way to gain agreement is to make the Highest A think YOUR goal is THEIR IDEA. You can accomplish this by guiding the Highest A to your position by asking them leading questions. What I mean by a "leading question" in this case is a question where there is only one reasonable answer, or you know the answer in advance and simply want the other person to verbalize the answer. This simple act of verbalization transfers ownership to the Highest A person, if you say it first it will always be YOUR idea.

Leading Questions for Manager in Example about a Subordinate's Promotion

Scenario: An HR Manager had a challenge with a Highest A Supervisor on a team she supported. The Highest A Supervisor wanted to promote a Subordinate but the challenge revolved around whether to tell the Subordinate in advance of the promotion actually being approved by Headquarters.

The HR Manager wanted the Highest A Supervisor to wait for final approval while the Supervisor wanted to tell the Subordinate in advance.

Questions Recommended for the HR Manager to ask:

1. How do you think the Subordinate will feel if you tell them they have been recommended for promotion but then Headquarters turns down the promotion?
2. How is the Subordinate going to view you if Headquarters turns down your recommendation for promotion?

Leading questions for coaching a Highest A, High D, Low B, Lowest C

The following are a series of questions that could be used in coaching Chris, a Scientific Professional, to meet the needs of Pam, his subordinate, who is a Promotional pattern tasked with launching a new, high-profile Call Center.

1. Chris, lets start with positives – what are Pam's strengths? (We know Chris understands Pam is a people person)
2. Do you think those people skills are important for this job? (Based the PRO for the job, a persuasive, yes)
3. Do you think those kinds of people skills are your best strengths? (No, we know Chris feels his strengths are analysis, creativity and planning)
4. So is it worth your time to invest in coaching Pam to an improved level of performance?

In both these examples the only reasonable responses make the Highest A person verbalize a goal consistent with your goals.