

October 2009 Newsletter



Helping Employers Protect Employees and Clients Through
Employment Screening and Drug & Skills Testing Since 1995

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Quotes That Inspire

" Watch those people succeeding and you will learn why they are succeeding. Then emulate them."

-- Napoleon Hill

One of the surest ways to achieve success is to observe the actions of successful people, determine what principles they regularly employ and then use them yourself.

To subscribe to Napoleons Hill's Thought For The Day please visit
<http://www.naphill.org/tfd/join.asp>

101 Ways to have a Great Day at Work by Stephanie Goddad Davidson

"The most important single ingredient in the

This free eNewsletter is brought to you by Randisi & Associates, Inc. Periodically, we'll bring you news and ideas to help you in your business life. If you wish to unsubscribe at any time, please reply to this message with Unsubscribe in the subject line.

This month we present the following articles for your consideration:

1. How to Hire - Some advice on how to more effectively hire those people who can help you win in the marketplace.
2. Successful - and not so successful - Human Resources Leaders. What do successful leaders in general and successful Human Resource leaders in particular do to be successful in the workplace?
3. Don't Treat Sales Like your Mother In Law - Is your fear of sales similar to another fear in your personal life? Address this area of your business that is absolutely necessary for profitability. .

Information in this newsletter is not intended as legal advice. Please consult legal counsel before taking any actions.

I hope you find this month's newsletter beneficial.
Jim Randisi
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formula of success is knowing how to get along with people " -

Theodore Roosevelt

The next time you are really angry with a coworker write a "rage" letter. When you are done, make sure it is completely destroyed. You will feel better. If you don't write another and another until you do feel better.

Common Employer Mistake in Employment Screening:

Assuming temporary employees from outside employment agencies have been screened in compliance with your standards. Don't assume these agencies have screened these individuals for improper behavior in their background. Their procedures should be clearly understood and very specific and you should follow up with reviews of completed reports to assure what they said would be done, has in fact been done.

How to Hire

Summary of an excerpt from The Competitive Edge by Fran Tarkenton & Joseph Boyett

One of the most important decisions you must make as a business owner is whom to hire. The people you employ can make or break your business. But you must recognize that you will never be able to hire the best people-only the best available people. Given that your choice will always be limited, how do you hire the best available person? Here are some helpful suggestions:

Make your search for job candidates a continuous process.

Start your search for employees as far in advance as you can. Don't wait until you're so desperate that you hire the first applicant who walks in the door. Be on the lookout for potential candidates constantly, even if you have no job openings at the moment. If they look promising, go ahead with an interview. Think of it this way-you are investing in the future. You need to tell such job candidates what you are doing. Make it clear that you have no jobs open at the moment, but wanted to talk to them in case something became available in the future. Ask them if you can keep their names on file.

Use part-time, temporary, and/or seasonal employment as a low-risk tryout.

Observing a person's performance on a limited trial basis, as a temporary, part-time, or seasonal employee, is a great way to find out what kind of full-time employee he or she might be. Another good idea is to hire temporary workers to supplement the regular work force during peak periods or to fill in for regular employees who are on leave or on vacation. The limited or trial work period gives them a chance to get to know you and gives you a chance to get to know them.

Use the "success indicators" to hire the best available person.

Remember that any person's potential for success in a given job is a function of all the following success indicators:

- Their Job knowledge (the "how to" factor)
- Their motivation (the "want to" factor)
- Their ability (the "able to" factor)

Ideally, you are looking for people who already know how to do the job you'll be asking them to do and have done it successfully in the not-too-distant past. Check each candidate's work history, training, and education. Ask candidates what they have done, where they did it, and how well they did it. Ask about their successes and the problems they've faced. Ask about their training and education as it applies to the job you are trying to fill. (*Newsletter Note - And perform skills testing. Call Jim Randisi if you have questions about their effectiveness.*)

Ask for references, and call them. Also, verify training and education. At minimum, you should verify the dates of employment, training, and education with third-party sources.

Internal motivation is determined by what the candidate gets from performing the job. Obviously, money is one thing the candidate wants. But money is rarely the only thing-and often not the most important thing-that people want from a job. Your task is to make the best match-to find a person who wants to do and likes to do the job you're hiring them for.

How do you find out what job applicants want and like? Ask them.

Try to find out why applicants want to work for you. Are they just looking for a job-any job-or are they attracted to your particular company for some reason?

Finally, consider each applicant's natural ability. (*Newsletter Note - Consider using Skills Tests for this purpose. Call Jim Randisi if you have questions.*) What type of personality does best on that job-quiet and introspective, or boisterous and outgoing? (*Consider Personality and Behavior Tests. Call Jim Randisi to further discuss.*) How is the candidate similar to or different from people you know who currently perform that type of job well?

When you're through with interviews, reference checks, and testing, you should have a clear idea of the "success indicators" for each candidate. Then, and only then, are you prepared to make your selection. Never discount a candidate for weaknesses in one of the three areas; strengths in the other areas can easily outweigh any weaknesses.

We have found that job knowledge, motivation, and ability are roughly equal predictors of job performance, with motivation having a slight edge. Your task in selecting a candidate is to evaluate what you have learned about their job knowledge, motivation, and abilities. How successful do you think they will be in the job? If you have any doubts, don't hire them, at least not until you resolve your doubts. A critical factor in the performance of any new employee is your belief that the person will succeed. To hire an employee for whom you have lesser expectations is to court disaster.

Successful - and Not So Successful - Human Resource and Other Business Leaders

The most successful Human Resource (HR) leaders at top organizations around the world have several traits in common, according to research from Orion Partners, an HR consulting firm in London. And some of the worst managers share common traits, as well, reports Profiles International, a global employment evaluation and HR management assessment tool provider based in Texas.

The top HR leaders have experience in other fields and at different companies than the one they were in when the survey was conducted, according to a statement from Orion.

Seventy-three percent of the participants had held a senior HR leadership position elsewhere prior to their current role. Nearly two-thirds (64 percent) had relevant business experience outside of HR, half had worked outside their country of origin and half had worked in multiple sectors.

What to Do

Almost half (46 percent) had no formal HR qualification prior to taking on their role. Instead, the HR leaders said three characteristics helped them gain credibility:

- Being a businessperson.
- Building relationships.
- Being a facilitator and coach.

Orion also identified four defining traits of HR leaders that were consistent across all industries and countries:

- A sense of purpose. A clarity of vision about what they are there to do and a willingness to go out on the edge in order to achieve it.
- Business focus. Defining themselves as business people first and holding themselves accountable for creating business success.
- Function construction. A focus on crafting a fit-for-purpose HR function and leading it to deliver success for the business through the people agenda.
- Self-knowledge. Authenticity and integrity, awareness of their own values, self-belief, continuous learning and an ability to manage their own energy and motivation.

“Armed with an understanding of what the very best HR leaders do and how they see themselves in their roles, we believe organizations will be in a much stronger position to identify and recruit real talent into the crucial HR

director position,” said Jan Hills, an Orion partner, in a press release. “As importantly, it would enable them to groom their most talented HR business partners for transition to the top.”

What Not to Do

Compare those lists to this list of traits, compiled from experts from Profiles International, of symptoms of a manager at risk of failing:

- Always seems to be feuding with someone or some group in the organization.
- Has a reputation for being authoritarian, cold, aloof, arrogant or insensitive.
- Acts as a polarizing force within an organization. Other employees either love or hate her.
- Avoids direct communication or contact with some or all co-workers.
- Delivers bad news through e-mail rather than through direct conversations.
- Exhibits a hostile attitude toward co-workers who share interdependent goals.
Becomes the target of subtle or blatant sabotage efforts.

“Poor interpersonal and communication skills are one of the most prevalent reasons” for management failure, said Jim Sirbasku, co-founder and CEO of Profiles International, in a press release.

Turn the Ship Around

To prevent manager derailment and improve performance, Profiles International suggests that HR help managers:

- Understand the true root cause of the conflict.
- Understand the management style and motivation of the manager.
- Help the manager understand his own management and communication style.

“HR professionals and executives should keep in mind that managers aren’t driven solely, or even mostly, by compensation-related matters,” wrote Vickers. “What they want is to make a difference. To do this, they need the proper skill sets and enough latitude to do their jobs well.

Beth Mirza is senior editor for HR News. She can be reached at Beth.Mirza@shrm.org.

Don't Treat Sales Like Your Mother In Law

Summary of an article by George Cloutier

If you're like a lot of business owners, you have the same attitude about sales as you do about your mother-in law. As far as you're concerned, your sales team just gets in the way when they're around. You believe if you have the right product, it will sell. There is something a little distasteful about having to get out from behind your desks, roll your sleeves up, and shill.

Get over it!

By far the biggest crime against sales is the owner's unwillingness to mix it up with customers. They refuse to be out front in the sales effort. They prefer to work the "back of the house" and let poorly paid underlings handle customer service. They don't attend regular sales meetings, never look at daily sales report, and barely go on customer calls because "they're too busy."

If you aren't directly involved in your sales strategy, then you aren't covering the basics of your business. If you are abdicating because you don't want to deal with it yourself, you are neglecting the single most effective way to drive profit growth.


You need to be proactive and pay more attention to your sales effort--before it wrecks havoc. Live and breathe sales daily. It's not enough to hire good and aggressive sales people with strong track records. It is your job to be out in front of your sales troops and making some of those sales calls yourself. You need to establish personal relationships with your sales force.

You also need to know your customers intimately so you are never beholden to your sales reps. Wrap them in a warm and fuzzy cocoon--if you don't, and your top sales guy leaves and takes your customers with him, shame on you!

Some time ago we worked with a \$16 million printing company in Delaware that had been losing money for two years. The partners weren't focused on sales, and 90 percent of their customers' communication was with the inside sales support staff. Within two months of making the owners go on sales calls with their field reps and meeting with people in person, they were profitable.

Don't view sales like an unwanted guest. Embracing your sales effort is the one profit strategy that works and the easiest way to grow your business.

As founder and CEO of American Management Services, a consulting firm that specializes in small businesses, George Cloutier has helped more than 6,000 businesses across 400 industries come back from the brink of bankruptcy to achieve double-digit



profits. George's new book, Profits Aren't Everything, They're the Only Thing: No-Nonsense Rules from the Ultimate Contrarian and Business Guru, is available at your local bookstore or at Amazon.com. For more information about George, visit www.GeorgeCloutier.com