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CI PROFILES

Volume 2, Issue 1

PRODUCTS:

C-INDEX
C-FILTER
C-HIRE
C-IQ

Inside this issue:

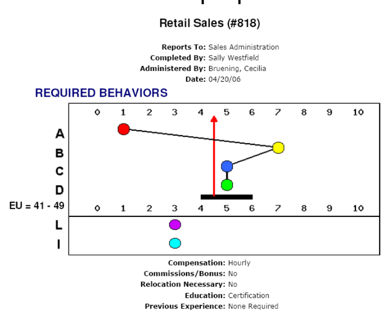
PUT A C-JOB SPIN ON YOUR SEARCH

C-Job is a tool for profiling a position. When you profile a person, you discover how to best fulfill that person's work style. C-Job will profile your position and discover what behaviors are best suited to the job and it gives you a profile to match against your applicant database. C-Job compares an objective analysis of job and person and removes much of the guesswork behind hiring. What's more, you already have access.

Every user of Culture Index can select the C-Job link in the left column of the website and will be taken to a page that has four links to choose from: Complete Questionnaire, View/ Edit Completed Questionnaires, View Archived Questionnaires, or Print PDF Questionnaire Version.

To complete the C-Job Questionnaire and receive an idea of what behaviors your position requires, please ask at least three persons familiar with the job's requirements to fill out a separate C-Job.

We find people have different perceptions of a job. One manager may expect an individual to be self-sufficient and people oriented



whereas an individual who has done the position or works in the department may have a different perception of what the job requires. Completing multiple C-Jobs allow you to arrive at a consensus of what the job requires.

Open the Complete Questionnaire link and fill in the information on the first page, then select the Continue to Step 1 of 10 option. Select the position's level and continue to Step 2. Rate the statements as to how important they are for the position in question and continue to step 3. Continue the rating process through step 10. The survey will tell you when you've finished and close the window. View the completed profile under View/ Edit Completed Questionnaires.

It's easy to have your first C-Job resemble your pattern. Try to consider the questions as if you came to do the job.

You can send C-Job invitations from the same Invitation link you use to send C-Index Invitations.

Scroll to the bottom of the Invitation page and select the New C-Job Invite tab. Fill in the name of the person you're sending the invite, include a personal message if you want, their email and the name of the position you are profiling. The system will send the invitation the same way it sends a Culture Index. ☑

SEVEN DEADLY SINS OF HIRING

The following article was printed in a TEC Newsletter in December, 2004.

Hiring employees typically requires a lengthy, complicated process, one that often involves costly mistakes. According to hiring expert and former TEC speaker Richard Pinsker, however, knowing what not to do can take a lot of the guesswork out of the hiring process. In particular, he preaches the importance of avoiding the following hiring "sins":

1. Not knowing what you are looking for: Many companies use job descriptions (if they use anything) to guide their hiring process. However, most job descriptions do not make a good tool for hiring because they only describe duties and responsibilities. Instead, Pinsker recommends using a job profile that identifies the specific results you want to achieve for that position. A good profile includes three parts—

SEVEN DEADLY SINS . . . Cont'd

performance expectations, success patterns and attributes—and allows you to objectively determine whether a candidate can meet the requirements of the job.

"Developing a profile isn't always easy," says Richard. "But unless you take the time to carefully think through what you really want from the position, you can waste a lot of time and money hiring the wrong person."

KEEP LOOKING FOR PEOPLE ALL THE TIME. WHETHER YOU NEED THEM OR NOT.

2. Unintentionally limiting the source of candidates: In today's market, you can't afford to eliminate any candidates. According to Richard, the best sources of candidates include:

- Job fairs
- Employee referrals
- Job ads
- Search/recruiting firms
- Trade shows
- Customers, suppliers and vendors
- Internet job sites
- Professional and trade associations

"The goal with recruiting is to constantly have a flow of resumes and good people coming to you," notes Richard. "Keep looking for people all the time, whether you need them or not. When a good person comes along and you don't have an opening, create one. The key is to be proactive. Don't wait until you need someone to start looking."

TRY TO GET INSIDE THE PERSON'S HEAD AND FIND OUT IF THEY ARE GOOD FOR YOUR COMPANY.

3. Failing to fairly interview candidates: Never cut an interview short just because you don't like the candidate or you don't enjoy interviewing. To get the most out of your candidate interviews

- Start at the beginning of the candidate's career and work your way forward.
- Make sure the candidate talks 75 percent of the time.
- Don't ask questions that can be answered "Yes" or "No" because the answers don't yield much useful information.
- Outline a problem you are currently working on and ask the candidate how they would solve it. Hearing their thought process is of more value than the answer you actually get.
- Walk the candidate through your plant and see how they react. What kinds of questions do they ask? How curious are they? How do they interact with others?
- Try to get inside the person's head and find out if they are good for your company. Do you think in the same vein? Are you really comfortable with them?

"Before interviewing anyone, review the job profile so you know what questions to ask," advises Richard. "Scan the resume for gaps in the candidate's employment record and other red flags you want to uncover during the interview. Above all, make sure the interview is free from interruptions and distractions."

BEFORE INTERVIEWING ANYONE, REVIEW THE JOB PROFILE SO YOU KNOW WHAT QUESTIONS TO ASK.

4. **The halo effect:** The halo effect occurs when you attribute good things to someone by association. Too often, interviewers rate candidates higher because they went to the same college, grew up in the same area or other factors that have nothing to do with job fit. Be aware of any personal biases you may have and keep your assessment of the candidate focused on his or her ability to do the job.

5. **Wishful Thinking:** Growing companies often need to hire quickly. As a result, they overlook danger signs on resumes and in interviews in order to get a warm body in the position. But a poor hiring decision made in haste will always cost more—in terms of time, money and resources—than a good decision made at deliberate speed.

6. Ignoring intuition: The best hiring decisions rely on objective criteria. At the same time, you can't afford to ignore your instincts. If everything checks out on the surface but your intuition sends up a red flag, taking the time to investigate can save you from making a big mistake. "If something bothers you about a candidate and you can't put a finger on it, check and double-check before you make the decision," cautions Richard. "If it still bothers you, forget about the candidate. My hiring motto is: "When in doubt, don't."

7. Failing to check one more reference: The best predictor of future performance is past performance, and the best check on past performance is a reference. Check references with:

- Two people the candidate works for
- Two of the candidate's peers
- Two subordinants

"You will be amazed at the information you get from subordinates," says Richard. "You can find out how the candidate delegates, how they handle conflict with people who work for them and things like that. Plus, subordinates are usually more open and honest with their answers than people at higher levels. You have to know who you are hiring, so my rule of thumb is to always find one more references than you think you need."☑

WHEN IN DOUBT, DON'T.

12 TIME MANAGEMENT PRINCIPLES FOR YOUR SALESPEOPLE
By TEC Speaker Steve Bookbinder

Are your salespeople using their available time intelligently? They will if they follow these 12 simple principles.

1. Start each day early. Give yourself time to wake up.
2. Assume everything takes longer than you think it will. You'll be right.
3. Assume everyone else will take longer than you think to get back to you. You'll be right.
4. Don't skimp on reading and thinking time, but don't pursue these activities during prime selling hours.
5. Assign the right number of minutes to every task on your list. Know how much time you intend to invest in a given activity.
6. Keep simplifying your filing system. Remember, if it doesn't work as a "finding system", it's fatally flawed.
7. Break all tasks down to smaller, actionable chores. Focus on first steps and very next steps. Track your progress on each item in a written log.
8. Be your own boss. Know your own weaknesses and hold yourself accountable. Give yourself appropriate rewards for completing important tasks that may be difficult to motivate yourself to complete.
9. It's easy to be busy without being productive. Know the difference. For salespeople, productive means "moves me measurably closer to a commission." Here are the only four scenarios that qualify as a productive day:
   A. I scheduled a first appointment with someone.
   B. I moved an existing prospect forward, as evidence by that prospect's willingness to either sign a contract or set aside a specific date and time to talk to me within the next two weeks.
   C. I touched a current or former client (by making a phone call, sending out a mailing, sending a personalized e-mail, etc.).
   D. I did any combination of a, b, or c above.
   E. Anything else is not a productive day, but a busy day!
10. Cluster similar activities together. Yes, you'll be interrupted during the day. That doesn't mean that your priorities for the day should change in a heartbeat. Try to gather similar activities into the same chunk of the day.
11. Plan everything two weeks in advance. You should know, today, what your major priorities are going to be for each of the next ten business days.

Budget and monitor your daily, weekly, monthly and yearly time commitments (in round numbers). Then take 10 minutes, once a week, and compare what actually happened to what you wanted to happen in a given activity area. For instance: You have approximately 2,000 working hours to invest in any given year. How many of those hours should go toward prospecting for new business? Settle on a number, then see how it breaks down when you divide it to correspond with daily, weekly, or monthly time investments. After a week of keeping track, do this 10-minutes assessment once again. How does your reality compare to your projection? What should you be doing differently? ☑

10.

Be your own boss.

It's easy to be busy without being productive.

Cluster similar activities together..

Steve Bookbinder is president of franchising at DEI Management Group, a sales training firm based in New York.

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STEERING CLEAR OF CONFLICT

Howard Guttman, author of "When Goliaths Clash" (Arnacom, 2003) and principal at Guttman development Strategies, Inc. in Ledgewood, N.J., offers 10 tips for effective conflict management. The following article was printed in the May/June 2004 issue of "Arrive".

1. Confront issues. Don't sidestep or bury them. When workers avoid conflict, resentment builds, eventually sapping creativity and productivity.
2. Make sure it's safe to disagree. Encourage discussion, but unless participants feel that others respect their ideas, they're not likely to speak up.
3. Depersonalize issues. As the old adage goes, there's no "I" in "team". By focusing on business, not personal issues, it's possible to resolve conflicts and make better decisions.
4. Make executives accountable. Ultimately, it's up to executives and managers to ensure that employees use conflict-resolution techniques.
5. State the rules. At some point, someone has to make a decision and everyone needs to move on. Clearly stated rules prevent misunderstandings.
6. Don't accuse in absentia. The target of criticism should be present if an employee wants to complain.
7. Discourage bringing issues to third-party rescuers. Employees who have issues should discuss it with each other and only approach a manager if they're unable to resolve differences.
8. Use "boomerage" questioning. Turn assertions into questions—and really listen to answers. Then it's possible to discuss issues in a less combative way.
9. Don't permit "hand-raising from the grave". Once a group makes a decision, don't allow complaints and second-guessing. Disagreement should occur during debate, not afterward.
10. Cheer and reward successful conflict resolution. Acknowledge the use of conflict-resolution skills, use feedback and evaluation systems to measure success and create incentives.☑

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