

# AUTHORITY

*Career Concepts, Inc., experts in management and human resource consulting, executive coaching and business mentoring...*

*Organizational and Individual Consulting*

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## When does training succeed?

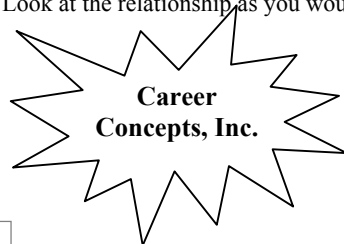
**Sharon Imperiale and Patreece Thompson, MD**

When we initially offered training as a service to our clients we spent considerable time creating our vision of success, not for us but for our participants. As with any good visioning exercise we asked, "What will the participants be doing differently, what will they be saying and how will they be acting?" Categorically, they had to tell us that this was the ONLY training that had made a difference and provided leanings they could use on the job right now.

Successful, sustained learning can be achieved. Lessons ...

Use only the best trainers. Meet with them personally. Ensure that they can answer or relate to certain questions about your business or industry and your particular organizational needs. Be certain that the following elements are included in their responses:

- ✘ Training, regardless of complexity, must tie into the organizational objectives. Consultants must understand the strategic as well as the tactical means to the goals. If they cannot "connect the dots" for all the processes within the organization then they will fail.
- ✘ Training must relate to the job. You need to ask yourself and the consultants a simple question, "Can and how will they use it?"
- ✘ The "getting to know you" phase should include an assessment and pre-work. It lets the trainees know what's coming and provides a barometer of need for the trainer. In line with this, training should include real situations, lots of practice and planning on the application of the coaching.
- ✘ Interactive training with an appreciation of learning and communication styles makes training a viable experience for everyone. The trainer must also keep testing for comprehension and applicability.
- ✘ Although we usually get feedback that the reference materials were not as helpful as the activity, we hope that participants will find them useful when they look back on them. It's prudent to make sure that they're included.
- ✘ Sustaining the learning, keeping it alive, is the ultimate challenge. Training should integrate solutions to this issue. Action planning, follow-up, identification of resources and mentors, lifelines, etc. should be incorporated.
- ✘ Most importantly, find someone who you trust and feel that you can work with on a partnership level. Look at the relationship as you would any investment. Expect a high yield.



6 local offices in the PA, NJ, DE and MD area, and...

...over 250 partner locations around the world...

## Generational Positives

**Sharon Imperiale**

"Younger and older executives differ in their leadership approaches. How can we manage this diversity?"<sup>1</sup> Ironically, several senior human resource leaders in the Delaware Valley asked us this question. Over a series of "breakfast" meetings we worked through this issue. In preparation, we interviewed individuals from each of the generations represented in today's workforce. The answer was too evident. Begin with a focus on common ground, not issue resolution. Not only did we gain a wealth of insight as to the strengths of our multi-generational workforce, but we were able to clearly differentiate contributions and establish tactical plans for organizational boom.

The younger generation likes change, innovation and a fast pace. They are in charge of themselves, like balance and know that work can be fun. In fact, they will make it fun and energize everyone around them. They're competitive and like to win.

The older generation has experience and is willing to share it. They are good problem solvers and provide a good balance for their high-energy younger co-workers. They are business intuitive and savvy and, since they will retire in the next 10 to 15 years, are able and willing coaches. They are viable components of the succession plan.

Like any team there are complementary strengths and when recognized, synergies develop. Diversity of any kind is best managed when we capitalize on the collective strengths of the team and use its power to meet organizational objectives.

(For a complete set of findings and materials, please feel free to contact us.)

<sup>1</sup>Leadership: What's Age Got to Do With It? MRG Research Release. Career Concepts, Inc. is certified in the MRG Strategic Leadership Series.

# We have been busy this year!

Russ Dunn

## Outplacement

As the economy took its swing at the boom, our outplacement business saw increased activity. Statistics suggest that over 41,000 dot com employees lost their jobs. With the slow down in the labor market many "transitioning" clients are worried about finding their next job. We closely track our transition service activity and the time it takes our customer to find reemployment. Ironically, we have not seen a decline in reemployment engagement. This validates our assumption that there are always good jobs for good people. Arming our outplacement customers with strong resumes, strategic marketing plans and state of the art job search tactics places them first in line in the labor market. At 64 and half years old, one of our customers juggled five offers and negotiated a 25% increase in compensation!

Career Concepts was recently mentioned in a Business Week article, *Careers—The Best of Times for Outplacement Firms*, May 8, 2001. "HAPPY CUSTOMER. Still, supporters of outplacement say the services can boost a person's chances of getting a better job sooner. Just ask satisfied customer Margaret Leimkuhler of Paoli, PA, who received outplacement counseling early this year after being laid off during a bank merger. Leimkuhler hadn't looked for a job in 15 years. She says the one-on-one counseling she received from outplacement firm Career Concepts, based outside Philadelphia, not only gave her needed encouragement during a trying time but also helped her in such key endeavors as crafting an eye-catching resume. One example: Her original resume included an easily overlooked mention of a project in which she had "centralized administrative processes to allow more sales focus." Her counselor urged her to be more specific and calculate what the project had meant for the bank's bottom line. In the rewrite, the resume contained the more attention-grabbing information that her work had saved the bank \$225 million a year and 50,000 hours of work. Leimkuhler says several recruiters complimented her on the final product. "It was very, very useful," she says of the assistance, noting that after about a three-month hunt, she received five job offers. She began a new job at First Financial Bank in Chester County, PA in early May."

## Training and Development

Even with our tentative economic situation, retaining the best workers is the primary focus of almost everyone with whom we meet. "Reward them, recognize them and develop them" has become the organizational mantra. One of our most exciting successes has been the introduction of our Physician LABS (Leadership and Business Series). Designed for the physician in a leadership role, our training series has really filled a void in the leadership-training sector and participants have truly embraced the model. From customer service to leadership to basic skills to sexual harassment and diversity training, we have been hitting them out of the park.

## Search

At the beginning of the year our search activity was slower than we forecasted. Things have really picked up. A Call Center Director, a VP of Sales (Telecommunications), a few DBAs, a COO, and a Claims Manager are just several of the positions we have sourced for our clients.

## Human Resource Consulting

With so much to do and so little time the Human Resource department often finds itself embroiled in the daily tactics and unable to assume the more desirable strategic partnership role. When one of our clients started his new role with a local insurance company he found himself with 30 or more aging job openings and no one to help. Since March we have assumed responsibility for sourcing and selection for the entire company. We've added significant value and saved them considerable money in recruiting fees and lost productivity. We have been the HR department for a nursing home for nine months now, managed applicant tracking for a major utility company, performed benefit administration, workers compensation and COBRA tracking for a manufacturing firm, to name a few.

## Coaching

Coaching, as a performance management tool, has been around for a long time, sometimes formalized other times a by-product of good leadership. "The coaching boom over the last five years coincides with the rise of management by e-mail, which has reduced face-to-face interaction at work, and the dot com boom and bust, which seemed to change the rules of business. "People are in a legitimate state of doubt, about galloping technology, globalization, heightened competition and increased complexity," said Warren Bennis, who teaches leadership at the University of Southern California. "They need someone to bounce ideas off of and to listen to their existential grousing." "When companies went into downsizing, they neglected developing their people so, to some extent, this is catching up on what they should have been doing all along," said David Dell, research director at the Conference Board, a nonprofit business research group.<sup>2</sup> Our clients agree. Through our experienced, business savvy coaching staff we are helping to create the future for several area leaders.

# Congratulations!

Congratulations to two Career Concepts customers, The University of Pennsylvania and The Children's Hospital of Philadelphia for their recognition as "Pennsylvania's Best 100 Places to Work" by the Great Places to Work Institute. The Institute asks a series of questions that build a trust index. The index is based on the following dimensions.

*Credibility* - Trustworthiness and competence of management ("Management is approachable and easy to talk with." "Management delivers on its promises.")

*Respect* - Recognition of personal and professional worth and contribution ("Management recognizes that honest mistakes are part of doing business." "People are encouraged to balance their work and personal life.")

*Fairness* - Equitable sharing of opportunities and rewards ("People here are paid fairly for the work they do." "Promotions go to those who best deserve them.")

*Pride* - Value attached to one's job and association with the company ("My work has special meaning here; this is not 'just a job'." "I'm proud to tell others I work here.")

*Camaraderie* - Friendliness and sense of community or "family" ("We're all in this together." "I can be myself around here.")<sup>3</sup>

Congratulations also to Russ Dunn, our president, who was recently elected to the Board of Directors of AOCFI, the preeminent North American career management consulting association.

<sup>2</sup> *The Philadelphia Inquirer*, Sunday, June 10, 2001, "Executive coaches lead firms' leaders to keep perspective."

<sup>3</sup> *A great place to work*, Robert Levering.

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