

MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

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Business *Ethics*: Not Letting The Truth Get In the Way

25 Trends That Will Change The Way You Do Business

Trend #16 - Mergers and acquisitions are like courtships and marriages, says Ira Wolfe, a Leola Pennsylvania workforce consultant. Like human couples, companies "fall in love, and then later decide they can't live with the other."

In the coming years, people management will play a far more pivotal role in corporate mergers. Wolfe estimates that company purchases conducted for the purpose of buying another company's people could represent as much as half of all acquisitions. Now, he estimates, only about 15 to 20 percent of acquisitions are completed because one organization wants another company's workforce.

One of the principal reasons why mergers and acquisitions have failed in the past is that workforce management isn't brought into negotiations until the deal is consummate. No one studies the compatibility of the two cultures. Worse yet, the buyer often tries to change its partner, rather than adopting the ways of working that made the acquiree attractive in the first place.

To read the full article and the other 24 Trends, go to www.workforce.com or call for a copy.

Maximizing Insights is written, edited and published monthly by Ira S. Wolfe for:

MaxImize

Companies hire for skill, but fire for attitude.....we measure attitude.

(512) 278-1200

(512) 278-0058 fax

Barbara@maxproductivity.com

www.maxproductivity.com

How uncanny! On the eve of an Integrity and Ethics Report released by our strategic partner Success Performance Solutions, the longtime chairman and CEO of Freddie Mac, the president and COO, and the CFO were asked to step aside. Why? Lack of "cooperation and candor" and "management misjudgments"!

Two hundred three respondents, mostly business owners, executives, human resource professionals and consultants completed the survey - anonymously and confidentially - over a two week period in late May and early June.

A Dog-eat-Dog world. One-third of the respondents admitted to withholding important information "because saying something might risk my position or injure my



reputation with colleagues." This was confirmed when 29 percent admitted to playing hard even if it meant someone else might look bad."

When it comes down to protecting oneself versus winning one for the Gipper, apparently winning at all costs triumphs these days. Look around. When you need them the most, only one of two of your closest colleagues may not be there to catch you.

To read more what's going on around you, turn to page 3.

Competence Sets Apart The Top from the Flops

When the economic sun was shining in the late 1990's, businesses seemed to have had a lot of top performers. When the climate changed and the forecast became a bit more cloudy, many top performers fell from their perches.

Many organizations have discovered that they really hired a bunch of fair-weather run of the mill employees. When days were no longer sunny and pleasant and the terrain was no longer flat and paved, many of these wannabe top-performing salespeople and managers stumbled badly.

Top performers are like artisans and craftsmen. They are proficient in using the tools of their trade and find innovative ways to use them. Top performers have mastered competencies. They know which tool to use, when to use it, and how to use it. They can anticipate what the end-product or solution will look like before it is completed.

What differentiates top performers is competence? Competence is a combination of skills, knowledge and behaviors that is important for the success of the organization and personal performance.

Anyone can learn a skill but only top performers have the competence to use these skills to repeat peak performance under changing conditions and do it with a minimum of stress and resources.

To learn more about identifying and assessing competencies, call us today.



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Zeroing in on Top Performance

During a recent job profiling activity to recognize the traits of top performers, the management from one organization determined that the most successful salespeople in the company seemed to just the right balance of managing the ups and downs of sales while still maintaining a sense of urgency, drive and commitment.

That was only the first step. Now that they knew what wanted, they needed a reliable system to evaluate candidates and their current sales force.

How did they accomplish this? They turned to the TotalView Assessment Systems.

TotalView is a five-factor personality assessment. One of the factors it evaluates is called **stability**. Each personality trait in the TotalView system is normed against the population on a 1 to 10 scale.

(FYI -TotalView is a normed assessment unlike DISC or Myers-Briggs which are considered ipsative or self-assessments).

Stability means how well an individual copes with everyday life stresses, rejection and criticism. When things are not going so well, stability identifies those who are least likely to avoid falling victim to non-productive mood swings.

What shocked the senior managers was that fifty percent of the individuals who dealt with rejection the best were also the lowest performers. In contrast, *not one of the top performers scored within the 9 or 10 ranges of stability.*

Coping with stress is certainly a highly desirable skill. Stability is an excellent measure of coping skills. Remaining calm during a crisis is a virtue. Crossing over the line into complacency is a vice. Stability helps you identify the fine line.

"...not one of the top performers scored within the 9 or 10 ranges of stability."

The Most Difficult Interview

Who is the most difficult candidate to interview?

A salesperson.

Why? Because successful salespeople are persuasive. It is their job to get appointments, make presentations, and close sales. When salespeople are interviewing for a job, they are selling themselves. If they are already being interviewed, they got the appointment. During the interview, they are presenting. And if they are good, really good – they don't have to close because you want to buy. You're persuaded that they have what it takes well before the end of the interview.

But what happens when you are enamored with their ability to sell themselves. How well will that translate to sales for you? Can their confidence convert to profits?

Not being fooled by the gift of gab and hiring top performers on a consistent basis starts with competency identification. For help setting top performer profiles, call today.

FREE Publication! The U.S. Department of Labor and Equal Employment Opportunity Commission clearly states that any assessment used for selecting employees must meet uniform guidelines. To learn more about what's right and what's not when selecting tools for selection and promotion, call us to receive a FREE US Department of Labor publication.

Some Truths about Truths

"A lie has speed, but truth has endurance." — *Edgar J. Mohn*

"If you add to the truth, you subtract from it." — *The Talmud*

"What you don't see with your eyes, don't witness with your mouth." — *Jewish proverb*

"Truth is like the sun. You can shut it out for a time, but it ain't goin' away." — *Elvis Presley*

"The great enemy of the truth is very often not the lie — deliberate, contrived, and dishonest — but the myth — persistent, persuasive and realistic." — *John F. Kennedy, 20th-century American president (from the Yale Commencement address, 1962)*

"A belief is not true because it is useful." — *Henri Amiel*

"The house of delusions is cheap to build but drafty to live in." — *A.E. Housman*

"When somebody lies, somebody loses." — *Stephanie Ericsson*

"Flattery makes friends, truth enemies." — *Spanish proverb*

"Lying can never save us from another lie." — *Vaclav Havel, 20th-century Czech poet and political activist, first president of post-Communist Republic*

Stormy Labor Forecast Facts

Integrity and *path*Ethics

Who can you trust? According to the SPS Integrity and Ethics Survey, one out of two other people, if you include yourself as being honest and ethical.

One of the most striking conclusions was that it appears to be difficult for many people to keep a secret. When asked if he or she "shared with someone information that was told they must keep confidential", 35 percent said yes! So much for keeping a secret.

For those 65 percent who kept the information in confidence, we would like to think that they do so out of respect for the source, whether it be their friend, colleague or boss. But when asked if they ever "held back information that was important because they didn't think it was their position to say something", 63 percent said yes.

If this trend is accurate, individuals who keep information confidential may not be doing so out of integrity but because they don't want to be the bearer of bad news or the whistleblower. This paradoxically raises the question of ethics and values. If you withhold information, for whatever reason, which might be valuable to someone or the organization, how do you choose between respecting the confidence and loyalty to a friend or organization.

Life is full of difficult choices. Standing up for what is right or defending a controversial viewpoint takes guts. Standing up for your principles apparently isn't that important for 28 percent of the people. They chose "just doing their job" to doing what's right when asked if they have ever "justified a difficult decision because they were just doing their job although they knew the decision was wrong".

That is all fine and good I guess unless it's a job they don't want to do. Then it's okay to pass the buck. Twenty percent of the respondents admitted to "having used someone else to do a difficult task to avoid personal embarrassment or confrontation."

Source: SPS Integrity and Ethics Report

Gender Gap

- 57 percent of all BAs and 58% of all master's degrees in the United States are now earned by women.
- 133 females get BAs for every 100 guys; by 2010 over 142 women per 100 men will receive BAs.
- 138 females get Master's Degrees for every 100 guys; by 2010 over 151 women per 100 men will receive Master's Degrees by 2009-2010.
- Women make up 60 percent of employees in the services sector. The service sector has grown by 260 percent since 1970.
- Men hold 70 percent of the jobs in manufacturing. Manufacturing has lost 14 percent of its jobs since 1970.
- Current unemployment has hit male-dominant industries like technology and manufacturing the hardest. Twice as many men have lost jobs than women between 2000 and 2002.

Source: SPS meta-study

All locked up!

- 2 million people are locked up in American jails and prisons
- 702 prisoners per 100,000 population. (Russia has only 665 prisoners per 100,000.)
- The United States has three times more prisoners than Iran, four times more than Poland, five times more than Tanzania and seven times more than Germany.
- One in eight black men in their 20s and early 30s was behind bars in 2002; only one in sixty-three white men are imprisoned.

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Women Rising

- In 2000, the average life expectancy at birth for women in the United States was 79.5 years while men's was 74.1 Just 20 years ago, the difference was seven years.
- Approximately 20.7 million women now living in the United States are over 65; By 2030, the number is projected to reach more than 39 million, when almost 22 percent of American women will be over 65.
- This year, 3.1 million U.S. women are over age 85. By 2030, the number is expected to almost double to 5.7 million.
- Almost 12 million American women will be 86 years of age and older in 2050, compared to 7.4 million men.
- As of 2001, white, non-Hispanic women comprised 69 percent of the female population; by 2050, white, non-Hispanic women will constitute only 53 percent of the U.S. female population.

Source: U.S. Census

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Rule #1 of good employee behavior - Show up for work!

You offer the job and he accepts. But he doesn't show up or shows up late. A few days later you suspect he is stealing or allowing his friends to lift a few of your items that he thinks you'll never miss.



Or maybe he does show up on time but loses his cool with a customer and makes a few sexual innuendos to your female workers. "If only I had known before I hired him", you mutter.

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