



HRA Services, Inc.

# Fact Finder

November 2001

. . . helping organizations find solutions to people-related problems

## **ACQUIRING AND RETAINING TALENT**

If you haven't noticed, companies are no longer searching for employees or looking for people to join their organizations. Today everyone is seeking to acquire talent. Aside from just the iterative business language evolution to new word forms, acquiring talent implies a broader concept than simply staffing a position—in fact, it carries a developmental dimension beyond the idea of filling a job or a work requirement. Semantics aside, this change in language signals that organizations are only beginning to focus on the human dimension as an area of substantial leverage, efficiency, and ultimately profitability. While the old adage that "the whole is greater than the sum of its parts" has been around a long time, there is more and more being written about how truly effective management and quality leadership can amplify resources. The secret is the leadership glue that keeps goals in focus, generates enthusiastic performance, and addresses management and leadership issues as they arise.

One of the keys to improving overall organizational effectiveness is to focus on the hiring process. This requires a hard look at organizational needs each time personnel changes occur. It also entails compelling managers to think about the company's global needs and how each manager can contribute talent to the company's developmental process overall. A focus on hiring underscores the importance of spending more time and energy up front getting it right the first time rather than trying to fill that slot using your peripheral vision. A focus on hiring means digging deeper to be sure managers really understand the job in terms of not only position requirements and specifications, but also in terms of the supervisor-subordinate relationship as well as the company and unit culture. This process mandates well-developed interviewing skills and

the ability to thoroughly examine the applicant using practical, realistic challenges that clearly reflect how prospects will actually behave and perform. While the principles and details of this process are too varied to examine here, who can effectively refute the argument that measuring the candidate completely and accurately will result in a better fit than working quickly from poorly conceived past patterns. Talk with us about "Acquiring and Retaining Talent," a new HRA program designed to give your supervisors and managers the perspectives and tools to get and keep top talent, including such critical skill areas as leading and managing, effective discipline, and preparing for and managing the termination process.

## **NEW WORLD ORDER (NWO)**

I remember some months back visiting with a senior manager at a client where the chief executive officer had recently changed. When I asked how things were going, his response was, "NWO, New World Order." We both laughed and moved on.

In numerous telephone, one-on-one, and group conversations since September 11, 2001, it is clear that a new world order is upon us all—an order that brings with it tears, loss, rejuvenation, uncertainty, and a reaffirmation of America's worth and values. Sometime it takes a cataclysmic event to remind us of the power and endurance of simple human truths—of loved ones, of family, of seldom-seen friends, of liberty and freedom.

We are indeed proud to be Americans and proud of all the many loyal and dedicated friends we have known over the years.

## HRA CompraPAY©

A well thought out, well-designed salary administration program: The keystone of effective human resource management.

### LEADERSHIP MEANS UNDERSTANDING PEOPLE AND EXPECTATIONS

Leadership is certainly not a new subject. It has been debated and examined over the centuries from many perspectives and philosophical viewpoints. Today, however, the books, articles, tapes, and programs devoted to leadership are almost overwhelming.

Why is leadership such a hot topic? Well, there are lots of reasons including international affairs, political uncertainty, and the natural desire for more control. On the business front, however, more and more business leaders are seeing the need to develop leadership within their organizations to ensure success, succession, and future prosperity. Rather than a time-honored list of traits, leadership is a dynamic activity that requires understanding people through an objective assessment of individual development levels on specific aspects of the "task-at-hand" and determining what leadership style to apply. It entails thinking in-depth about the leaders who have had an important impact on our own development and listening to what we hear those leaders saying and what we see them doing as we think back over our own experience.

Unfortunately many of us have never had the opportunity to discuss and examine leadership in a way that demonstrates how and why leaders behave the way they do. As a result, we often try to mimic our leaders' behaviors. Give your managers the opportunity to really examine what leadership is and how it works. Give your organization the competitive advantage of informed leadership that can magnify performance many times over.

The *HRA Fact Finder* is published by HRA Services, Inc., to keep clients and business associates abreast of developments and trends in human resource and personnel management and is not intended to serve as professional advice on specific personnel and organizational issues.

#### Specialists in Human Resource Management Consulting

- Leadership Development
- Employee Handbooks
- Organizational Development
- Compensation Planning
- Outplacement Services
- Executive Coaching

If you have questions or further interest in any of these subjects, please call us.

## SMOOTHING TRANSITION

Whether the reason is staff reductions, reorganization, or a poor job fit, terminating an employee is always difficult.

For almost 20 years, HRA's Employment Transition Services have provided support and assistance to managers and employees in bridging that all important transition to the next opportunity.

### Employee Benefits

- An in-depth self-assessment plan resulting in specific career planning and direction
- Professional, objective support in transition planning
- Realistic, effective tools that generate results
- A comprehensive, focused, systematic process to the next opportunity

### Employer Benefits

- Reduce your legal exposure
- Professionally manage the termination process
- Enhance company image from both a public and employee-relations perspective
- Help managers effectively and sensitively deal with releasing employees

## THE POWER OF INSIGHT

- **DiSC Personal Profile System®**—  
Keys to understanding self and others.
- **Managing Expectations®**—  
Cut turn-over and build trust.
- **Time Mastery System®**—  
Measure your progress and manage your priorities.
- And more insightful leadership and staff development tools.