



DECEMBER 2007

The Tradition Continues



Partners are committed to the CPI/RW Caldwell tradition of supporting the employee life cycle ethically and effectively

*Through a newly formed partnership, an established business will continue to be the **leading and most respected** provider of talent management services in the Western New York community.*

Mark Weigel and Dottie Austin have acquired Career Partners International/RW Caldwell (CPI/RWCA) from its founder Robert W. Caldwell who recently retired. Together they have over twenty-five years experience with the firm. Their decision to purchase the business as co-principals ensures the **continuation of high quality** career transition services, the cornerstone of the firm since 1986.

Both are committed to the growth of the firm's ancillary services as well, including search services and employee development programs such as the Leadership Institute that continues to grow since its conception in 2005. "The relationships we build are lasting," said Mark Weigel, "**We're in the business of helping people**, committed to our tradition of making a positive difference, whether offering support in finding a new job or developing skills in a current one."

A Word About...

Today's Corporate Climate

Those who survive downsizing often don't feel they've won any prize. Most employers realize a need to keep the survivors feeling positive about their company and their performance. One key is to keep the morale of survivor's top of mind. "We communicated what we could about layoffs ASAP to minimize uncertainty," says Paul Allen, manager of corporate media relations at Kodak. Do the downsizing the right way. Smart companies realize it's not only humane to be fair to those exiting; it is also good business to motivate the survivors who see their work environment in disarray. "The survivors are the future of the company," says Bruce Martenis, director of hr at constellation energy group. "The company is asking for loyalty, and they don't want employees thinking, 'I'm next, why bother?'" Part of planning for success may include downsizing, but the company still wants to keep the employees who remain motivated to work for the success of the company.

("Motivating the Survivors", Jennifer Juergens)

Leadership Institute

Taking It To The Next Level

In the battle for human capital today, leaders who can define the mission for their team, communicate effectively, manage conflict, and remove barriers for more **effective coaching and development**, will survive in today's marketplace.

The **success of our first Excellence in Leadership program** launched in 2006 proves **this message is being heard by Western New York companies** as they realize the importance of supervisory skills in ensuring lower turnover and higher productivity. With five programs completed and a sixth scheduled to begin in January 2008, **RW Caldwell Associates has been listening too!** Students and company sponsors alike have continually expressed interest in a follow-up course, further exploring the topics already covered and offering new ones.

In February 2008 it begins! To assist leaders in their coaching effectiveness, we are offering a **Leadership Institute Level II - Advanced Leadership Principles**.

(cont'd on page 2)

Management Development Training Expands

Hiring the best people, working better and smarter with colleagues, getting results through progressive discipline, running effective meetings, public speaking and making impressive presentations...

These are skills that supervisors and managers need and can always improve. Over the past six months several new seminars have been launched in this popular series of highly **interactive** workshops, developed and presented by experienced and talented facilitators, to assist individuals in developing real skills while applying them to their specific situations. For curriculum information and registration form please check our website www.rwcaldwell.com and click on **Leadership Institute**.

Advanced Principles

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This program is open to all individuals who participated in our first Excellence in Leadership course. This advanced level course draws upon the principles of the first class to assist managers with **cultivating a high performance culture** focused on the development of people. The program will include 16 hours of classroom-led training and personalized one-on-one coaching.

Using the supplemental **Strategies for Managing DiSC report**, individuals will learn how to build immediate rapport with people they come in contact with, how to convince, influence, lead, and direct others, approach people and relate to them according to their needs. **Capitalizing on Team Talents** focuses on time well-spent looking at abilities each person adds to a team, the components for team effectiveness, and learning ways to bring synergy to an organization. In order to effectively manage the careers of their staff, **Career Resiliency and Development** will prepare the top 20% of performers for career growth, motivating and assisting the middle 60% in achieving their potential, and addressing the performance of the bottom 20%.

Each student will receive a one-on-one coaching session to access his or her current situation in greater detail. Through **Coaching, Counseling, and Mentoring**, they will gain a better understanding on how and when to use each methodology. Finally the course will concentrate on discovering ways to remove barriers, communicate and utilize appropriate feedback, and conduct appropriate sessions for staff to reach their fullest potential.

Participants will work with other professionals in teams, sharing experiences, working through problems, experiencing new information, and honing their skills. Each session uses real work examples, scenarios and activities. Upon completion of the program, participants will have all the tools they need to apply what they've learned.

If you would like more information go to www.rwcaldwell.com and click on **Leadership Institute**. Also, we invite you to **sit in on a class** and experience firsthand this informative, interesting and inspiring program.

JOIN US FOR THESE UPCOMING EVENTS

Wednesday, January 30, 7:30 a.m. Semi-monthly **HR Roundtable** discussion group. Presentation by Rosanne Dee of RTD Associates. Interested in joining? Contact Mark 716.632.0850/mrw@rwcaldwell.com.

Excellence In Leadership (Level I) class session for the Winter Semester
Friday January 11, January 25, February 8, February 22, March 14, and April 4
8:00 a.m. – Noon.

Advanced Leadership Principles (Level II) class session for the Winter Semester
Friday February 1, February 15, March 7, April 11
8:00am – Noon. Coaching session will be individually scheduled.

Interested in registering or finding out more about these courses? Visit our website at www.rwcaldwell.com and click on Leadership Institute or contact Diane at 716.632.7662.



Cut your losses and hire the best talent possible.

Four-out-of-five

recruiters

are shooting

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Search Services

This Is No Time To Gamble

Hiring the right people is a strategic imperative.

As a result of a recently released study, only 22% of the 104 human resource executives that responded believe their staffing units are able to identify strategic talent pools.

If one generalizes that discovery, it means that four-out-of-five recruiters are shooting in the dark when sourcing the top talent organizations need to compete. The implications for staffing quality are unnerving. But the plot thickens...

An astonishing proportion of employment specialists, the people who do the initial screen at companies, are not adequately trained to distinguish between the most appropriate applicants and those who present a pretty picture. They have difficulty seeing through the smoke screen of a well-prepared resume and a pleasant smile.

The next problem arises when an applicant is sent to hiring managers for an interview. How many of these managers, so important to the selection process, have been sufficiently trained in evaluative interviewing? Our research indicates that very few are exposed to the concept of behavioral interviewing.

Most recruiters are doing their best to find high caliber talent, within the constraints imposed by their own organizations. Unfortunately, most human resource organizations have insufficient headcount and inadequate budgets, making it difficult to assure recruiting success. Without recruiters bringing in the right candidates, the in-house employment staff, department heads, and hiring managers are severely limited in their ability to build the best staffing mix.

Factor in the shortage of qualified candidates to identify and pursue, and the situation becomes even more complicated. Build in intense competition and the sense of urgency that comes with a critical position being open too long, and you have a recipe for disaster. These conditions push employers to hire the wrong candidates just to get warm bodies in place. Unless they are lucky, these employers may be hiring the wrong people...inappropriate hires who may be there for a long time.

HR Concerns

Recent study from Hay Group and SHRM Foundation identified the following as the most pressing human capital challenges among executives: planning for succession, **recruiting and retaining talent**, providing leadership skills, addressing rising healthcare costs and developing performance-based culture.



Talent Management Cycle

Attract

Retain

Develop

Transition

Staff and Associates

Dottie Austin
Principal

Mark Weigel
Principal

Todd Nicholas
Senior Consultant

Diane Denton
Administrative Associate

Diane Robinson
Search Services Manager

Laurel Brown
Career Counselor

John Leamer
Career Counselor



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RESUME BANK

Looking for employees? Visit www.rwcaldwell.com and click on resume bank. Using our search feature, you will be able to identify individuals quickly by **function**, **salary range** and/or **keywords**. After reviewing the summary of candidates, you are able to download the complete resume *immediately*. Resumes are updated daily, and **newly added candidates** are flagged for **two weeks**. For added value, we have a direct link from the RWCA Resume Bank to the global CPI resume database, enabling you to expand your search worldwide.

Have a position you want to advertise? Click **PostAJob**, linking you to a form asking for detailed information about the position. If you need further information or direction, contact Diane at 716.632.7662. We have a direct link from the RWCA resume bank to the global CPI resume database, enabling you to expand your search worldwide.

CLIENT'S CORNER

Day of Caring

One of our biggest annual events, the Day of Caring took place on December 5th. We have sponsored this day-long candidate event for the last five years, a great networking and learning forum during the holiday season when job seekers face special challenges and opportunities. The day featured several local speakers, a fun team building exercise, massage therapist, and breakfast and lunch for all participants.

Alumni Event

The impact of RW Caldwell and our people/services on the lives of our Alumni (candidates who have found employment) was highlighted during a recent panel luncheon. It featured five recent "graduates" taking three hours away from new jobs to discuss their successful career transitions with current candidates. These Alumni went through our training modules at the same time in March/April of this year, bonded during their many days together at our career center, and all landed salaried/management positions during June and July in Western New York companies. The discussion focused on the "highs and lows" of their time out of work, how they stayed motivated and identified target companies, keys to interviewing, and their handling of the salary negotiation process. In addition, they reinforced the importance of following the RW Caldwell template for success and utilizing our facility. The Alumni fielded questions for 30 minutes from the 10-12 current candidates in attendance and exchanged contact information before the session finished.

Executive Program

CPI/RWCA has always maintained several private offices to serve the needs of senior executives. Over the past year these offices have been consistently occupied, and presently we have COO, Senior Vice President, and CFO candidates populating private offices. Our hi-tech, hi-touch philosophy has been a success at all levels, senior executives being no exception, but the privacy of an individual office provides a service level commensurate with the responsibilities and remuneration they previously enjoyed.