



FEBRUARY 2007

Leadership Institute Expands Offerings



Leadership Institute

GET ANSWERS TO LEADERSHIP QUESTIONS

Companies can now get answers to some of the most important leadership questions facing almost every organization. Currently we are introducing our expanded leadership assessment and development capabilities.

Our leadership assessments help organizations to be certain they have the right leaders in the right positions, with the required leadership skills, based on the organization's current and future leadership needs. Development programs can then be put into place to help individuals and teams develop needed skills.

In addition, these are unlike other assessments (cont'd. on page 2)

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 Post-A-Job, 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 or 877.297.0468.

Transition

Happy Landings

Addressing and managing the separation of an employee or a group of employees is a difficult task for any manager. The attitude, knowledge, skill and preparation of managers facing this task play a significant role in the successful outcome of this process for the employees being released and for the vitality of the new organization that remains.

Sensitive handling of this assignment

can enhance the separated individual's ability to transition to a new job with a new employer more quickly.

In order to effectively convey to any employee the corporate decision to re-align the organization and eliminate positions, and conduct a smooth separation meeting, managers must know: what to say, how to read and respond to the (cont'd. on page 2)



Mark Weigel Named President

Mark Weigel was promoted to president of Career Partners International/RW Caldwell Associates (CPI/RWCA). Formerly vice president of sales and client relations, Mark has assumed responsibility for all day-to-day operations and profitability of the company. With CPI/RWCA since 2000, Mark is widely known to most of our clients and throughout Western New York for his long commitment to the Food Bank and for his tireless involvement with the town of

Clarence's youth sports activities. Bob Caldwell has become chief executive officer of RW Caldwell Associates.

Happy Retirement Jackie! The “voice” of RWCA retires...

Over the past six years Jackie Gardner has graced our front desk with professionalism and personality. Beyond routine administrative duties, the care and concern of our transitioning candidates has been her main focus. She has been a special friend to many and we will miss her. Good Luck, Jackie.

Develop

Answers to Leadership Questions (cont. from page 1)

because they do not attempt to create an *ideal* leadership profile. Instead, they create a highly customized profile based on what each *individual* organization requires.

Six key leadership questions we're helping our clients answer.

Question #1: What leadership skills and competencies do individual leaders have, and what skills do they need to be more effective?

Question #2: What leadership skills and competencies will our organization need from its leaders in the future?

Question #3: Who has the leadership skills, or can develop them, so we have an orderly succession plan?

Question #4: What leadership skills does a new or existing position in our organization require?

Question #5: What are the prevailing leadership practices or culture in our organization and is there a gap between our actual and desired leadership behaviors?

Question #6: What leadership practices do our most effective leaders use?

We are certified to conduct the leadership assessments developed by the Management Research Group of Portland, Maine. Founded in 1983, MRG has one of the **three largest databases in the world on leadership effectiveness practices** and assists clients in North and South America, Europe, Australia, Asia, and South Africa. Over 1,000,000 Leader Effectiveness Analysis profiles have been conducted, a large number for this type of assessment.

Some of the organizations using Management Research Group assessments to improve their leadership and organizational effectiveness include AT&T, Compaq Computer, Ernst & Young, L.L. Bean, McDonald's, NASA, Pfizer Pharmaceuticals, other small and medium size manufacturers, service organizations, and non-profits.

Comprehensively researched, tested, and documented, the assessments

provide highly reliable and valid information about the leadership practices needed by individuals, executive teams, and organizations.

What types of organizations are right for this program and will get good results from it? The assessments, and the coaching and development efforts which follow them, are for organizations who see the **need to conduct in-depth examinations of their leadership practices** and are willing to make time and budget commitments to improve them. The program is not a “snapshot” of an organization, and cannot be done quickly.

Our leadership assessment and development program is led by Ross Blake, one of CPI/RWCA's executive coaches and trainers for the past several years.

If you're interested in seeing how our assessments can improve leadership in your organization, you may qualify to complete a self assessment without charge; call Mark at 716-632-7662.

Transition

HAPPY LANDINGS (cont. from page 1)

various audience(s), how to be prepared for tough questions and reactions, what to prepare and rehearse, and how to offer appropriate support and encouragement.

Leaders, at times, have to assume responsibility for tasks that are critical for the organization's future. At the same time, these tasks may seem unfair, unnecessary, or personally repugnant. To accomplish such tasks with the least amount of personal anxiety and stress possible, it is important that you get the guidance you need and plan accordingly.

We at CPI/RW Caldwell have been managing employee separations for twenty-one years and we do it well! If you are confronted with terminating one individual or downsizing multiple employees, call us and we will ensure that this event will be handled professionally and your employee(s) will receive the highest quality personal attention throughout his/her job search. Call for a free copy of the “Employee Separation Guide”.

Attract

Attracting Talent

We're ready to maximize the fit between people and positions.

What is the difference between filling a position and finding the needed talent? The former carries a high turnover risk, while the latter contributes to profitability and accomplishment of corporate objectives.

Find out what true talent is.

Bring clarity to the pursuit of talent by providing in-depth assessments of mission-critical positions. With assessment programs, companies learn to look beyond the standard competencies. In-depth assessments define a complete profile for success within your specific company. With competency modeling process, you also understand the traits and styles that bode well for a specific position, your corporate culture, and future growth. Companies around the world are experiencing the benefits of engaging a search firm to profile the top-notch professionals or a leadership bench that will succeed.

Select the best.

With the success profile clearly defined, it will help you select the best matches and shorten the runway to deploying the best talent available. By utilizing pre-employment assessments, including efficient online technology, be ensured that prospective hires are aligned with core competencies and overall corporate strategy you will be successful.

Bundle it any way you please.

What most customers find unique about CPI/RW Caldwell is our flexible packaging of services. Our objective is to serve your needs, rather than push a pre-configured set of services. If your needs consist only of competency models and success profiles, so be it. If your needs extend beyond the date of hire into new-employee orientation, we will provide that, too. With a wealth of talent management experience in all phases of the employment lifecycle, CPI/RWCA can also assist with coaching, team-building and retention strategies that can quickly turn those new hires into high-performing contributors to corporate success.

The Talent Shortage

Cites a report by Deloitte Research, *It's 2008: Do You Know Where Your Talent Is?* which says critical talent will become even more scarce due to Boomer retirement and a growing skills gap.

Source: HR Executive, "In Sync,," October 16, 2005, p. 51



We will help you select the best matches and shorten the runway to deploying the best talent available.



Talent Management Cycle

Attract · Retain · Develop · Transition

Staff and Associates

Robert W. Caldwell, Jr.
CEO

Dorothy A. Austin
Operations

Laurel Brown
Southern Tier Coordination

Lynn Dearmyer
Search Services

Diane M. Denton
Administrative Associate

John H. Leamer
Counseling Services

Todd A. Nicholas
Counseling Services

Colleen Robinson
Finance

Mark R. Weigel
Sales & Client Relations

Strategic Partners

Ross Blake
Retention Associates

Rosanne Dee
RT Dee and Associates

Lori Miller
Developing Professionals

Sharon Randaccio
Performance Partners

Judi Spear
The Spear Group

Alan Weinstein
Alan Weinstein & Associates



330 Harris Hill Road
Williamsville, NY 14221
www.rwcaldwell.com
716.632.7662

JOIN US FOR THESE UPCOMING EVENTS

Friday, March 9 or Friday, March 23, 7:30 a.m. Semimonthly HR Roundtable discussion group. Interested in joining? Call Mark 632.7662.

LEADERSHIP INSTITUTE SCHEDULE

Friday, January 19, 8:00 a.m. Excellence in Leadership classes begins at the Leadership Institute. Spring semester will begin in April.

Wednesday, February 14, 8:00 a.m. Management Development seminar "How to Give Effective Feedback" Pre-registration required.

Wednesday, March 14, 8:00 a.m. Management Development seminar "How to Conduct Effective Meetings" Pre-registration required.

Wednesday, April 18, 8:00 a.m. Management Development seminar "How to Successfully Delegate Projects" Pre-registration required.

Talent, Productivity and Leadership Development

The Workforce Scorecard published by Harvard Business School Press says that payroll expenses account for 60 to 70% of the average company's operating expenses. "Organizations will have to take a different approach to managing people....They will also have to plan for and build future leadership."

Source: HR Executive, "In Sync,," October 16, 2005, p. 48

Leadership Institute

Management Development Seminars

Skills To Develop More Effective Managers Sooner

Early last year CPI/RW Caldwell raised the **Leadership Institute** banner with great anticipation; we have not been disappointed and neither have our clients.

Under the direction of Lori Miller, the **Excellence In Leadership** program has forged full speed ahead. Each semester has been filled to capacity with registration spilling into the next semester. We recognized a need and we are able to help our clients offer the rewarding development opportunities that are so important to promoting and retaining the talent that already exists within their organizations.

CPI/RW Caldwell has identified another area of concern and that is how the **Management Development** series of seminars was born. There is now a venue to learn the very basic skills of **delivering feedback effectively, accomplishing more in meetings, and successfully delegating** more projects. Basic skills are often overlooked but so very necessary to implement your goals.

Supervisors and managers can most benefit by attending the classes - **these are not lectures**. Instead they are hands-on workshops where individuals will learn real skills and apply them to their personal situations. The result is highly interactive training that people are much more likely to learn and use.