



JANUARY 2006

Leadership Institute at CPI/RWCA



Under the Direction of Lori Miller, the Leadership Institute will open in 2006.

Every New Year brings the inevitable resolution making process. This focus to change, improve, and grow, does not apply to just personal commitments but professional challenges as well.

As 2006 begins, organizations will begin implementing new strategies and initiatives in the most positive vane, hoping to achieve all their goals for the upcoming year. The road map is written and now it is up to the leadership team of the organization to communicate, implement, and manage the process.

But why do we sometimes fail in executing the plan? Only about 13 percent of U.S. public companies consistently met announced performance expectations in the last decade, according to "Profit from the Core," by C. Zook & J. Allen. (cont'd. on page 2)

Resume Bank

Looking for employees? Log-on to our website at 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 surfaced candidates, you are able to download the complete resume *immediately*. Resumes are updated daily and newly added candidates are flagged for two weeks.

For your convenience, 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 at any time you need further information or direction, contact Jackie at 632.7662.

SPHERION & CAREER PARTNERS FORM ALLIANCE

Spherion Corporation, a staffing, recruiting and workforce solutions provider, and Career Partners International (CPI), a global human resources consulting firm, have formed an alliance to enhance delivery of outplacement services. Through the alliance, Spherion will expand its geographic coverage in local markets, and CPI will strengthen its virtual delivery capabilities, providing clients

of both organizations with greater flexibility in the delivery of career transition services.

Robert Caldwell, chairman of the board of Career Partners International, called the strategic alliance an exciting opportunity for both companies. "By combining the power of Spherion's virtual career transition capabilities (cont'd. on page 2)

20th Anniversary 1986 - 2006

It is hard to believe, but February 2006 will mark our 20th year in business. Over those years, CPI/RWCA has made a difference in the lives of roughly eight thousand people. We are proud of that and thank you, our customers, who have thought enough of our services to entrust your departing employees to our care. We are going to celebrate this milestone in June when we host the Quarterly Meeting of Career Partners International here in western New York. Watch for more announcements on this upcoming event, but for now, mark you calendar for a party at our offices late afternoon and early evening of Thursday 22 June 2006.

Spherion and CPI (cont. from page 1)

and resources with the face-to-face coaching and office services that Career Partners International is noted for, each company stands to benefit significantly from the synergies that will develop," he said.

"This alliance extends and strengthens our delivery capabilities, allowing us to provide even better service to our clients," said Rochelle Moulton, vice president of Spherion's human capital consulting practice.

"We aim to give our clients maximum flexibility and our alliance with CPI ensures that our clients will receive superior career transition and outplacement service in any delivery mode they choose."

"We are very excited by the prospect of supporting Spherion's clients who want a combination of virtual career transition resources and in-person coaching and counseling for their departing employees," Caldwell said. "The real winners will be our clients and their outplacement candidates we serve who now have greater flexibility in their service delivery. At a time of industry consolidation, we see this as a major development within the human resources community."

Development

Leadership Institute (cont'd from page 1)

Various reasons exist, but at the core is tapping into and developing the talents of the management team that has responsibility for deploying, executing, and achieving the plan results.

According to a Training Industry Analysis Report by Bersin & Associates Enterprise, the 2006 predictions for the training industry indicate that the largest single program area for spending continues to be in leadership and management education.

Unfortunately, this investment does not always yield the ROI (Return on Investment) organizations are seeking.

In looking at your organizational goals, leaders will be required to master certain skills in order to execute all the tasks that are required. Based on recent studies, in order for organizations to meet their business challenges, the most critical skill sets required for leaders center on interpersonal skills development. These competencies include communication skills, decision-making skills, strategic skills, achieving out-comes, managing critical relationships, and creating a workplace community.

In order to assist you in developing the talents of your management team, to ensure they have the skills and resources to reach their fullest potential, RW Caldwell Associates will be inaugurating the **Leadership Institute** in 2006. This innovative program will present a series of workshops providing supervisors and managers with self-awareness tools, activities, and learning experiences to enhance their leadership capabilities.

The first phase of the Leadership Institute will be **Supervisory Leadership Foundations I**. This intense journey helps individuals push to find the best in themselves and help them build a leadership plan to ensure their role in the organization is fully utilized.

Who should attend?

Entry-level through mid-level supervisors and managers who want to strengthen their leadership effectiveness.

Scope of Program

Participants will attend a series of six, 4-hour workshops over a twelve-week period. Each mini-class will cover one of the core leadership competencies in communications, human motivation,

leadership development, and performance management. Participants will begin building a Leadership Action Plan at the on-set of the program to start their journey to mastery. They will work with other professionals in teams; sharing experiences, working through problems, learning new information, and fine tuning skills.

Each session, participants will tune into the three critical leadership factors of purpose, mission, and alignment. Using real work examples, scenarios, and activities, key concepts are presented and experiential learning occurs.

At the end of the program, each participant will receive a Certificate in Leadership Development, completed their Leadership Plan, received training in all core skills sets to make them a more effective leader, and relevant tools for application in the workplace.

If you want to learn more about this innovative leadership program, please contact Mark Weigel at 716.632.7662 and/or attend an informational open house on February 10th at 8:30 a.m.

UPCOMING EVENTS

- **Friday, January 20 and 27 @ 7:30 A.M.** Bi-monthly **HR Roundtable** discussion group (choose one date). Interested in joining? Call Mark Weigel at 716-632-7662.
- RWCA hosts a **Leadership Institute Open House** on **Friday, February 10** at **8:30 a.m.**. Join us for breakfast and learn about this exciting new leadership development program.
- CPI/RW Caldwell celebrates 20 years of serving the WNY business community. Save **Thursday, June 22, Celebrate with us** and meet our CPI partners who will be in Buffalo/Niagara for our Summer Quarterly Meeting.



Ross Blake designs and delivers custom programs focusing on team, coaching, leadership, and conflict resolution

Retention

Resolving Workplace Conflicts

Workplace grievances are costly, greatly reducing productivity, cooperation, information sharing, and morale, yet many managers and organizations do not resolve them effectively. Here are some ways to improve your organization's success.

What does conflict cost your organization in time and money? Poll your supervisors and managers, asking them how many hours a week they spend on conflicts and grievances. Calculate their total hours, multiply it by 50 (assuming 50 workweeks), and multiply this by their average hourly wage.

Some conflicts are inevitable. Whenever two or more people work together, conflicts will occur because of misunderstandings, a lack of communication, different ways of thinking and working, expectations that go unmet, and the belief among some people that aggressive behavior will get what they want. We need to look for ways to prevent conflicts as well as know how to resolve them when they occur, and *occur they will!*

Every supervisor, manager, and organization already has and uses a conflict resolution system whether they realize it or not. Some systems are better than others, but many could use improvement. People typically respond in one of these four ways when anger or a conflict is generated: **attacking** - the person fights back, attacking the other party and the validity of their concerns, increasing the conflict; **appeasing** - the person submissively gives in to the other party, doesn't get their needs met, and doesn't resolve the causes of the conflict; **avoiding** - the person refuses to deal with the conflict and walks away from it, which allows it to continue; **approaching** - the person is approachable, listens and works to understand the situation and its causes, and collaborates to find a mutually-agreeable and beneficial solution.

Only the approaching response helps resolve and prevent conflicts. It's necessary for top management to provide tools and establish a culture which promotes, values, and rewards the resolution of conflicts between individuals, work groups, departments, and with customers. In addition, people must feel safe to express concerns, including concerns about the conflict resolution process itself, without fear of retribution.

Four big conflict resolution mistakes many organizations make.

Big mistake #1: promoting people to supervisory and management positions without giving them the interpersonal communication skills needed in their new jobs, including conflict resolution skills. While these new managers often have good technical expertise, they now must achieve most of their results by working through and with other people. This often requires learning and applying new skills. **Big mistake #2:** waiting until conflicts reach a crisis point before taking action. Do not delay when problems are obvious, they will only become harder and more costly to resolve later. **Big mistake #3:** playing "shuttle diplomacy" where a supervisor, manager, or HR person goes back and forth between two opposing parties hoping to broker a deal between them. It's much more effective if you *facilitate* them in working out their own resolution. **Big mistake #4:** not having a way of measuring how openly and successfully conflicts are shared and resolved; this can be done with surveys, interviews, and focus groups and will get you useful information you likely do not have.

Avoiding these mistakes will make a significant difference; the investment in time and resources to end them is far less than the negative consequences they deliver.



Talent Management Cycle

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Transition

The Power of Networking by John Leamer

Networking is the most lethal arrow in your quiver when entrenched in the job search battle.

Monica experienced that success. She had a strong background in marketing and had been using her personal network to open doors. Until that time, her leads had failed to materialize into further opportunities.

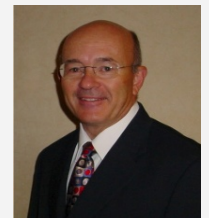
We contacted a friend and owner of an educational marketing firm. He was asked to give Monica twenty minutes of his time to help her brainstorm. At first, he was hesitant commenting what we often hear, "I don't have anything for her," or, "I don't know how I can help her." With minimal arm-twisting, however, he agreed to meet. Prior to the meeting, we suggested questions Monica may want to ask and encouraged her to sell her marketing strengths. Reminding her that this was a networking meeting and not a job interview, Monica was still encouraged to treat it as the latter.

Later that afternoon my friend called to say "thanks" for doing him the favor of putting Monica in front of him. After follow up interviews, the company hired Monica. It was the simple process of the right person being in the right place at the right time - with a little push.

Earlier this year we worked with Scott during his career transition. Scott had hit the proverbial "wall" with his job search. His wish was to change careers from computer programmer to sales professional. In particular, he wanted to get into pharmaceutical sales. Predictably, however, his resume was that of a programmer.

He was stereotyped by his previous success! Scott began to network with many sales professionals from different industries. One networking contact from a pharmaceutical company referred Scott to a senior vice president in the company's Midwest division. Scott's contact warned him that the senior vice president probably would not return his calls. The only thing Scott was able to find out about this man was that he was an avid baseball fan. We discussed with Scott how he could best use that bit of information gathered from his networking efforts. To Scott's credit and ingenuity, he decided to send this senior vice president a baseball in an unmarked box, without a note or return address. Scott repeated this bold and unorthodox approach for four consecutive days. On the fifth day, Scott sent a miniature bat with his resume wrapped around it. On the sixth day, he received a phone call. The man on the other end of the line said, "Very clever, you have my attention!"

Networking is a powerful tool that everyone possesses. It is a tool that can launch anyone into a new and exciting career adventure.



John Leamer has been a career counselor at CPI/RWCA Since 1995. He was recently certified as a Career Management Practitioner by the Institute for Career Certification International.