



SEPTEMBER 2008

## Leadership Institute

### OPEN HOUSE

Thursday, September 25

3:30 – 7:00pm

Tour the **Leadership Institute**  
Refreshments



*Leadership Institute - it's the place for lifelong learning.*

**RSVP Diane Denton 716.853.7601/ddenton@rwcaldwell.com**

### Execute With Excellence

Does your organization, like many, do a great job of developing strategy, establishing goals and quantifying objectives only to leave you wondering at the end of the year why so little was executed? Discover what you, as a leader, need to do to create a "culture of execution" where written strategies and goals translate into results. Based on concepts from the New York Times bestseller, *Execution, The Discipline of Getting Things Done*, you will learn what leaders of successful organizations do that distinguishes them from the average performers. You will create your own game plan, with specific actions, to take back to your organization.

Construct the framework for cultural change by having the right people in the right places. Learn a leader's seven essential behaviors and the core processes intersecting to create a culture of execution.

*If your actions inspire others to dream more, learn more, do more and become more, you are a leader.*

*John Quincy Adams*



**The place for lifelong learning.**  
The Leadership Institute opened its doors in 2006 and has gained a reputation for quality leadership development and employee performance training. CPI has worked with hundreds of professionals affording them an opportunity to gain the skills they need to excel.

## Hire The Right People

### interviewing for your company's future

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.

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? Let us train your people on how to conduct a better interview allowing you to **hire for your company's future**. To discuss further contact Mark Weigel at mweigel@rwcaldwell.com.

## Crucial Conversations®

### The power of your people to change your business one conversation at a time

People in organizations conduct their work inside a web of "conversations." Typically, the conversations that are critically important are not held or not held well. Whether it is a problem with poor performance, ineffective teamwork, declining customer satisfaction, or a strained relationship - **it is likely that you are experiencing the effects of a poorly held or not held crucial conversation**.

A crucial conversation is a dialogue between two or more people where **stakes are high, opinions vary, and emotions run strong**. The best leaders, teams, and organizations have the skills to step up to controversial issues, then professionally converse about them in a way that makes it safe for everyone to speak. These conversations address tough subjects by



navigating rough waters in a way that both **resolves problems and builds relationships**. The Crucial Conversations Program equips you with the tools to speak up when you object, address issues head-on rather than choosing the silent treatment, and dive into potentially risky discussions without fear. These tools for talking build better dialogue – and results.

Individuals who **choose respectful and candid dialogue** can change the world. Being able to talk honestly with nearly anybody about almost anything enables them to **initiate spirited dialogue, resolve disagreements, miscommunication, and disappointments, build engagement** rather than compliance or resistance, **speak persuasively, not abrasively**, and foster teamwork.

Does the very thought of having a crucial conversation evoke an immediate physical response in you? Do you tend to move toward silence or aggression in the face of controversy? Starting this Fall, Career Partners International/RWCA is partnering with Vitalwork, Inc. to provide Crucial Conversations Training. In this three-day workshop you will learn how to **create conditions where people speak with complete candor** - no matter the topic - and with complete respect - no matter the person. Gain skills that enable spirited dialogue and reduce deference and defiance. Begin stepping up to tough issues and sharing opinions, feelings, and information safely and freely. **Learn how to promote the best ideas**, save time with fewer meetings, **have less disagreement**, and build more alignment with better decisions.

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# SkillSoft

## E-LEARNING

### *Integrated Workplace Learning*

E-learning is to classroom learning as cell phones are to a pay phone at the bus station. That is why Career Partners International/RWCA has partnered with SkillSoft™ which has the **most extensive e-learning catalog** in the industry, ensuring the best possible learning experience.

SkillSoft™ provides Internet-based (e-learning) training courses and software for business and information technology (IT) professionals. Its more than 6,600 courses include lessons in a variety of **business, compliance, safety, and technology topics**, while its SkillPort software manages **corporate e-learning programs**. SkillSoft™ is a virtual classroom that helps clients create and deliver live and on-demand learning sessions. SkillSoft™ also offers online mentoring for more than 100 IT certification exams. Its subsidiary Books24x7 allows customers to search some 19,000 engineering, IT, and business books online.

For instance, e-learning allows you to **learn anywhere and usually at any time**, as long as you have a properly configured computer. Cell phones allow you to communicate any time and usually anywhere, as long as you have a properly configured phone.

E-learning can be CD-ROM-based, Network-based, Intranet-based or Internet-based. It can include text, video, audio, animation and virtual environments. It can be a very **rich learning experience** that can even surpass the level of training you might experience in a crowded classroom. It's self-paced, hands-on learning.

The workplace is always busy and full of distractions with telephones, visitors, and the ever present in-basket making it difficult to focus on learning. Some suggestions to help curb unplanned interruptions are to schedule time for e-learning on your calendar just as you would any instructor-led training course. The benefit with e-learning is that you get to **work through the training course at your own pace**, not at the pace of an instructor. SkillSoft™ courses generally take between 2-5 hours to complete, but you could schedule your training time down to the topic level, which could amount to as short as a ten minute training session per day. In the event of an urgent interruption, SkillSoft™ also has a bookmark feature; the course will remember where you left off, so you can jump right back to the place you were when you exit the course!

In addition to the e-learning sessions, CPI/RW Caldwell can offer you an optional **follow-up training class for group seminars**; reviewing highlights of the program for reinforcement. Contact Diane Robinson 853-7600 for a list of courses, demo or free class.

travel the **direct link from**

[www.rwcaldwell.com](http://www.rwcaldwell.com) to SkillSoft

*Harassment Training,*

*IT Certification,*

*HR Certification*



## Talent Management Cycle

Attract

Retain/Develop

Transition

## Staff and Associates

**Dottie Austin**

*Principal*

**Mark Weigel**

*Principal*

**Diane Robinson**

*Search Services Manager*

**Todd Nicholas**

*Senior Consultant*

**Nick Bocolucci**

*Executive Career Coach*

**Laurel Brown**

*Career Counselor*

**John Leamer**

*Career Counselor*

**Diane Denton**

*Administrative Associate*

**Carol Merrill**

*Bookkeeper*



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716.632.7662

## JOIN US FOR UPCOMING EVENTS

**Thursday, September 25, 3:30 – 7:00pm**

### **Client Appreciation Event**

Contact Diane Denton 716.853.7601/ddenton@rwcaldwell.com

**Wednesday, October 22, 7:30 – 9:00am**

**Semi-monthly HR Roundtable** discussion group. Presentation on **Holistic Approach to Lean Manufacturing Office** by Lisa Scolnick and Jim Walter from the Spear Group Inc.

Contact Mark 716.632.0850/mweigel@rwcaldwell.com

### **CEO Roundtable, Compelling Place to Work**

**Thursday, November 6, 8:00am – 10:30am**

Contact Diane Denton 716.853.7601/ddenton@rwcaldwell.com

### **Leadership Institute**

#### **Excellence in Leadership – Advanced Leadership Principals**

Any attendee from EIL I, Introduction to Leadership Principals

**8:00am – Noon, October 3, October 17, October 31, November 21**

**Plus individual coaching session**

#### **Excellence in Leadership – Introduction to Leadership Principals**

Register for the Winter-Spring 2009 Semester

**8:00am – Noon, January 23, February 6, February 20, March 6, March 20, April 3**

#### **Management Seminars 2008 - 2009**

##### **Crucial Conversations, presented by Vitalwork**

**3 days, 8:00am – 5:00pm.**

**Fall 2008: Wednesday November 12, November 19, December 3**

**Winter 2009: Wednesday February 25, March 4, March 18**

**Spring 2009: Friday May 1, May 8, May 22**

##### **Execute with Excellence, presented by RT Dee & Associates**

**8:00am – Noon, Friday, February 27**

##### **Hire the Best, presented by Todd Nicholas**

**2 half days, 8:00am – Noon, Wednesday April 1 and April 8**

##### **Speed of Trust, presented by RT Dee & Associates**

**8:00am – Noon, Friday, May 15**

##### **CEO Seminar, 9 Lies that are Holding Your Business Back Presented by Rick Wallace**

**8:00am – Noon, Friday, May 30**

**For more information and the full 2008–2009 Curriculum** visit our

website at [www.rwcaldwell.com](http://www.rwcaldwell.com) and click on **Leadership Institute**

Or contact Diane Denton at 716.853.7601/ddenton@rwcaldwell.com