



PROFILES PARTNER ADVANTAGE NEWSLETTER

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FROM BUD HANEY'S DESK

Profiles Honors 2010 Outstanding Clients

As we welcome in a new year, most companies beginning to rebuild their workforces will find themselves in a position of having plenty of talent from which to choose. Some would say that's a good problem to have, while for others, the challenge can be daunting.

Some hiring managers might think to themselves, "There are so many candidates for each job that if the one I hire doesn't work out, I'll just go get another." True, there's likely to be no shortage of job candidates for quite some time. But would you really want to waste time and resources having to rehire for the same position?

It has been well-documented that the hiring process – from advertising open positions, fielding résumés and applications, screening and interviewing candidates to hiring, onboarding, and training them – is time-consuming. The opportunity costs lost during this period can be significant for just one position. Imagine a company trying to fill dozens, hundreds, or thousands of positions and the risk of bringing in the wrong people.

Luckily we know that many companies "get it" – they not only use assessments for hiring, but have

incorporated them into their long-term business plans for succession management and driving growth. Working with companies like this is so rewarding. I'm very proud to announce Profiles' Outstanding Clients of 2010:

- **Regus** was experiencing a period of tremendous growth and wanted to employ a rigorous use of assessments to ensure consistency in their approach to hiring. Sure, their managers might hire good local people, but in order to move the company forward together, they needed to ensure that the individuals hired were not only talented, but also espoused the values and traits that make up Regus and its culture. Remember, it's not about good and bad people. Rather, it's about getting the right people in the right roles.
- **Mountain States Health Alliance** was plagued with a high turnover rate that was above the national average. They embraced use of assessments in their hiring and had not only the endorsement of – but active participation of – senior executives in the organization. Their commitment to turning the situation around helped cut their annual turnover rate in half in 18 months resulting in millions of dollars on the bottom line. That's impressive.

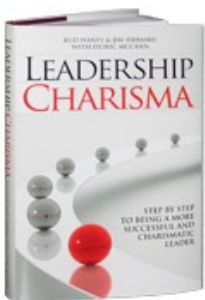
I invite you to read this month's newsletter, and learn more about how Profiles International can help you and your organization be successful. And if you're in the enviable position to hire this year, I challenge you (and your hiring managers) to not view it as a task, but as an opportunity to build the best team possible for the future. I wish you all continued success and a prosperous 2011.

Sincerely,

Bud Haney, President
Profiles International



ANNOUNCEMENT



breaking insight on the elusive characteristic called charisma.

On January 13, 2011 Leadership Charisma, written by Bud Haney and Jim Sirbasku was launched on Amazon. Within 24 hours the book went from ranking 230,000 to ranking 115 on Amazon.com and ranked first in Google searches on the topic that day. This is the second book written by the Haney-Sirbasku team; it provides ground-

"Yes! Charismatic leaders can be created and this book explains how to do it. A must-read for anyone who manages others. Enlightening, effective, and easy to follow."

— Mark Hamdan, CEO, HRsmart

"Leadership Charisma is the ultimate read for those seeking to reach the summit in personal leadership development."

— Joe Fertitta, Senior Vice President, Western Regional Marketing, MGM Resorts International

LEADERSHIP CHARISMA: You Can Be a Charismatic Leader

Charismatic leaders drive superior results by engaging the people that work for them on an extremely high level and, because leadership charisma is driven by a leader's behaviors, it can be measured and cultivated in any leader who is determined to become charismatic.

That was the startling conclusion of the largest research study ever undertaken by Profiles International into the drivers of charisma in business leaders. The study, which saw almost 400,000 employees rate their 40,000 leaders on their charisma and on seven other critical leadership behaviors has destroyed forever the myth that charisma is something you are born with.

The reason that most people confer magical status upon charisma is that they mistakenly think of it as an attribute that an individual possesses - and nothing could be further from the truth.

Charisma is not an attribute - but a perception. It is the perception one person ascribes to another whom they find charismatic. No one can be charismatic on their own - it takes two people - one to observe what they describe as charisma, and another to behave in a manner that that observer perceives as being charismatic.

Charisma is truly like beauty - 'in the eye of the beholder'. If I find you charismatic then, for me at least, you are.

Charisma is simply the combination of the impact of a wide variety of behaviors that people observe practiced, consciously or unconsciously, by those they deem charismatic.

Ask ten people to explain why they find someone charismatic and you'll likely get ten different answers. Some will talk about the person's ability to speak in an inspiring manner, others will describe their genuine friendliness, still more will talk about the interest that they show in other people's well-being - and many more things that are explored later in the book.

And they would all be right - charisma is whatever others observe it to be.

Charisma is that particular term applied when someone likes the combination of how we behave, the actions we take, the face we present to the world, the words we use, our body language, and myriad other things. All of these contribute to a greater or lesser degree to one's perceived charisma.

So charisma is not a singular quality that a person either possesses or doesn't possess; and if it's based upon behaviors then it's definitely not something that we are either born with or not.

When you think of charisma in this manner then it becomes clear why some people are perceived as charismatic in one setting but not another. Someone who has developed superior oration, presentation and performance skills may come across as a charismatic speaker when addressing a group of hundreds of people, but be singularly uncharismatic immediately afterwards when talking one-to-one with members of the audience - due to a lack of one-on-one social and communication skills. Similarly, you may be charismatic for one group of people who find your behaviors appealing and not be at all charismatic to another group who do not.

Everything we do contributes or detracts from our charisma. Those who are charismatic simply display more of the behaviors that promote a 'charismatic response' in others. Some people do this quite naturally, there is something in their genes or in their upbringing that makes this the most natural thing in the world - the rest of us must learn how to do so. And we can.

The good news is that because charisma is based upon behavior then it can be measured - and it can be cultivated. Anyone can decide that they want to become more charismatic - and simply by assimilating the behaviors that will be deemed charismatic by their target audience they can raise their perceived charisma in pretty much any situation.

This is especially good news for business leaders for whom charisma is an absolutely indispensable

element of success in modern business. If you wish to be, you can become a genuinely charismatic leader.

To learn more...

The findings of this groundbreaking research are outlined in the book, *Leadership Charisma*, which includes a practical step-by-step guide to leaders wishing to raise their productivity by engaging their employees by increasing their leadership charisma. Contact us to learn how to get your own copy of *Leadership Charisma*.

Also, we have scheduled a series of client workshops entitled 'The Impact of the Charismatic Leader - Raising Productivity & Profitability' on various dates throughout 2011. If you'd like to attend one of these workshops please contact us for an up-to-date schedule.

FEATURE ARTICLE: Assessments save you time and money



In many organizations, personnel costs are among the largest budget line items: Given the top challenges facing CEO's, organizations need their leaders, managers, and people aligned and working together at the highest levels of performance. Employee assessments can give organizations and

managers consistent, in-depth, and objective information about their people. This includes the employee's:

- Fit with organizational culture, job, manager, and team
- Knowledge, skills, job performance, and developmental needs
- Integrity, reliability and work ethic, and attitude towards substance abuse

Information uncovered from assessments helps leaders and managers rely less on gut instinct and

make smarter people decisions. The specific benefits include:

- Improving alignment and communication between managers and employees
- Reducing workforce conflict and improving employee satisfaction
- Maximizing each employee's contribution to the organization
- Reducing employee absenteeism and turnover
- Increasing sales performance and customer loyalty

Although an HR department may manage the day-to-day administration of an assessment program, these initiatives thrive in the organization when sponsored by senior leaders who are committed to building and retaining a high performing workforce. Valid assessments can provide insightful information about the employee in a cost and time effective manner.

This is an excerpt from the *Executive's Guide to Assessments*. Contact us for the full report.

CASE STUDY

Leaders at Profiles' 2010 Outstanding Client organization, Regus, have found the PXT to be a great tool for helping to ensure that hiring decisions propel the organization toward its goals in a focused way. For other organizations that might want to use assessments similarly, the company offers the insight and advice in the case study written in 2010 by Bersin & Associates.

ProfileXT®

The ProfileXT® (PXT) assessment measures how well an individual fits specific jobs in your organization. The “job matching” feature of the PXT is unique, and it enables you to evaluate an individual relative to the qualities required to successfully perform a job. It is used throughout the employee life cycle for selection, on-boarding, managing and strategic workforce planning.

This assessment reveals consistent, in-depth, and objective insight into an individual’s thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

How does the ProfileXT assessment work?

Prior to assessing candidates, our experts help our clients develop peak performance models for your jobs in question that you will use to compare job candidates against. Once established, our clients deliver the PXT to their candidates over the Internet—hiring managers or an HR administrator simply forwards a link. The assessment does not need to be monitored, so the candidate can take it from any computer with Internet access. The system instantly scores the assessment and informs the hiring managers where they can access the results. The hiring manager can use the results as a screening tool or to assist them in the interviewing, selection and onboarding process.

PXT Reports

The reports generated from the PXT offer much more than just an individual’s match to a particular job. While the job match percent is very important, the other information in the various reports provides valuable insight into many facets of the staffing process.

- **Performance Model Comparison-** The Performance Model Comparison is typically used to identify how well a person will fit into a given position and provide suggestions for helping them in areas lacking a good fit.
- **Interview Guides-** *Useful to the hiring manager.* Provides the manager with suggested

interview questions based on the applicant's assessment and potential job fit.

- **Strategic Workforce Planning-** *Useful for succession planning.* It illustrates the employee's job match percentage to all job match patterns within the company. The Strategic Workforce Planning report allows matching one individual to several Performance Models in a single report. This helps facilitate a better understanding of where the best job fit may be expected and is often used in succession planning for the individual.
- **Candidate Matching-** *Useful to the hiring manager.* Provides an overview of all applicants for a particular job and their job match percentages. The Candidate Matching report shows the results of comparing several candidates to an established Performance Model. The given percentage score indicates how well each candidate matches the established model.
- **Individual Profile-** The Individual Profile may be shared with the individual who took the assessment. This report does not provide the actual scores for each separate scale but instead includes a description of what the individual’s scores suggest. There are no references to any specific Performance Model.
- **Comparison Summary-** *Useful to the manager and manager's superiors.* Provides a means of measuring a participant's progress in professional development. The Comparison Summary is used to take a quick look at how well an individual fits into a particular Performance Model. It compares the individual scores against the model and provides a brief statement describing the meaning of each scale.
- **Summary Graph-** *Useful to the hiring manager.* Provides the manager with insights into the person's thinking style, behavioral traits and occupational interests. This report also includes a job match percentage. The Summary Graph is a single page summary with the graph from the Comparison Summary report. The graph provides the individual’s scores matched to a selected Performance Model.
- **Individual Graph-** *Useful to the employee.* Provides the employee with a comprehensive overview and occupational aptitudes. The Individual Graph provides the graph of an individual’s scores without reference to any Performance Model. A brief description of each scale is also provided.