

# CAPABILITIES

# Pre-Hire Screenings: Avoiding Costly Mistakes



## What Are Pre-Hire Screenings?

If you're like most leaders, you've learned the hard way that a great interview doesn't always guarantee great job performance. A candidate's resume looks great, the interviews go well, and everyone likes the person, so you hire them.

Within a few weeks, though, you are unpleasantly surprised at their poor performance, bad attitude, and counter-productive behavior. Then you're stuck with the high cost of replacing the bad hire and the impact on your staff of seeing people come and go.

That's why it is critical to make the hiring process as effective as possible, and why more and more companies are using professionals to do their pre-hire screening.

Pre-hire screening is a process that identifies the key attitudes, interpersonal skills, and competencies needed to perform effectively in a targeted position, and then measures the degree to which a final candidate has those qualities.

From resumé reviews and phone screenings to in-person interviews and job-relevant assessment tools, you will learn the "goodness of fit" between a candidate and the open position. (Note: Pre-hire screening is different from the services provided by search firms; many clients hire me to screen candidates referred to them by their search firm.)

## How You Benefit

You learn how well a candidate will likely fit *before you hire them*. The process reduces training costs, too, by identifying where orientation and training efforts should be targeted.

I can also help you improve your existing process for screening executive-level candidates by reviewing your recruitment and selection materials and suggesting improvements. Weaknesses or redundancies are often revealed that you may not have known existed. This saves you time and money while increasing the effectiveness of the entire hiring process. In addition, I offer training for your staff on how to conduct more effective interviews.

## What Is the Process?

I conduct a needs assessment and prepare a benchmark profile of the qualities you're seeking in the ideal candidate. I then review each candidate's application materials, conduct an interview and use questionnaires to learn more about him or her. Feedback is provided through a written report and one-on-one feedback to you that covers the goodness-of-fit between the candidate and the position's requirements. Training recommendations are also provided.

## Best Practices

Psychologists are trained in how to conduct job-relevant assessments that provide the information you need to make intelligent hiring decisions. These assessment methods are research-based and comply with legal requirements.

I have conducted pre-hire assessments for private companies, non-profits, professional practices, and the US Department of Justice (Drug Enforcement Administration), the US Department of Homeland Security (Federal Air Marshals Service), the US Department of Defense, and the US Department of Veterans Affairs.

**Call (610) 642-3040 for more information on Pre-Hire Screenings.**

# Organizational Surveys: Optimizing Your Resources



## What Is an Organizational Survey?

Great leadership involves not just driving results, but assessing your resources so that you can achieve your goals as effectively and efficiently as possible.

One of the problems in any organization is that information often doesn't reach the executives who need it most. People are often reluctant to tell you their bad experiences or their good ones. They figure that senior executives are too busy to listen, don't care, or won't act on the information they wish to share.

An Organizational Survey solves that problem through the use of an online questionnaire that staff members complete.

The survey items are a series of statements about how well the company is functioning in such key areas as goal-setting, roles and responsibilities, processes, interpersonal relations and values.

Staff members rate their agreement with each statement, and they also have the opportunity to respond to some items in their own words. My structured questionnaire can be supplemented by your own questions if you desire additional areas of inquiry.

## How You Benefit

You learn, in one easy-to-follow report, how "healthy" your company is in critical areas. Trouble spots are identified, along with recommendations on how to improve in any areas where there may be room for development.

Client companies report that the Organizational Survey revealed problem areas they assumed were fine, and helped them develop strategies for overcoming obstacles to success.

## How Is It Administered?

An email is sent to each participant with instructions on how to complete the survey and a link to the secure website where the survey is hosted.

Results are presented in the form of detailed charts showing the staff member's degree of agreement with the items in each area covered by the survey.

The data is summarized into key findings, and a set of targeted recommendations is provided. Feedback is given in the form of a report to management and a summary for participants. In-person feedback to the staff is recommended.

## Best Practices

Organizational Surveys are most effective when:

- The staff is informed at an in-person meeting
- The rationale for the survey is presented in clear and honest terms
- Participation is voluntary but strongly encouraged
- Respondents are guaranteed confidentiality
- A summary of results is shared with all staff
- There is clear and well-communicated follow up on recommendations

**Call (610) 642-3040 for more information on Organizational Surveys.**

# Executive Coaching: Helping Leaders Achieve More



## What Is Executive Coaching?

Executive Coaching is the identification and achievement of an executive's goals with the assistance of a trained consultant. Those goals may be developmental (e.g., getting to "the next level," or increasing one's impact and influence in the organization); performance-related (e.g., increasing self-awareness, building more effective relationships across the organization); skill-related (e.g., becoming better at presentations, listening more effectively); or for targeted problem-solving (e.g., resolving conflicts with others, preparing for a specific meeting or event).

After goals have been established, I help the executive identify action steps and a timeline for achieving those goals. Although my approach mainly involves helping the executive develop his or her own solutions, I also actively share resources — such as books, DVDs, and websites — that I think would be valuable.

## How You Benefit

Many clients say that executive coaching is the most important development activity in which they have ever participated. When structured properly, it is highly efficient, making the most of the time we're in contact.

You'll discover new alternatives to old problems . . . new ways of achieving current goals . . . new methods

for managing your relationships with others more effectively than you ever thought possible.

The result is that more of your time is spent on activities that move you and your company forward.

## Examples of Coaching Engagements

### • Coaching for Development:

*An executive sought coaching to prepare for her promotion to VP of her division. Having always served as "second in command," she wanted to make sure others viewed her as mature, decisive, and prepared to lead in her new role. As well, she wanted to bring effective ideas to strategy meetings to contribute at the highest level possible. We worked together to identify how to present her ideas effectively in one-on-one and group meetings. We also discussed how to connect most effectively with the CEO and CFO of the company. She succeeded in her new role.*

### • Coaching for Performance:

*A valued longtime director had high turnover in his department over a two-year period. Those who left complained that he treated some staff members noticeably better than others, and this was negatively impacting morale in the division. We worked together to identify the key areas where his style could be deployed more consistently and developed action steps to enhance performance in that area. The result was a more consistent style that took individual needs into account and preserved continuity in the division.*

## Best Practices

The American Management Association's 2008 study on coaching effectiveness reports that coaching works best when the coaching is developmental (instead of punitive); the coachee has some choice in selecting the coach; goals are clear; and an agreed-upon timeline is used (as opposed to an open-ended process).

**Call (610) 642-3040 for more information on Executive Coaching.**

# 360-Degree Evaluations: Powerful Feedback for Success



## What Is a 360-Degree Evaluation?

Companies have traditionally relied on a top-down system of appraisal in which an employee's performance is measured solely by his or her supervisor's evaluation.

The recognition that there are many sources of data about a manager's performance, however, led several years ago to a new approach in employee assessment and development — the multi-rater or "360-degree" evaluation.

A 360-degree survey obtains ratings from the people above (supervisors), below (subordinates), and around (peers) a manager to create a full sphere of feedback.

The manager can compare this information with his or her self-assessment and use the resulting feedback to guide work performance and skill development.

## How You Benefit

We don't always see ourselves as others see us, and a 360-degree survey allows managers to understand how they are perceived by everyone they work with, not just their supervisors.

Since motivating employees to produce results and enlisting the cooperation of peers are key to a

manager's success, an instrument that allows managers to determine where they are interacting effectively with their coworkers and where they may be missing the mark is extremely valuable.

## How Is It Administered?

The online assessment gathers data about management performance from both the participant's (manager's) point of view and the views of associates (peers, direct reports and supervisors).

Areas covered by the survey commonly include the participant's effectiveness in planning, goal setting, leadership, communication, team development, delegation and other key behaviors. A typical survey presents a series of statements about specific management behaviors and asks the rater to indicate the degree to which the manager possesses that skill or uses it effectively.

Results are in the form of rating scales presented in a detailed report that outlines strengths and developmental opportunities. The participant's results are compared with those of the other raters.

## Best Practices

According to the Center for Creative Leadership (CCL), the following guidelines ensure optimum success when performing a 360-degree evaluation:

- Clarify the purpose for everyone involved
- Clarify rater anonymity, accountability, and selection
- Prepare participants
- Review and interpret feedback results
- Develop an action plan
- Follow up on the action plan

*Note: 360-degree surveys are not used for making promotional or disciplinary decisions.*

**Call (610) 642-3040 for more information on 360 Evaluations.**

# Seminars: Real Learning, Real Change



## How Are Dr. Weiman's Seminars Different?

Sustained change is the goal of almost all seminars and trainings. But you have probably had the experience of hiring a seminar leader who succeeded at entertaining your staff without helping them change.

I maximize opportunities for sustained changes by working with you in advance to make sure goals and expected outcomes of the training are clear. A needs assessment is conducted before the seminar is delivered, and I provide post-seminar feedback for helping change behaviors and improve outcomes. If you want a dynamic, engaging speaker who delivers results with impact, contact me when planning your next educational event.

## Seminar Topics

### *Communicating with Impact:*

*This program covers how to improve the efficiency and effectiveness of business communication. Demonstrations and practical applications of communication theories help participants learn the most effective ways to reach others with any leadership or management message.*

*The benefits of the program are to reduce the amount of time, labor and money wasted on ineffective or inefficient communication.*

### *Coaching for Success:*

*This program teaches the value of coaching direct reports and how to do it. Benefits of the program are that leaders learn how to stop solving the problems others bring to them and instead encourage direct reports to develop alternative solutions and implement intelligent choices.*

### *The Psychology of Connecting with Clients:*

*It's more important now than ever to make sure that everyone on your staff is connecting with clients in a way that creates long-term and "poach-proof" relationships. This seminar discusses what makes clients "stick" with certain companies and not others. Your staff benefits by learning easy to implement ways of building long-term client loyalty.*

### *Stress Reduction:*

*In today's working environment, leaders are continually trying to do more with less, which can increase stress. This seminar explains what the "stress reaction" or fight-flight response is, and gives specific tips on how to identify and reduce workplace stressors. The benefit of this program is reduced conflict and time off due to stress, and a more focused and effective staff.*

### *Values:*

*There's abundant evidence that companies that operate from solid values out-perform companies that don't. In fact, the most trusted firms in America are typically among the most profitable ones as well, and they are well known for their values-based operations. This workshop helps your company identify core values and align operations with those values.*

I also create custom programs to meet the individual training needs of clients.

**Call (610) 642-3040 for more information on Seminars.**

# Seminar Testimonials

I have been presenting effective workshops and seminars for more than 20 years to organizations like Siemens, the Greater Philadelphia Chamber of Commerce, the University of Pennsylvania, National Penn Bank, the Pennsylvania Association of Community Bankers, the Main Line Chamber of Commerce, and numerous other private companies, professional corporations and non-profit organizations.

*Here are comments from just a few seminar clients:*

**“Dr. Weiman’s presentation was direct, practical and memorable.**

Exactly what we were seeking. Filled with real-life scenarios, he gave us powerful tools for setting and achieving goals that can enhance the growth of our firm, and ways to measure if we are following through with our plans.”

— Charles F. Forer, Esquire  
*Eckert Seamans Cherin & Mellott, LLC*

**“Dr. Weiman, your program was packed with phenomenal ideas!**

You delivered solid content with impact and your techniques are going to help us grow!”

— Richard Gentile, Sr. Vice President  
*National Penn Bank*

**“Thank you, Dr. Weiman, for your outstanding presentation**

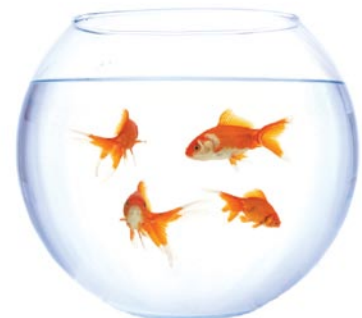
to our Leadership Roundtable. Your formula for success gave our participants valuable tools to use in their organizations.”

— Marycarole Goodrich  
*Main Line Chamber of Commerce*

**“Dr. Weiman knows how to reach people, inspire them,**

and show them how to achieve. He surpassed our expectations, and we look forward to future seminars.”

— Paul Salotto  
*The Pharmacist Magazine*



# In the News: Dr. Weiman on Leadership

**Dr. Weiman is regularly quoted on leadership and management issues:**



- Dr. Weiman gives advice on exit interviews:  
[www.weimanconsulting.com/optimize\\_your\\_site\\_to\\_help\\_dra.htm](http://www.weimanconsulting.com/optimize_your_site_to_help_dra.htm)
- Should you conduct job interviews one-on-one or using a group or panel format?  
[www.weimanconsulting.com/interview\\_style\\_one\\_on\\_one\\_or.htm](http://www.weimanconsulting.com/interview_style_one_on_one_or.htm)

## BusinessWeek

- “Erasing a Stink”  
How do you tell a valued employee that a dash of deodorant would be a very good idea? Diplomatically.  
[www.weimanconsulting.com/erasing\\_a\\_stink.htm](http://www.weimanconsulting.com/erasing_a_stink.htm)
- “Keeping Phone Workers Plugged In.”  
A highly repetitive job is bound to have a good deal of turnover, but there are ways to minimize the burnout rate.  
[www.weimanconsulting.com/keeping\\_phone\\_workers\\_plugged\\_.htm](http://www.weimanconsulting.com/keeping_phone_workers_plugged_.htm)
- “Your Invitation to a Hot Date in Court.” Women find this sales rep irresistible. That judge won’t.  
[www.weimanconsulting.com/your\\_invitation\\_to\\_a\\_hot\\_date\\_.htm](http://www.weimanconsulting.com/your_invitation_to_a_hot_date_.htm)
- “Hit Me Again.” Why failure doesn't deter true entrepreneurs.  
[www.weimanconsulting.com/hit\\_me\\_again.htm](http://www.weimanconsulting.com/hit_me_again.htm)



- Dr. Weiman explains how to identify and cope with stress on the job on Good Day Philadelphia:  
[www.youtube.com/watch?v=9pjeENNvfGA](http://www.youtube.com/watch?v=9pjeENNvfGA)