

A Business Case for People Management

With a tanking employee pool (see page 2), all the talent you need may not be available when you need it the most.

Even with this economic slowdown, your best people have other offers. Employee defections are killing the bottom line and even worse, they are killing any chances for a quick turnaround once the economic winds of fate shift direction.

To make matters worse, new studies have confirmed that average performing managers and supervisors who are left lack the effectiveness of top performers. These average, although loyal, people just don't have the necessary skill sets to manage a new workforce, especially at a time when you will need them the most.

With this gloomy forecast, people development may well be the last ray of hope between profitability and debt overload.

To learn how other companies are experiencing the highest retention rates, highest growth rates and highest profits by training and developing their employees, read column three and turn to page two.

Match, Manage and Motivate Employees for Superior Performance and Profits

& Managerial Assessment of Proficiency Showcase

See Page 4

A WALE of a Story

Good morning, America. This is your host, Ira Wolfe, broadcasting on WALE 990.....

Yes, that's right.....Ira Wolfe hosting a 13-week radio talk show originating in Providence (RI) and heard throughout southern New England Region and WORLDWIDE on the internet.

The first broadcast is scheduled for July 27 at 7:00 AM. The show runs for one hour each Friday and topics will include best practices for matching, managing and motivating employees and interviews with CEO's, business leaders and authors, and leading authorities with the best business solutions.

Guests and co-hosts are currently being interviewed for the show. If you would like to recommend someone as a guest, please call 717-656-4632.

And don't forget to tune us in at WALE 990 AM or www.nabcinc.com.

A new mega-study including over 21,000 organizations linked superior business performance to bottom line results.

Our "research of the research" has shown with between a 95% to 99% correlation that four people management drivers are directly linked to superior business outcomes such as:

- Sales productivity gains of **\$27,000 per employee**,
- Profit gains of nearly **\$4,000 per employee** and
- Employee retention improvement of **57%**.

That's not all. Companies that paid for superior results with superior rewards got superior performance such as:

- **27% higher profits** generated on a per employee basis,
- **35% increases in revenues** and a **339% increase in customer satisfaction!**

The four people management drivers for superior results:

- Selection (read more on page 2)
- Development
- Performance Management
- Compensation



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Slim Pickins' at the Labor Market

Many company engines are pretty sluggish from hiring the wrong people or even worse, from the residue left after layoffs. These cutbacks have all but gummed up the moving parts.

But despite what is still considered slim pickins', the current labor pool will not be as rich in numbers or talent as it is today. Now is the time to audit the quality of your current workforce and identify which employees have the skills and potential to fuel their organization toward the future.

To get a better sense of who makes up the pool of available applicants as late as June 2001, despite several hundred thousand layoffs and cutbacks, you need only look at the following table:

Employment Group	June 2001 Unemployment rate	January 1992 Unemployment rate
Managers and Professionals	2.0%	2.9%
College graduates	2.2%	3.1%
High School graduate with some college	3.2%	5.6%
High School with no college	3.9%	6.8%
Technical, sales and administrative support	4.0%	5.6%
Less than High School degree	6.8%	10.8%
Female family heads	6.3%	9.2%
Teenagers	14.8%	NA

Three fundamental steps for job matching used by top-performing companies to get the highest retention rates, highest growth rates and even the highest shareholder and stakeholder returns are:

Do your managers and salespeople have what it takes to make your business the best of the best?

Take our free test and find out..... or better yet call and find out how you could receive a tuition voucher worth \$400 to attend our Managerial Assessment of Proficiency Workshop on August 22, 2001 in Lancaster (PA).

If you've ever wondered how you can select the right manager (or salesperson) the first time or improve the skills of the managers that are already on your team, then call us today to schedule your free test or to reserve your FREE MAP seat.

A recent Corporate Leadership Council study indicated that 77 percent of the Fortune 500 use some kind of competency-based system to evaluate employees. Competency measurement is a key building block for human capital management.

1. Identify the essential functions of a job (Work Environment)
2. Identify if a candidate (or current employee) has the skill or the potential to do the job successfully.
3. Measure the results of the activities they are doing.

"The economy is still growing faster than the workforce."

Labor Secretary Elaine Chao at a conference held at the Labor Department in early June.

"Our country is headed for the worst employment crisis ever."

Jeff Taylor, head of Monster.com, at the same conference

These statements are pretty amazing considering that unemployment is rising and the economy is cooling.

You want to know the government and corporate leaders' answer to the worker shortage:

"There is no single answer."

There is no magic bullet. There is no cauldron full of skilled workers waiting to emerge when the stars align or the timing is right. And while business leaders turn toward government for solutions, government leaders clearly know no answers. Whatever you decide to do, keep this in mind: **You can't wait any longer to get involved.** This is as good as it gets.

According to the people management mega-study, the probability of selecting the right people indicated a 99% probability of superior business performance.

If selection has such an impact on superior business results and traditional hiring techniques have less than a 2 out of 10 probability of predicting success on the job, is it any wonder that so many companies are losing market share while employees "churn", customer satisfaction declines, and profits shrink.

The Twelve Competencies of Top Performing Managers

Twelve competencies have been identified in highly effective managers that the average performers do not possess. These competencies have been broken down into four major managerial activity clusters:

Task handling

Administrative

(Managing Your Job)

- Time Management and Prioritizing
- Setting Goals and Standards
- Planning and Scheduling Work

Communications

(Relating to Others)

- Listening and Organizing
- Giving Clear Information
- Getting Unbiased Information

People handling

Supervision (Building the Team)

- Training, Coaching and Delegating
- Appraising People and Performance
- Disciplining and Counseling

Cognitive (Thinking Analytically)

- Identifying and Solving Problem
- Making Decision, Weighing Risks
- Thinking Clearly and Analytically

How do your managerial skills compare to over 72,000 managers in 600-plus organizations?

Call us today and ask about MAP™

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Summer Sale – Manager BEWARE!

There's a summer sale going on and it doesn't involve merchandise. With a cooling economy, many managers are responding to cost-cutting initiatives by cutting their workforces.

On the other hand, managers are holding employees past their "sell-by" date in order to reduce turnover and filling open positions with new individuals who already may have been discounted by their former employer and whose employability skills are beyond the expiration date.

As managers attempt to wring the last ounce of efficiency out of the remaining employees, productivity is reaching the point of diminishing returns.

Cost cutting, cut backs and layoffs may be the short term remedy for falling revenues and rising expenses but this leaves the long-term prognosis for recovery susceptible to those managers of the competition who are and have been open to new strategies that make a difference.

The High Cost for NOT Keeping Up

- 3 of 4 companies on the Fortune 500 in 1970 no longer exist
- 1 of 3 firms who went public since 1988 are out of business
- 1 of 2 that remain are trading below offering prices

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Labor Shortage of the Month Catholic Priests

- 2,334 Catholic parishes do not have a resident priest (10 percent)
- Seminar enrollment in 1970—6,602; 2000—3,474
- Ordinations in 1960—1000-plus; 2000—less than 500
- Average age—63 years
- Over age 90—433
- Under age 30—298

Source: The Washington Times

New Articles authored by Ira S. Wolfe are available on our website at www.super-solutions.com/articles.html or by calling 717-656-4632 to request a copy.

Business2Business: (June 2001 and July 2001), **Central Penn Business Journal** (July 11, 2001)

*How to
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