

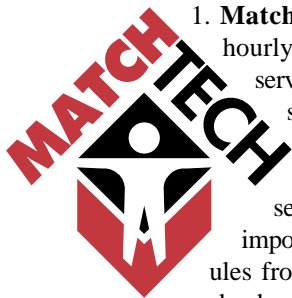
Increasing Your Decision-Making Confidence

Compliments of VRH New Expanded Service Offerings

Unveiled this past fall, VRH now offers **five** (5) levels of pre-employment assessment services customized for position functionality, from entry- to executive-level, and salary range of your candidates.

“We are continually expanding our services to better meet your needs, and wherever possible, using technology to provide you with both prompt and reliable information,” says Dr. Jonathan Dehlinger.

VRH has designed two “*customated*” - customizable and automated - pre-screening assessments that are technology based:



1. **MatchTech** - Designed for entry-level, and hourly candidates, such as clerical, customer service or production workers, whose annual salary ranges from \$12,000 to \$25,000. This customized screening focus is predominately attitudinal with clients selecting up to 16 dimensions or areas of importance for a particular position. The modules from which a “customated” screening tool can be developed include:

- **Assertiveness** - identifying how aggressive the candidate is in work-related relationships.
- **Influence** - looking at attitudes towards influencing behavior and interest or need for recognition.
- **Steadiness or Dependability** - measuring attitudes toward quality work, loyalty, discipline and results orientation.
- **Attention to Detail** - gauging an individual’s close attention to detail (important where precision work is required).
- **Work Pace** - gauging an individual’s inclination to quickness (important where work is repetitive and speed counts).
- **Customer Service** - focusing on the candidate’s attitude toward helping and taking care of customers.
- **Energy** - matching a candidate’s level of energy to the amount required for the position (important where work requires long hours and sustained levels of intensity).
- **Supervisor Attitude** - identifying attitudes toward helping and working with a supervisor.
- **Theft/Honesty** - determining attitude toward workplace theft.
- **Drug Avoidance** - assessing attitudes toward the use of illegal drugs and alcohol in the workplace.
- **Violence/Emotion** - identifying a candidate’s attitude about acting violently in the workplace or belief that such actions are acceptable.
- **Diversity** - measuring attitudes toward racial, ethnic and

gender diversity in the workplace.

- **Risk/Safety** - quantifying attitudes toward workplace risk, safety and authority.
- **Tenure** - measuring attitudes about staying at or quitting a job soon after being hired.
- **Dependability** - gauging an inclination for reporting to work on time and consistently.

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Summary - VRH Assessment Services

Assessment Level	Appropriate Candidates	Approximate Salary Range	Office Time Required	Assessment
MatchTech	Entry-level & Hourly	\$12,000-25,000	None—Entirely Internet Based	Attitudinal
Quick PIC	Team Leaders, Project Managers, Entry-level Supervision Sales Personnel	\$25,000-40,000	None—Tests Administered In As Little As 90 Minutes	Personality, Interests, Capabilities for Leadership
Basic	Entry-level Management, Technical, Professional, Sales Personnel	\$30,000-60,000	Two Hours Including Interview	Personality, Intelligence, Motivation
Advanced	Middle Management Department Heads, Professional and Technical Leaders	\$60,000-125,000	Four Hours Including Interview	Personality, Intelligence, Motivation, Leadership, (more depth than Basic) Plus Reasoning, Attitudes, Social Styles
Executive	Senior and Executive Management, Officers, Board Members	\$125,000 +	Eight Hours Including Interview	Personality, Intelligence, Motivation, Leadership Reasoning, Social Styles, Ambitions (more depth than Advanced) Plus Workplace Simulations, Background Check

MatchTech at Work for Liphatech Inc.

"We wanted some sort of objective test that could tell us a bit more about a candidate than what we learned from an interview," says Pete Kocian, Human Resources Manager for Liphatech Inc., Milwaukee. "Especially attitudes towards drugs and alcohol, workplace violence, supervision, and safety."

Kocian eventually turned to VRH and in November introduced the MatchTech "customated" screening tool for factory and clerical positions. Liphatech has administered ten tests to date.

Eight dimensions or modules were selected; Theft/Honesty Drug Avoidance, Risk/Safety, Violence/Emotion, Supervisor Attitude, along with Attention to Detail, Work Pace, and Steadiness or Dependability.

According to Kocian, "the ability to add to, refine or remove criteria from within the modules, or to simply drop or add a complete module offers us a tremendous amount of flexibility. I also like that the whole process is Internet-based. It makes it real easy for us and our candidates."

"We invite those candidates that make it through the initial interview to go out to the VRH website and complete MatchTech, which usually takes all of 10- to 15-minutes. As soon as the candidate has completed the test, we go out on the website and retrieve the results. Candidate response to the whole process has been extremely positive."

"Most of our candidates scored real high in all of the dimensions. If a score indicated an area that could be an issue, we used it as an opportunity to probe deeper with additional, non-threatening questions."

At one point, Kocian commented that Liphatech actually entertained the idea of doing this sort of screening in-house. "We did our homework and considering the costs versus the benefits, we ultimately decided that working with VRH made the most sense."

Although the jury is still out on MatchTech's impact on turnover at Liphatech, Kocian is optimistic. "Everyone brought in since November and hired using MatchTech is still here. As our statistics of MatchTech-screened employees grows, I'll be working to validate our turnover numbers. We're encouraged with our initial results."

"I would encourage other employers to give MatchTech a try," concludes Kocian.

Owned by German parent Merck KGaA, Liphatech Inc. is a 103-year old manufacturer of agricultural inoculants and rodenticides. More information about Liphatech is available at www.liphatech.com.

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- **Customer/Supervisor** - quantifying a candidate's attitude toward supervision, especially antagonistic or negative reactions to workplace supervision.

MatchTech is entirely Internet based. It can be completed by the candidate, depending on the number of modules selected, in about 20 minutes through the VRH website. MatchTech administration and reporting of results to the client company can also be accomplished through the VRH website.

2. **Quick PIC** - Intended for team leaders, project managers, entry-level supervisors, and sales personnel with salaries in an approximate range from \$25,000 to \$40,000 annually. This is another "customated" pre-screening tool, which focuses on a capsulated personality summary, intelligence, plus native interests and unique capabilities (intellect and technical aptitudes, leadership style). The customized, pencil-to-paper, hard copy test materials can be administered to an applicant in about 90 minutes, with results reported via email to the client.

Three personalized, comprehensive, individual pre-screening assessments are also available from VRH:

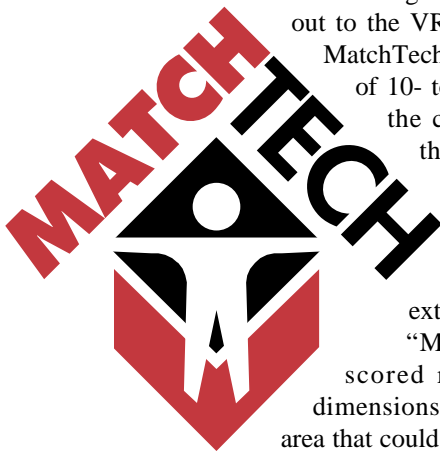
3. **Basic** - Designed for entry-level management, technical, professional, and sales personnel with yearly salary ranges from \$30,000 to \$60,000. A basic range of abilities and traits are assessed, including personality, intelligence, motivation, and leadership using customized, pencil-to-paper hard copy test materials and a professional interview. This assessment requires approximately two hours of office time in addition to pre-work.

4. **Advanced** - Devised for middle management and department heads as well as professional and technical leaders whose annual salary might range from \$60,000 to \$125,000. It encompasses all the Basic elements in more depth plus the additional measures of reasoning, social styles, and professional ambitions. Considering the more comprehensive nature of this assessment, it requires pre-work and four hours of office time.

5. **Executive** - The most comprehensive and in-depth assessment designed for senior and executive management, officers, and board members earning yearly salaries of \$125,000 or more. It incorporates all facets of the Basic and Advanced elements, plus additional measures including workplace simulations and a professional background check. A full eight hours of office time is required along with the required pre-work.

According to Dehlinger, "We're working diligently to provide quick and easy information access to our clients via technology-driven tools, such as the Internet without compromising confidentiality or the personalized service you've come to expect. We are responding to our clients' need for comprehensive information and results as quickly as possible."

Contact VRH to learn more about how they can build confidence in your decisions.



Creating Change - A Synopsis

“Great leaders learn how to work with the full range of forces crucial to long-term change.”

In their article, *Creating Change*, Peter Senge and Katrin Kaeufer have identified ten (10) forces that impede change, and they offer strategies to leaders for dealing with these challenges.

Four forces are at work even before much change occurs. The challenges of initiating include:

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| 1. Time: | “We don’t have time for this stuff.” |
| 2. Help: | “We have no help.” or
“We’re wasting our time.” |
| 3. Relevance: | “This stuff isn’t relevant.” |
| 4. Walking the Talk: | “They’re not walking the talk.” |

Later in the change process, three more forces are encountered. Challenges of sustaining are:

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| 5. Fear and Anxiety: | “This isn’t good.” |
| 6. Measurement: | “This stuff is not working.” |
| 7. True Believers
versus Non-believers | “We have the way.” <i>versus</i>
“They are acting like a cult.” |

Well into the change process, leaders experience the challenges of redesigning:

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| 8. Governance: | “They (the powers that be) never let us do this stuff.” |
| 9. Diffusion: | “We keep reinventing the wheel.” |
| 10. Strategy and Purpose: | “What are we here for?” |

Each force is described in greater detail, and Senge and Kaeufer provide multiple strategies for leaders to address them. For example, several of the strategies offered to remedy the **Walking the Talk** force include building credibility by demonstration, not by articulation, and working with partners who can assist the leader understand how his/her behavior may communicate unintended messages.

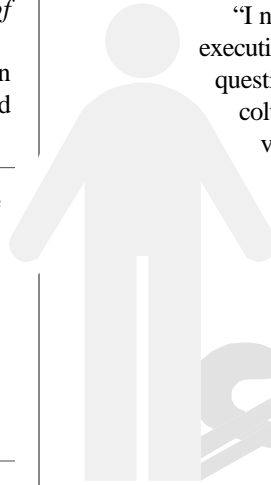
“This article provides a framework for understanding some of the dynamics at work in the change process,” says Dr. Dehlinger. “Considering that change is prevalent and constant in most, if not all organizations, this would be a worthwhile piece for management to review.”

For your copy of *Creating Change*, simply email your request to jon@vrhconsulting.com.

Updates and Changes

Yes, we’re changing! We have indeed adopted a new look with our redesigned logo and even updated the look of our newsletter. We’d like to hear what you think...drop an email to deb@vrhconsulting.com and let us know.

Return on Executive Coaching



“I need to be able to justify spending the money for executive coaching - can you help?” was the gist of the question posed in a recent Fortune magazine Q&A column. What was cited were the results of a survey by Manchester, a global workforce-consulting firm, on what its customers had gotten out of their investment in Manchester’s programs. The respondents were executives from large companies who had participated in a coaching program lasting from 6-months to a year. About 60% were ages 40 to 49, half held positions of vice president or higher and a third earned \$200,000 or more per year.

Result highlights include:

- An average return of more than \$100,000, or about six times what the coaching had cost their companies.
- 28% (three in ten) claimed they had learned enough to boost quantifiable job performance - whether in sales, productivity, or profits - by \$500,000 to \$1 million since they started their program.
- 77% reported better relationships with direct reports, bosses (71%), peers (63%), and clients (37%).
- 61% cited a marked increase in job satisfaction.
- 44% cited a marked increase in ‘organizational commitment’ - they are less likely to quit than they were before.

A caution was added that any coach’s credentials and experience should be carefully checked out before you sign up your people. With more than 15 years of professional and personal coaching experience, VRH could be a resource for you.

Sources: *Fortune*, February 19, 2001, *Ask Annie* by Anne Fisher, and www.manchesterUS.com

Steps to Greater Decisiveness

Highly effective leaders believe quick action is the key to success. Why? Because there is no ‘right answer’ book, timing is everything, and they trust their instincts. Such leaders typically practice these 5 steps to greater decisiveness:

1. Carefully consider all the facts and options.
2. Pay attention to your gut.
3. Once you make a decision, don’t second-guess yourself.
4. Act, knowing that you’ll probably make more good choices than bad ones.
5. Anticipate success, but don’t be afraid to fail. Ask - What will happen if I don’t act? And if I do?

Source: *Burn Brightly Without Burning Out* by Dick Biggs. Successories Library.

Retention 101

“People don’t quit companies, they quit bosses,” says Sharon Jordan-Evans, co-author of *Love ‘Em or Lose ‘Em: Getting Good People to Stay* (Berrett-Koehler, 1999).

Studies continue to show that employee commitment is directly linked to trust in senior leadership. In a recent Gallup Organization study based on interviews with 2 million workers at 700 companies, the research indicates that people join companies, but they leave managers and supervisors. It appears that the length of an employee’s stay is largely determined by his/her relationship with the immediate supervisor.

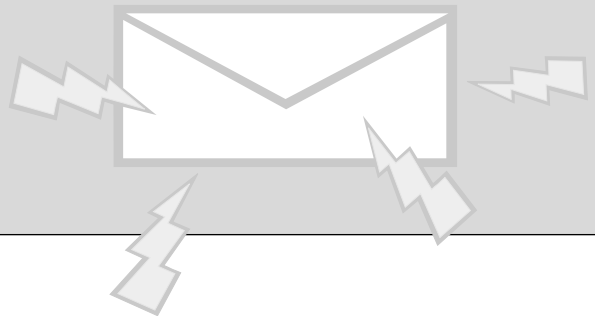
“The quality of supervision and a manager’s interpersonal skills are one key to employee retention,” adds Dr. Dehlinger of VRH. “Better managers are conscientiously making sure new hires match up or fit in, and are continuously auditing their staffs to ensure that no molehills are growing into mountains.”

By understanding that loyalties are to a person, not a company, employers are in a better position to use this to their advantage.

Sources: *Training*, August 2000, www.gallup.com, and www.vrhconsulting.com (Jon’s white paper)

Please visit us electronically at
www.vrhconsulting.com

VRH is currently in the planning stages of a website upgrade that is intended to make it easier for you to do business with us. We would appreciate hearing your suggestions about how our site could be more useful for you in your business endeavors. Please email any and all ideas to deb@vrhconsulting.com.



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