

**Our advice in any economy:**

*Sharpen your strategy.  
Strengthen your leadership.  
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PI Worldwide  
MEMBER FIRM

## three steps to Employee Engagement

*by Paul Dumouchelle, Management Consultant*

Business leaders can improve their results with these three steps:

1. Align the organization with where you are going
2. Give people what they need
3. Measure results to adjust as necessary

These are core principles of ADVISA's approach to "creating confident organizations." ADVISA is not alone – a recent cover story in *HR Magazine*, entitled "Raising Engagement" by Adrienne Fox highlights these points.

### **Align Organization with Where You are Going**

ADVISA's organizational planning system delivers this alignment result – which *HR Magazine* says is important for employee engagement because:

- Engaged employees understand and connect with the company mission
- Engaged employees understand how their individual effort makes a difference in terms of adding value

### **Give People What They Need**

This could be the motto for using Predictive Index® as a management tool. The "Raising Engagement" article highlights the importance of focusing on peoples' needs:

- People feel most engaged when they make progress or receive support to overcome obstacles. With PI® we know that High A employees want to win and Low A employees want to be on a team.
- Deliver recognition that is relevant to the employee. With PI we can customize recognition, for example, High B employees frequently enjoy personal public praise while High D employees prefer acknowledgement of their expertise and good work.
- Customize your engagement initiative to your business – the article provides case studies where empowerment, development and self-direction were used. With PI you can understand what will work best for every job in your firm.

My clients have used PI to change employee engagement to such a degree that teams are amazed by the transformation in employee behavior.

### **Measure Results to Adjust as Necessary**

No business exists in a static environment. Success requires constant monitoring and adjustment to changing conditions. Creating systems to effectively address this strategic requirement is the final step of ADVISA's program for long-term performance improvement.

The bottom line of these efforts is, as the *HR Magazine* article states: "companies in the top 10 percent on employee engagement bested their competition by 72 percent in earnings."



from our blog

# Don't Hire the Duck

by Dana Harrison, Manager of ADVISA Hiring and Special Projects Consultant

On a sleepy Saturday morning during an Organizational Behavior class I've been taking, I was startled when the professor offered his bottom line on hiring:

"If you need a squirrel to climb the tree, hire the squirrel. Don't hire the duck."

We were talking about the use of personality assessments, which is a niche area for the professor - his work in a Fortune 100 company includes determining what assessments to use and managing their use, especially in hiring. He gave very specific examples that quantified the impact of using a reliable and valid assessment in hiring, which were fascinating and meaningful, but the squirrel/duck analogy said it all. *Don't hire the duck.*

This analogy caught my attention because it very much reflects what we promote at ADVISA:

- Know what you need. In this case, a tree must be climbed.
- Any personality assessments you use should help you quantify and "package" the behaviors you need. You need a squirrel.
- Then the candidate assessment should help you see what you have in front of you. You have a duck.
- Finally, you have to do the fit/gap analysis. Can the duck climb the tree?

Of course, this is easier to say when you're a Fortune 100 company where there are more resources to go get squirrels when one is needed! However, this analogy can be meaningful for small companies, too. Although you can't make a duck a squirrel, look at what you can change:

- Is your search attracting squirrels? Do you need to do more to attract a squirrel (e.g., offer stronger compensation or add relocation)?
- Can you wait it out until a squirrel comes your way?
- You need a tree to be climbed because you need to get what's at the top. Is there another way to get what's at the top? What about a bird that can fly better than the duck? It's not a squirrel, but it'll get the job done.

Admittedly, hiring is tricky. Knowing when to make adjustments to your search strategy, your requirements or the position is both a science and an art. If we can be helpful in figuring out what you need and finding it, we're always happy to help.



## Learn free webinar

Join Dana Harrison, Manager of ADVISA Hiring, for this FREE one-hour webinar about how to integrate PI® into the hiring process.

**Date:** 9:30 a.m. EDT July 29th

**To Register:**

follow this link: <https://www2.gotomeeting.com/register/490471194>.

**Or contact Dana:**

email: [dharrison@advisausa.com](mailto:dharrison@advisausa.com)  
phone: 317-249-2264.

## Management training get trained in PI

The three-day Predictive Index® Management Seminar prepares managers and human resource professionals to use the Predictive Index® system in hiring and managing within their organization.

**Dates:** August 17-19, 2010

September 28-30, 2010

**Location:** Carmel, IN

**Presenter:** Brian J. McKay

September 14-16, 2010

**Location:** Grand Rapids, MI

**Presenter:** Chris Pauwels

**Cost:** \$1,885 per attending person. If you have 5 or more attendees, we will be happy to schedule a private session for your organization.

**To Register:** please call or email your consultant. Or, you may call or email our office manager, Penny Pruett, at (317) 249-2249 or [ppruett@advisausa.com](mailto:ppruett@advisausa.com).

coming this fall:

# PI Fridays with Bob

Mark your calendars for 9 a.m. Sept. 24th -- you don't want to miss the very first of our new webinar series called: "PI Fridays with Bob." This is a new, FREE, monthly webinar for all PI Analysts. It is designed as a forum for deepening your PI knowledge, for asking questions and for the sharing of PI experiences among all of our clients.



Here's what you can expect:

- Get answers to your PI questions
- Have an opportunity to "pick the brain" of the founder of the business and our most experienced PI expert: Bob Wilson
- Gain perspectives and new ideas from outside your industry on using PI to achieve results
- Reinforce what you learned in PI analyst training and extend your application of PI into new areas
- Learn how professionals with different levels of authority and functional expertise use PI.

Topics will include:

- Self-confidence as the currency of productivity
- PI and creativity
- Managing Highest A's
- Managing Highest B's
- Managing Highest C's
- Managing Highest D's
- The E Factor
- The M Factor
- Audience Suggestions
- Using the PRO form in hiring

Plan now to join Bob Wilson at 9 a.m. EDT on September 24th. Look for an invitation, including a webinar link, coming to your inbox in August.

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## Refer a Friend and Win

Many of our clients become lifelong fans whose enthusiasm is contagious! We are delighted when you share a good word about our tools, training and services with friends and colleagues, so we are offering a new, exciting referral program.



Now, when you submit a referral, you will receive a \$25 Amazon.com gift card for yourself *and* one for your friend. If your referral becomes an ADVISA client within 90 days, you will also receive a top-rated Garmin GPS navigation system, the Nuvi 1690, (a \$430 value)!



### It's easy!

Just think of someone who could benefit from sharpening their strategy, strengthening their leadership or accelerating their sales. Get in touch with the person you're referring to let them know that a member of the ADVISA team will be following up with them and that they will receive a \$25 gift card for Amazon.com.

Then, go to: <http://www.advisausa.com/Referral.aspx>, fill out the form, and an ADVISA consultant will contact you to gather background information about your friend's organization. The consultant will then contact your friend to schedule an introductory meeting and deliver the gift card. After the meeting, we will send one to you too!

(For further program details, please go to: <http://www.advisausa.com/Referral.aspx>)

## Michigan User Group

**Coming in November!** Watch for more information coming soon about the 7th annual interactive, educational event for our Michigan clients.

## New website PI WorldWide

If you haven't visited the new PI Worldwide website already, you'll want to check out its new design and content. It is easy to navigate and offers a multitude of client stories and business insights across numerous industries worldwide.

**Go to:** <http://www.piworldwide.com>.

## Congratulations! milestone anniversaries

ADVISA is honored to have clients that use our services year in and year out. We congratulate the following organizations as they celebrate their 5-year anniversary during the third quarter of 2010:

**5  
YEARS**

**Pivotal Communications** - Kalamazoo, MI  
**Richwood Industries** - Grand Rapids, MI  
**Vanamatic Co.** - Delphos, OH  
**MPI Research** - Mattawan, MI

## Welcome to our new clients

**Answers & Insights** - Indianapolis  
**Piezo Technologies** - Indianapolis  
**Raidious Digital Content Services** - Indpls  
**The Hub Group** - Carmel, IN  
**Jamestown Distributors** - Bristol, RI

## Send us your best stories win a Kindle e-reader!

We love to hear client success stories! How about sharing yours? Take a minute to jot down your story and you could win a Kindle!

To get you started, consider these questions:

- What benefits have you seen to your workplace, team performance or leadership since PI was introduced?
- What sales improvements you have experienced that can be attributed in whole or in part to CFS training?
- What positive results has your business experienced from an ADVISA organizational planning session?

**Deadline:** Submit your stories by email to Beth Claflin at [bclaflin@advisausa.com](mailto:bclaflin@advisausa.com) by 5 p.m. EDT August 13th. We will choose one winner from those submitted and award one Kindle e-reader.

*(Submissions become the property of ADVISA and may be used on our website or in other promotional material.)*



*Imagine having your very own Kindle! This wireless e-reader provides a crisp black-and-white 6" screen with the same appearance and readability of printed paper. Sharp and natural with no glare or backlight. Kindle never gets warm so you can comfortably read as long as you like. Weighs 10.2 ounces and holds up to 1,500 books. A \$189 value.*

## Kudos to Team ADVISA

We couldn't be more proud of our consultants who continue to draw high praise for their expertise in the form of new and repeat clients.

In fact, four of our own made the top 20 list for revenues among 342 PI consultants worldwide! Congratulations to:

**John Ranaletta, #10**  
**Jay Hawreluk, #12**  
**Todd Gross, #16**  
**Aszure Grimes, #20**

**Morningstar Health** - Grand Rapids, MI  
**Oxford Property Mgmt.** - Ann Arbor, MI  
**Program Planning Professionals** - Ann Arbor  
**Koppert Biological Systems** - Romulus, MI  
**Topcraft Metal Products** - Hudsonville, MI  
**Van Eerden Foods** - Grand Rapids, MI  
**RateLinx** - Madison, WI  
**Whyco Finishing Products** - Thomaston, CT  
**American Electric Supply Inc.** - Corona, CA  
**Schering-Plough Central AG** - Switzerland

**ADVISA**

PO Box 3039 Carmel, IN 46082 (317) 574-1550 (phone) (317) 844-6267 (fax) [www.advisausa.com](http://www.advisausa.com)