

MaxImizing Insights

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What's Wrong With This Picture?

Many CEO and other executives and managers are promoted upward based on past performance. But upward promotions require skills that are nothing like their other promotions.

This becomes no more apparent than when you consider that the number of CEOs replaced for poor performance has more than doubled since 1995.

The costs for promoting the wrong manager or executive are well documented and often times estimated to be one to two times his/her annual salary..

After you consider the lost opportunities, losses in productivity, and employee morale issues on top of the more tangible costs of recruitment, severance packages and even litigation resulting from charges of wrongful discharge and discrimination, the cost of one wrong management hire explodes to as high as fourteen times annual salary.

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MaxImize

Companies hire for skill, but fire for attitude.....we measure attitude.

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The government collects two sets of employment data every month.

The government and media would have you believe our economy lost jobs. But an alternative survey also used by the government to compute unemployment figures suggests that the jobless recovery is well on its way to recovery .

The survey to which Wall Street pays the most attention is the establishment survey, which questions employers about how many people are on payrolls.

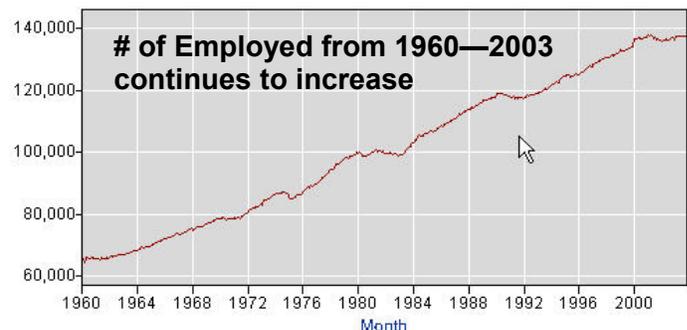
The good news is that number shows 328,000 more jobs than November than in July.

The other survey is the household survey, which involves asking questions of a sample of households reached each month by telephone. That survey is used to calculate the unemployment rate.

The latest report finds that there are now **757,000 more people working than in January 2001** and over the last two months of 1 million more people working, the largest two-month move since the first two months of 2000, at the peak of the economic boom.

Why the huge discrepancy?

According to the Employment Policy Foundation, a workforce



think-tank, *"this (establishment) survey does not include employment by individuals who are self-employed, work on farms or are contract workers."*

The household survey data comes directly from workers.

Since the end of the recession in 2001, the government's household survey has shown an increase in employment of 1.40 million. The establishment survey has shown a decline of 1.12 million jobs.

The current level of employment according to the household survey is 99.9 percent of the March 2001 pre-recession peak and is 101.4 percent of the January 2002 employment.

When you and your competitors begin to hire or replace workers, where will YOU find them?

Open Your Mouth, Insert Foot

You didn't mean anything insulting by it. You just thought you would save everyone some time.

You knew the answer to a question before your partner, client, employee or spouse is even finished with the first sentence.

You prefer to cut to the chase and interrupt. And then you hear "Would you let me finish?".

The problem is that your partner had something to say and speaking their piece was more important than hearing what you had to say. So you keep your mouth shut but hears only what you want to hear.

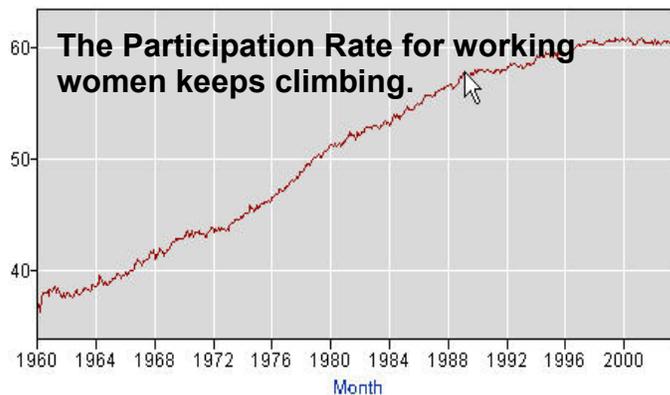
Your interruptions are considered rude and arrogant and not respectful of what he/she has to say. And consequently the relationship goes down hill and all you tried to do was shave a few minutes off a conversation.

Every employee approaches Problems, influence and interact with People, handle the Pace, and follow rules and Procedures differently.

The Managing for Success DISC reports helps individuals and managers understand how a person's unique behavioral approach either energizes or zaps the energy right out of him as he/she deals with each of the four Ps. DISC provides helpful insight into an individual's behavioral strengths and areas in need of possible improvement.

A Women's Work Is Never Done

According to research by the Richmond, Va.-based FamilyCare America Inc., there are 11 million to 16 million U.S. employees - the vast majority of whom are women - juggling employment and long-term eldercare responsibilities.



The impact on the workplace is staggering. While the average length of eldercare is eight years, some working women spend more years caring for dependent elderly relatives than they do for their children. The FamilyCare study estimates employers lose up to \$29 billion annually from eldercare distractions that affect productivity.

The study estimated caregivers forfeit roughly \$659,000 over the course of their careers to lost wages, benefits and missed promotions. Those numbers are expected to balloon to unprecedented amounts as the working caregiver population soars to more than 50 million over the next 20 years.

While employers are counting on retaining workers longer, they will be remiss to discount the impact that elder care will have on finding employees when they need them.

Is it worth it?

Is there a manager out there who hasn't asked the question:

If I invest in coaching or training this employee, will he/she change?

Well, behaviors are only skin deep. Personality gets down to understanding who people really are.

Behaviors describe the "you" that others observe. Behaviors are our responses to the environment, our thoughts, and our feelings.

Personality is best defined as who we really are over time.

Sometimes behaviors and personalities don't match.

For example a behavioral assessment like DISC might describe you as extroverted while a personality assessment describes you as introverted.

How is this possible? You might be outgoing among friends that you know but in a room full of strangers, you pray for a friendly face or quick exit.

Can coaching or training effectively change behaviors? Absolutely. Can you change a personality? Not without a life-changing make-over.

Before investing in yourself or your team, you must become keenly aware of your behaviors and personality. Call us today to select the right assessments.

Stormy Labor Forecast Facts

Women in the Workplace

- The proportion of women workers almost doubled between 1948 and 2000. (See graph on page 2.)
- In 1950 one in three women participated in the workforce.
- By 1998, three of every five women of working age were in the working force.
- In 1950, the labor participation rate for women was only 34% compared to 60 percent in 1998.
- Today, the participation rate for women aged 25 to 64 currently exceeds 76 percent.

Source: BLS

- 26.7 million women ages 15 to 44 are childless, 44% of the women in that age group.
- In 1990, 24.3 million women ages 15 to 44 were childless.
- Percentage of women who worked during pregnancy.
 - 1961-65: 44.4%
 - 1991-95: 66.8%
- Percentage of women who returned to work within six months after first child.
 - 1961-65: 13.7%
 - 1991-95: 52.3%

Source: U.S. Census Bureau



Let's Meet For Coffee

Despite rapid advances in technology, group and one-to-one meetings still remain as the preferred method of communication regardless of age.

According to a recent survey, group meetings and face to face meetings are still preferred to email.

Preferences per age group

Group Meetings

Gen X	36%
Gen Y	42%
Boomer	41%
Mature	40%

Face to Face meetings

Gen X	52%
Gen Y	38%
Boomer	38%
Mature	39%

E-mails

Gen X	10%
Gen Y	13%

Domestic Violence

Health related costs of rape, physical assault, staking and homicide of women by intimate partners exceeds \$5.8 billion annually.

- Direct medical and mental health costs represent \$4.1 billion.
- Productivity losses represent \$1.8 billion.

Source:
U.S. Centers for Disease Control
and Prevention

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GEEEEZ.....

....manager's spend 40% of their time trying to resolve interpersonal problems.

...40% of American workers admit to making personal use of company e-mail and shopping online while at work.

...employee theft costs businesses \$50 billion annually.

...employee theft is the cause of 46% of retail inventory shrinkage.

...42% of turnover could be eliminated with effective hiring and interviewing practices.

...companies lose as much as \$755 per employee per year due to unscheduled absences.

...6% of job candidates have a criminal conviction in the last 7 years.

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