

Partners in Growth

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Partners for Organizational Success, founded by Linda L. Brown, Ph.D., is a practice that focuses on supporting effective change and development in organizations and their people.

In today's economic climate, it is especially wise to invest in the "people part" of your organization. Some payoffs would be:

- * Retention of valuable expertise
- * Preparation for future growth of your concern
- * Ensuring that your employees' knowledge, skills & abilities support your organizational strategy
- * Understanding what your employees' interests and concerns are pertaining to their workplace

The timing could be right to survey your employees, develop key contributors or work on your succession plan. Contact me to chat about some people-focused investment in your enterprise. It would be a pleasure to hear from you.

Best regards,

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**Big news! The website is up!
See the link above. Let me
know what you think.**

We *Can* Predict Job Performance

Having the right people in the right jobs sounds great, but can be difficult to realize. A company President recently told me, "I look for people just like me," yet he continues to be disappointed in the managers he's hired. Another client looks to develop and promote motivated self-starters, but continues to find employees who "only put in their 40 hours and seem to lack that 'fire in the belly' motivation." We can help you in selecting the people whose on-the-job performance and qualifications for promotion meet your expectations, whether they are internal or external candidates. **We can provide you with valuable information about candidates at all levels that accurately predicts job performance by using assessment tools, tests, and approaches that:**

- * **Measure individual capabilities needed for success in leadership and professional positions**
- * **Provide insights to a person's characteristics and behaviors that are not readily evident from their resume or interviews**
- * **Reveal potentially counterproductive work tendencies**
- * **Determine whether an individual fits your organization's culture and environment**

We use approaches that have a proven track record of success in work settings and are well-researched and valid. Partners for Organizational Success assessment solutions are tailored to each client's situation and can be especially valuable when you are thinking of hiring or promoting an individual to fill a key position. We provide exceptionally cost-effective service with fast turnaround, easy-to-read reporting, and follow-up discussions included. Contact us to find out more about how we can help you make sure that you choose the right people who fit your organization and will deliver the performance you expect.

The ROI of Investing in Your People

A colleague reminded me that the dollars and cents payback of coaching, leadership assessment and development isn't always evident or obvious. Our experience tells us that investing in leaders and employees yield great dividends, but what do the studies tell us? Here are some of the reported benefits I found resulting from well-planned investments in people:

Pre-employment selection assessment/testing ROI:

Using the right selection tools and processes accurately predict job performance, better

Also, please note my new email address.

use of safety practices, potential for advancement, reduced turnover, and increased sales (Hogan, 2009).

Coaching ROI:

Coaching supports elimination of "fatal flaws" and greater self-awareness (Harvard Business Review Research Report, 2009), markedly improved working relationships and better quality of work output (Manchester, 2001). The return on investment in coaching was found to be 300 to 500% (MetrixGlobal).

Leadership development ROI:

Executive and professional development efforts yield greater productivity and quality of work, increased organizational capability, more effective relationships at work, and higher levels of job satisfaction (Manchester, 2001). DDI (2008) found that organizations reported an ROI of \$50,000 to \$200,000 per leader when utilizing 360 degree feedback, tools that increase self-awareness, team-based interventions, intensive training and development programs, or one-on-one coaching work.

Employee survey ROI:

The keys to getting a return on your investment in an employee survey is to make sure that:

- * the survey is designed and run properly and
- * leadership takes action to respond to the results.

Responding to the results of employee surveys has been found to be related to an increase in positive employee morale. Higher morale leads to greater satisfaction with jobs, pay and job security. In turn, these attitudes have been found to be positively linked to earnings per share (Schneider, 2003) and lower turnover (Hom & Kinicki, 2001).

Looks like our experience and the research both show that there is indeed a link between investing in your people and positive measurable business outcomes.

FUN FACTS:

We all process information in two ways: With our emotions and with our thoughts. Did you know that strong feelings unconsciously process and respond to information or situations faster than do our rational thinking processes? (Lord & Harvey, 2002)

Hmmm... Makes me want to be more aware, slow down and think through a situation when I am feeling really excited or crabby.