

INVESTOR'S BUSINESS DAILY

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MANAGING FOR SUCCESS

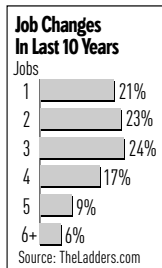
EXECUTIVE BRIEFING

WORK FORCE I Job Hopping Rate

Executives at the high end of the pay scale are likely to have switched jobs between one and three times during the last 10 years.

The most common number of job changes in a 10-year period was three, says TheLadders.com, an online recruiting firm. Twenty-four percent of its respondents say that's how often they changed jobs. Following closely behind, 23% made two job changes and 21% made just one in a 10-year span.

"While it is good to have a few career stops on your resume, there is a stigma that comes with excessive job-hopping," said TheLadders.com founder and President Marc Cenedella. "People at the higher levels of the corporate structure often need two or more years to fully implement programs, get some results and have an impact on the job. For that reason, candidates with five and six job changes in a 10-year period automatically raise red flags for recruiters and hiring managers."



WORK FORCE II Make New Workers Feel Right At Home

Want to cut your new employee turnover by 66%? Then engage new employees right away, says Quint Studer, author of "Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference."

Studer says you must hit the ground running by opening up the lines of communication.

A consultant to the health care industry, Studer points out that the first 90 days of employment are critical. "You have to do more than pass these people in the hall and ask how things are going. It's very important that you schedule several one-on-one meetings during the honeymoon phase to find out what is really on the minds of your new employees."

Studer suggests check-in meetings at the 30- and 90-day marks. Somewhere in that time frame, the honeymoon ends and reality starts to set in. He recommends using a structured list designed to discover what's going well and what isn't.

■ How do we compare to what we said we would be like? When expectations aren't met, employees may feel as though you have misrepresented the situation or even that you've lied. This question will

open a dialogue for clarifying the new hire's expectations and will give perspective on whether you are delivering what you promised.

■ What is going well? This question gives the new hire a chance to focus on positive aspects of the job. As a manager, you will gain perspective on what matters to people.

■ What employees have been helpful to you in your first 30 days? By asking this question, you can discover which employees are valuable in the retention process and recognize and reward them for helping new hires learn the ropes. Once other employees see these workers being rewarded, they too will become involved in the process.

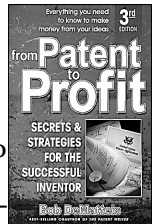
■ Are there things you did at your previous job that might be helpful to us? This lets you harvest intellectual capital. Current employees may not be good at taking input from new employees, even if the advice is sound. Plus, new hires may be reluctant to offer input for fear of alienating co-workers.

■ Is there anyone you know who might be a valuable addition to our team? Your new employee is likely still in touch with former co-workers. If he is having a good experience with your organization, encourage him to let former co-workers know. This is an effective recruiting measure. One hospital

CEO even provides phone cards to new hires specifically for this purpose.

ON THE BOOKSHELF New Reading

■ Very inventive: So you've come up with an invention? That's only the first step. You want to bring it to market — and make it profitable. To help creative types with the business side of the equation, author Bob DeMatteis has written "From Patent to Profit." The book, from Square One Publishers, offers a guide to all the steps in bringing a product from drawing board to market.



■ Stuck in the middle: Middle managers play a key role in U.S. businesses. They manage a staff, budgets and operational processes, plus support senior management's strategic initiatives. In her book "High Impact Middle Management," author Lisa Haneberg explains how to navigate the challenges and responsibilities of middle management. Topics covered include supervising a work force whose skills and interests are not aligned with management objectives, how to shift focus when objectives can't be implemented with current processes, and what to do about strategic goals that seem to contradict one another.