

### COMPLETED SEARCHES

**Quality Supervisor**  
OTC Packager

**Engineering Manager**  
Global Valve Manufacturer

**National Sales Director**  
PE Infused Metal Stamper

**CFO**  
Global Consumer Products Distributor

**Asst. HR Director**  
Fortune 500 Group

**Product Engineer**  
PE Infused Medical Devices Manufacturer

**Sr. Assurance Manager**  
National CPA Firm

**Six Sigma Leader**  
Capital Equipment Industry

**IT Manager**  
PE Financed Precision Products

**Product Manager**  
Engineered Products

### DID YOU KNOW?

That 19 million Americans plan on leaving their employer in the next year?

Americans consume 22.7 teaspoons of sugar each day?

35% of those employed have performance goals aligned to company's objectives?

20.5 million new positions are projected to be created in USA over the next decade?

10% of the Russian government's income comes from the sale of vodka?

60% of employees have not received any feedback on their performance in last 6 months?

Survival rate for small businesses to make their 7<sup>th</sup> anniversary is 31%?

### Retaining Talent

To avoid turnover and lost productivity, employees must be engaged and feel positive about their work environment (e.g. role, culture, and boss). There have been many surveys on why talent leaves or stays and key drivers for retention are: (1) working for a good to great manager, someone that you respect and can be informative and/or mentoring; (2) feeling appreciated by the employer and this can come through recognition of achievements or praise for job well done; (3) opportunity for career growth; (4) a promotion or new title; and (5) the opportunity to gain knowledge, develop new skills, and/or take on additional responsibilities.

### Qualities of Leadership

Companies need to cultivate leadership to meet the challenges of business. A few of the key characteristics that are common in proven leaders are (1) possess a global perspective; (2) are forward looking and thinking; (3) have the ability to build relationships; (4) exhibit high integrity; (5) collaboratively driven; and (6) are open-minded and receptive to new ideas and concepts.

### Interviewing the Company

When candidates go on interviews, most concentrate on the position being applied for rather than understanding the business model and identifying the opportunities to contribute and make a difference. What is also important is to understand if you have the right characteristics that will mesh with the culture of the company and the role. Applicants should consider asking about the qualities that the hiring authority is looking for in the role and then illustrate examples of those qualities while on the interview. Another probing question is to understand the opportunity and commitment to personal development in the company. This exhibits interest in developing new skills and taking on additional responsibilities.

### Warning Signs

4<sup>th</sup> quarter is an interesting time for businesses struggling to make budget, unprofitable, or losing market share. This is the season for downsizings and promotions, two conflicting occurrences that often have the same impact. Downsizings will be essential to reduce cost and hopefully improve profitability. Promotions (or hiring of new leaders) most often mean change in direction that typically impacts the organization's structure. Understanding your employer's profitability, the strategic importance of your role, and the true value you bring to the company to measure the security of your future.