



Newsletter

Prevention is the Best Cure

February 2010

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Do You Know the Economic Value of an "A" Player in Your Company?

By [Lewis Hollweg](#)

Over the years, I have asked groups of HR professionals and operating executives to equate the financial impact of an outstanding leader/manager (an "A" player) in their company. Rarely has anyone answered the question in any meaningful way. From my point of view, understanding the sales or profit impact of an "A" player vs. a "B" or "C" player is the core of effective talent management. Most companies have developed the competencies necessary for performance in a position but few go to the next step to define the sales or profit benefits that the "A" player contributes. Of course, for many positions it is difficult to put a dollar value to the performance level but I think the process can be very revealing and can have a dramatic impact on hiring decisions and ultimately, the profitability of the company.

Newest Additions to the BHI Family



**MIGHTY
BRIGHT.**



Let's take for example a restaurant GM position. In my recent white paper "[Return on People \(ROP\)](#)", I describe a quick and dirty method of identifying with a sufficient degree of accuracy the sales/profit impact of "A" players. If you have read Malcolm Gladwell's "[Blink](#)", you will immediately know where I am going with this approach. Having experienced leaders use their collective experience, gathered over years, make intuitive judgments about dollar or percentage differences between levels of performance, can potentially produce powerful results. Instead of vague inferences to the importance of having top talent in a position, quantitative numbers can be used in calculations. Now, I know there are those that may react to quick intuitive judgments that are numerical in nature but many of the so-called hard financial estimates are based on shaky assumptions. Using experienced judgments from multiple sources averaged together, is very compelling especially in the absence of direct financial measures.

If your company does not have an estimated dollar contribution for the "A" players in your key positions, I strongly suggest that you read my white paper and do the calculations. Then look at the number of "A", "B" and "C" players in that position across your organization. Next, start changing the percentages of the strong and the weak and calculate the sales or profit impact of having 20% more "A" players. I think you will find that it will impact your view of selection and development.

[Click here to download white paper "Return on People"](#)



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Why You Should Love Yourself

By *Chloe Lemelle*

Think to yourself for a moment about these two questions...1)

Overall, are you satisfied with yourself?
 2) Do you love your job?
 Answer them in your head. If you notice some similarity between your answers, then consider yourself in the majority. Research shows that how you feel about yourself greatly affects

Can You Afford to Forgo an Applicant Tracking System?

By [Jill McFarland](#)

After being fined as much as \$20 million in discrimination lawsuits, companies are implementing applicant tracking systems to prevent discriminatory behavior and ensure consistency in hiring and promoting practices. These lawsuits seem to confirm that the courts believe applicant tracking systems play a significant role to support fair hiring practices. Wouldn't it make sense to spend a little money to put this type of 'insurance' in place and avoid the financial ramifications along with reputation damage?

On top of owing \$20 million and other significant relief, a 10-year consent decree requires Pure Weight Loss to use an electronic applicant tracking system. In December 2008 The U.S. Equal Employment Opportunity Commission (EEOC) announced that it had resolved its pattern or practice sex discrimination lawsuit against LA Weight Loss Centers, Inc., (renamed Pure Weight Loss, Inc., in early 2007), for \$20 million and other significant relief. Along with the monetary relief to the class members, a 10-year consent decree provides for significant injunctive relief. The decree applies to all Pure Weight Loss centers or to any successor resuming business operations. The decree requires Pure Weight Loss to use an electronic applicant tracking system for each person hired and for any person who submits an application, and to provide specific information on applicants by sex and other categories defined by the EEOC. [read more](#)

Employee Branding Strategy: A Proactive Approach to EFCA

By [Linda Roy](#)

Given today's volatile state of the economy and the lowest employee satisfaction rate (45%) in over twenty years, the restaurant and other service industries are more vulnerable than ever to the possible impacts of EFCA (About.com, 2009).

While only 8% of the private workforce is currently unionized, passage of the Employee Free Choice Act (EFCA) could possibly increase unionized workplaces to 20% (Lee, January 2009). In sum, the EFCA seeks to amend the National Labor Relations Act (aka the Wagner Act) to more readily allow unionization of organizations through "card checking". As an alternative to secret ballot elections, "card checking" mandates that the National Labor Relations Board (NLRB) must certify and an employer must recognize a union if it has obtained signed authorization cards from 50% or more of the relevant collective bargaining unit. Although the fate of EFCA's passage is still pending, what can service industries such as restaurant, healthcare, government, and retail, do to prepare for EFCA but not violate labor laws? [read more](#)

New Webinar - Chutes and Laterals; How to develop when you can't promote

Our webinar series continues with a focus on development! We all know the potential benefits our employees, and thus our company receives when we ensure the continual development of our human resources. However, in a time where you may not be able to promote valuable talent, how do you hold on to them? How do you ensure that your most valued resources remain engaged and committed to your organization during good times and bad? Let us help you find creative ways to "laterally" develop your people. The webinar will focus on the following topics:

how you feel about your job. This is a simple, yet interesting relationship when you think about it. The empirical, academic research on this topic is plentiful, but the anecdotal instances of this occurrence are convincing as well. For example, I have a friend who has extremely low self-esteem and literally dreads going to work. She complains so much about her job that I often wonder whether unemployment may be the better option for her. It has gotten so bad that I have learned not to ask the perfunctory question, "How is work going?" I know that I am sure to get an earful of complaints. I'm sure you may know someone like this as well. [read more](#)

The iPhone Dilemma by Julie Geurin

I just spent the last 6 months deciding what phone to get. When I realized last summer that a) it was time to combine my work [PDA](#) and my personal phone and 2) my [Razor](#) wasn't going to last much longer (yep, a Razor-that old-timey little phone that fit perfectly in my back pocket), I knew I had to make a decision. The answer was very clear-get an [iPhone](#). And my husband did. He [downloaded apps](#), played games, and learned to surf the web on it. He can entertain himself for hours with

- | Low turnover does not equal high engagement. So now what?
- | Why is sideways sometimes/often better than up?
- | What happens to your organization when people can leave?
- | How do you create opportunities for growth?
- | How do you decide who goes where?

Contact Kristin Walker to sign up: <mailto:kwalker@baturushollweg.com>

Or just join us:

Tuesday, March 02, 2010 4:00PM Eastern, 1:00 PM Pacific time
<https://www1.gotomeeting.com/join/298905313>

Dial 213-286-1200

Access Code: 298-905-313

Thursday, March 04, 2010 noon Eastern, 9:00AM Pacific time

<https://www1.gotomeeting.com/join/283471513>

Dial 312-878-0201

Access Code: 283-471-513

New This Edition! BHI's Executive Corner

Coaching-What Makes it Successful

by [Jill Vershum](#)

The start of a New Year is a good time to think about coaching. How often do we all use the New Year holiday season to assess our life, examine our passions, resolve to change some nagging habit, and/or create something new? How often do we lose sight of those desired changes after a few weeks or few months into the New Year? Consider the sustaining power that often comes with having a personal or business coach.

Breathe into that for a few minutes. Really. Take a deep breath. Think about a change you would like to make in your life or your career. What would it be like to have a coach on your path to serve as a guide? Where do you begin to find such as person? There are a myriad of professional coaches out there. Just Google the words "professional coach" and a list of specialties appear. Open a few web sites and you could easily get lost. There are sports coaches, life coaches, personal coaches, business coaches, creativity coaches, and even dating coaches. How would you go about choosing a coach for a personal or business issue you have?[read more](#)

Culture Change and Executive Talent Development

By [Jill Vershum](#)

Corporate executives of a worldwide restaurant chain wanted to fundamentally change the culture of one of their restaurant brands, moving from one that was characterized by multi-unit managers following corporate-led policies and procedures and managing "by the book" to one where the leaders were:

- | Leading and inspiring others versus managing others
- | Engaged in more entrepreneurial thinking
- | Had greater decision making authority
- | Practiced deep talent development

that thing. And it's definitely cool. I really like it. [read more](#)

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What was at stake with the economic downturn (2009) and the intense competition for survival among family style restaurants in multiple countries, was the profitability and future growth of the Brand. Additionally, the company was planning to invest a substantial amount in leadership talent as the way to survive. They wanted to identify internal high potentials as well as attract qualified, external candidates that were flooding the market due to layoffs. [read more](#)

Thinking Outside of the Cube - John Muros



John is thrilled to be returning to the Dallas area. After graduating high school and leaving Plano to go to the University of Texas at Austin in 1994, he has spent the last 15 years enjoying Dallas primarily as a holiday destination. He spent nine years in Austin, where he met and married his wonderful wife Rebekah. Following their honeymoon, he whisked her away to Minnesota, arriving in the middle of a bitterly cold January to start a PhD program in I/O Psychology at the University of Minnesota. After learning the importance of layers and the value of hot coffee, they enjoyed five years hiking and exploring the great outdoors there. When John completed his PhD, they were both ready to enjoy the weather and culture of Texas once again, so they moved to San Antonio, where they had their first child, Nicholas.

When an opportunity to join BHI's Executive Consulting group opened up back in Dallas, John jumped at the opportunity, and they are now in the process of moving to the area to enjoy family, friends, and all the fun things that DFW has to offer. In addition to its fantastic variety of restaurants, John is eager to enjoy some of the great golf courses in the area. He is an avid runner as well, and looks forward to hitting the trails and taking part in local races. On the weekends, he is excited to hit the open road on his motorcycle alongside his father and other riding buddies in the Metroplex. Put simply, John is thrilled to be back home.



Thank you for your continued support and interest. For questions or comments on any material in this newsletter please contact:

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