

January 2008: The Organisational Effectiveness Edition

Don't be seduced by the familiarity of the recruitment process

“Endeavours succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.”

Colin Powell

The more familiar we get with recruitment, the more we tend to treat the process with contempt. What we mean by this is simply the casual approach to re-issuing an existing job description and person specification and advertising the role at the current salary scale.

Come on, you can do better than that! Take every opportunity to re-think the post during the recruitment process:

Job Description:

Before you start tinkering with the current JD, ask yourself: what job needs to be done now?

Person Specification:

What experience, skills and qualities do we want? Think this through anew before looking at the current document. Think about how the job will be in 12 months; rather than how it was 12 months ago.

Salary:

What is the right range to offer, to attract the best person for the job? What do competitors do? What are the implications on your budget? Can a higher salary attract someone who can generate proportionately more profit?

Advert:

You know the experience, skills and qualities you want - now draft an advert that will appeal to that kind of person. What will attract credible candidates - and what won't? Where will the best candidates look for an advert? It may not be the same place they used to look.

The Interview:

How can you test real ability to meet the person specification and do the job required? A good interviewee can give great answers even in the absence of real

talent. So devise a process to really evaluate what matters.

Learn more, [Recruiting Staff](#) on 29-30 January, and [Equality and Diversity](#) on 31 January.

What's your New Year's Resolution?

Never booked a course with us? Then try us out. We are offering a special one-off **discount of 15%** when your organisation books your first open course with us in January. Just make your booking before 31 January and claim your discount.

How much do you value your people?

Here's a riddle we found in a cracker:

Q: *What is worse than training highly capable staff and finding they up and leave you?*

A: *Not having highly capable staff and finding they stay with you!*

Here is our four-point prescription for retaining your best people.

- 1. See to their personal development**
Try, for example: [P.A. Personal Development](#) on 22 January, or [Assertiveness](#) on 12 February.
- 2. Give them opportunities to progress**
Try, for example: [Appraisal Process](#) on 23 January or 16 April, [Train the Trainer](#) on 6 February, [Training your Staff "on the job"](#) on 17 April or [Supervisory Management](#) on 31 January
- 3. Boost their Confidence**
Try, for example: [Communicate with Confidence](#) on 23 January, or [Personal Effectiveness](#) on 9 April.
- 4. Enhance their core skills**
Try, for example: [Management Essentials](#) on 6 February, the [Management Programme](#) starting on 8 February, or [Writing Reports](#) on 14 February.

STOP PRESS - STOP PRESS - STOP PRESS

Our highly popular Management Programme starts again in February. In three monthly modules, you will learn all the basics of effective management.
8 February, 3 March, 9 April. Book Now.

Office Management	24 Jan
Negotiation Skills	21 Jan
Communicate with Confidence	23 Jan
Time Management	24 Jan

Get your Message Across

How we communicate with our staff and customers will often dictate the success of our business. For first rate communication, learn from master communicators:

William Shakespeare knew the value of a great story with human interest - make your message relevant.

Ridley Scott is a master film maker who knows the impact of a carefully chosen image. Use powerful graphics.

Anthony Clare was the most powerful celebrity interviewer. He knew how to ask penetrating questions and listen hard.

Jamie Oliver has galvanised many of us to try new and better food. It is his passion and enthusiasm that grabs us.

Sir Alan Sugar is one of our most successful salesmen. He knows that to close the deal, you must do your preparation.

Learn more about communication

Complaint Handling	16 Jan
Influencing & Persuading Skills	17 Jan
Advanced Presentation Skills	17 Jan
PowerPoint Introduction	16 Jan
Negotiation Skills	21 Jan
Communicate with Confidence	23 Jan

Effective Office Management oils the wheels of Organisational Efficiency

The best office managers are assertive negotiators, confident communicators and manage their time effectively.

Effective use of data

"Take nothing on its looks:

take everything on the evidence.

There is no better rule."

The Lawyer Jaggers in Dickens' Great Expectations

Customer preferences, product sales, budget forecasts, performance levels. There is no shortage of data. But how will you turn it into information that you can use to improve your business or organisational performance?

Effective analysis of your data:

- **Clear objectives**
What do you want to find out, predict or plan?
- **Effective selection**
You have too much data - success comes when you focus on the right stuff
- **Distinguishing accuracy and precision**
Don't get too hooked on precision until you are sure your results are accurate
- **Good data**
Garbage in - garbage out. You know it, so quality assess your base data
- **Sound methodology**
Understand what you are trying to achieve and learn the right techniques
- **Attention to detail**
One slip turns good data into wrong information. Check for plausibility on the back of an envelope
- **A fool with a tool ...**
... is still a fool. Learn how to use your software properly

Don't rely on faulty or limited understanding of your software tools. Use training to sharpen your skills or learn new ones.

[Excel Introduction](#) 12 Mar

[Excel Intermediate](#) 15 Jan
[Excel Advanced](#) 13 Mar
[Access Introduction](#) 31 Jan
[Access Intermediate](#) 21 Jan

Also . . .

[Word Intermediate](#) 14 Jan
[Word Advanced](#) 7 Feb