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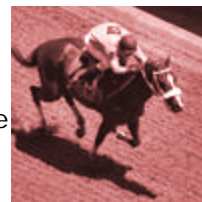
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WORD TO THE WISE

Come Out Strong in 2010

"We acted with urgency to protect the structural economics of our business last year, and we are acting with urgency this year to deliver profitable market share growth." This is what Robert McDonald, CEO of Procter & Gamble, has to say about the comeback planned for fiscal year 2010. Following the lead of P&G and many of America's most successful companies makes good sense for *your* organization, too. Stabilizing, innovating, then staking out new territory is a strategy that works!



ON YOUR SIDE

Seven Steps to Hiring the Right Person - for the *Long Term*

Most of us learn how to hire by watching others, and thereby adopt less-than-ideal practices. One of the worst? Jumping in before doing your homework.



Here's how to improve your odds of finding the best fit:

Step 1 - Understand your organization's culture.

First, take objective stock of your organization's culture, including: communication, collaboration, maturity, innovation, values/ethics, diversity and supportiveness.

Step 2 - Understand your team's dynamic.

Use the same characteristics in Step 2 to evaluate your own team so you'll have more success recognizing the right candidate.

Step 3 - Clarify your real needs.

Resist the temptation to duplicate that same old job description. First evaluate the role, its impact and the true gaps that exist.

Step 4 - Cast a targeted net, not a bigger one.

Use the best "pond" to fish from: industry-specific and specialty-focused sites.

Step 5 - Read between the lines.

Look for consistency, accuracy and flow of information on resumes - or the lack thereof. These are signs of how the applicant prioritizes and draws conclusions.

Step 6 - Dive deeper when assessing candidates.

Explore how candidates think with questions that get them to talk about how they approach their work.

Step 7 - Value "will" over skill.

It's easy to become hyper-focused on someone who can "hit the ground running" because you needed this position filled "yesterday." Rather, use a long view and make exceptions for exceptional people.

It's worth making the effort to follow these steps so you improve your chances of hiring the right person... the first time! [See complete article.](#)

TAKE OUR FINANCIAL FITNESS TEST

Is your organization financially fit?

In about three minutes you can find out your organization's financial strengths and weaknesses, and identify any misperceptions about your overall financial health. Go ahead. Take our [Financial Fitness Test](#) and see how you're doing.