

## Welcome to John Beane's Staff Development Services!

**E**veryone is good at something! But none of us are good at everything. The trick is figuring out what we do well and finding the best people to help us in the areas we don't do well. If hiring really good people for your practice is proving to be a bit puzzling, then let us do for you what we do well – matching the right person to the right job. We can reduce your frustrations with perhaps one of the most painful parts of your practice – **finding good people**.

For nearly 20 years we have helped clients assess, place and develop people to achieve the **optimum staff**. We do this using the John Beane/Staff Development Services Hiring Report, Coaching Report, or through customized consulting services.

Our clients' feedback and continued use of our services is the most effective way for us to inform you of our ability to match the right person to the right job.

*"As you know, our company, Chesapeake Interlink, Ltd. has been using your "Johnbeane Hiring Report" **for about eight years now**. I would just like to drop you a brief note to explain to you how pleased and satisfied we are with the results of your product.*

*Personally, I've discovered, after many years of interviewing personnel for staff positions, that the interview, the resume and the phone calls for references did not give me a full and complete **picture of the applicant**. I have sat behind my desk hour after hour, gazing into the eyes of such applicants, hoping that some magic thing would happen that would make me aware of whether or not this person would do a good job as an employee of my company. It was only after I met you and became aware of your survey that I was made to realize which items or characteristics I had been overlooking...*

*Finally, the proof of the pudding is in the eating. Since we have begun to use your survey, rarely have we made a mistake in hiring the wrong individual. **Short-term employment with our company has decreased** dramatically.*

*There is no doubt in my mind that the "pennies" I pay you for your survey pays for itself a hundred times over.*

*John, thank you so very much for making a very important job around here so much easier!"*

**Best regards, Burton L. Bank, President Chesapeake Interlink, Ltd.**

## Why Is It So Hard To Get The Right Person In The Right Job?

**Hiring is successful only about 14% of the time** according to the US Department of Labor with 50% of applicants staying just 6 months in their job and over 60% of all employees staying less than 5 years.

**Interviewing produces inaccurate conclusions most of the time!** Many people can interview better than they can perform, while some interview worse than they perform. Some lack self-awareness, while others intentionally falsify information.

**Information from references is misleading and inaccurate!** References usually withhold negative information, while some are too negative. Research has shown that there is only a 25% correlation between reference predictions and the level of job success.

**Resumes are usually exaggerated!** They tend to be overstated, claiming success that did not occur, inflating small tasks to look like major accomplishments. However, some people under-represent themselves.

### Here Is How To Put The Right Person In The Right Job!

Using the Hiring Report you can immediately see which areas of an employee's character are effective, and which areas are ineffective! By knowing the employee's specific strengths and weaknesses, you can know how to effectively manage them to achieve top performance!

*Like an X-Ray,  
we let you  
accurately see  
job-related  
strengths and  
weaknesses!*



The John Beane/Staff Development Services Hiring Report will let you see just what each applicant is like, penetrating the facade they often attempt to present. In just a few minutes time, you can know more about their ability to perform than you would by observing them for several months!

*"Over the years your services have proved to be invaluable. When we hired in line with your recommendation, every new hire was a success, and when we hired against the test it turned out to be a painful experience. I strongly recommend to my friends at M&L to try your service. They will save both time and money, and in the long run they will have stronger firms as the result of good hiring decisions. Best regards" Gregory Stokes, Esq., Stokes & Kopitsky, Atlanta, GA*

*To Succeed, an Organization Needs Effective People  
People are responsible for the success or failure of an organization!*

The **John Beane/Staff Development Services Hiring Report** enables you to match the right person for the right job or the **Coaching Report** will enable you to develop existing employees to perform at their maximum potential.

The Hiring Report will help you **CUT EMPLOYEE COSTS** by helping you overcome: high turnover; wasted selection time; absenteeism; labor disputes; wasted supervisory/training time; wasted employee pay; lowered productivity; wasted materials; costly delays; shrinkage; poor customer service; decreased sales and profits.

The Coaching Report will **PROMOTE SUCCESS** in your organization by helping you design and build a winning team of dependable, productive employees! These will **RAISE THE QUANTITY AND QUALITY OF WORK**, yielding a significant **INCREASE IN INCOME!**

You will enjoy the ease of use as there is one form to administer and then you identify for us whether this is for hiring or coaching purposes. A Spanish version is available for administration with your report in English. It can be administered on line but a sample of the word choices are shown on the following page. Your candidate chooses as many words as they deem appropriate on part 1 (how they think others feel about them) and again on part 2 (how they feel about themselves) with no time limit. Once we have the survey results we create a report using your job requirements for the comparison and the results are e-mailed or faxed to you as quickly as possible, usually within one business day.



## *The John Beane's/Staff Development Services Hiring Report*

The John Beane/Staff Development Services Hiring Report is an excellent hiring assessment and is worded so there is no question about how the person will perform in a given role. The words in the paragraphs are direct yet also insight-producing.

**Easy to Use:** The Hiring Report is an easy-to-use, two-page report.

We compare the person to the 1150 major job category ratings covered in the government's Occupational Outlook Handbook as well as your specific office situation. A numerical rating against the job is provided in the summary.

1. For each scale we provide an in-depth description of the person's feelings and likely behavior. We also detail what the person wants or needs to be comfortable.
2. The hiring report will show you how a person is most comfortable behaving and how they probably will behave if they are unsupervised!
3. The hiring report will show you when a person is trying to act in a favorable manner in order to be better accepted.
4. The hiring report will let you see how the person has been, how they are now, and what they are becoming. You can see if the person is growing too strong for the job, or is becoming too weak for the job - before it actually happens!

# An Example of a John Beane's/Staff Development Services Hiring Report

Jane Doe

January 1, 2011

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**Disclaimer:** The SDS Hiring and Coaching Reports are based on information from the Simmons Personal Survey. This instrument measures 13 character traits that are key to job performance. These traits are compared to an organization's specific job requirements and/or the U.S. Department of Labor Occupational Handbook norms. The reports are not designed to evaluate education, technical skills, intelligence, or experience but can identify how likely the candidate is to use these assets to fulfill the job requirements. The information within the reports should be validated by a good hiring process.

**Emotional Energy:** for Jane Doe is high enough that she enjoys a fast and active environment. She doesn't like being delayed or blocked from getting her tasks completed. She can handle high stress well and she recovers from it quickly. If her work environment doesn't move quickly enough for her she will do things to create some stress for herself.

**Stress:** She enjoys stress and will create it for herself by doing activities that generate stress. She is feeling enough stress that it does slightly impact her ability to think, concentrate, and perform, but this shouldn't be detrimental to her being a pre-litigation case manager.

**Optimism:** Jane is highly optimistic and has difficulty seeing the downside to any situation or any one. She is most always truly happy, smiling and encouraging others. If there are problems facing her she chooses to try and ignore them. Her outlook on life is almost too positive.

**Self-Esteem:** She feels good about herself as a person, but at times will become defensive about her mistakes or errors. Anytime someone scores highly on this characteristic we warn that they can be difficult when problems arise. It can also cause them to be a bit delusional about themselves and their abilities. Check references closely to determine if what is being said about Jane in this report is in fact validated by her references.

**Work:** She likes to work and be responsible. She stays on task and gets her tasks completed. The quantity of her work should be high. As a pre-lit case manager she would stay on task getting her work done and would not let the other people in her area deter her from work by talking. She may talk, but she would continue working while doing so.

**Detail:** Jane borders on being a perfectionist in her work. She is organized, neat, logical, and tries to do everything she does well. She will devote the time necessary to make certain that her tasks are up to date and complete. She is within the range we think is necessary for someone to be successful as a case manager. Thus, the quality of her work will be very high.

**Change:** She really enjoys change in her environment and can easily handle a multitude of tasks without any difficulty. Actually handling the complexity of 80 to 100 PI files would likely make the work more fun for her as it is a challenge to keep them all current. She does like to create new things and make changes to existing things so she may have a tendency to want to change your systems. Keep an eye on that issue.

**Courage:** Jane thinks and works harder when she is under pressure due to her challenge orientation. She has a good deal more courage than needed to be a pre-lit case manager. This isn't good, as it will cause her to be willing to take risks that you may not want her to take. She likes the thrill of tackling a tough assignment and winning. If she were to fail she would likely then blame others for her failure rather than taking the blame. She may well be capable of getting the best offer from the adjuster due to her seeing this as a challenge or she may go further with them than you would want her to. Her high optimism tied to this high courage can be a bit dangerous, fortunately her high detail permits her to think through the challenges and remove most risk, if she can see it.

**Direction:** She is quite self-directing and can strongly form opinions, make decisions, solve problems, and set her own priorities and goals. Normally she will listen when others want to make them for her, but she does want to have her say in them. She does enjoy having control over her environment.

**Assertive:** Normally Jane is willing to moderately assert her opinions, needs and desires, but at times she can become much more assertive. She can go from being rather cooperative to being rather controlling, pushy, and argumentative. That movement would likely be triggered by the fact she would feel she was being verbally attacked and she needed to defend herself.

**Tolerance:** With all that's been said her level of putting up with people is high enough that she may not say or do much outwardly since that would require her to stand up for herself. If she did that she may have an argument with someone and they may be upset with her. She doesn't want that. She tends to tolerate a good deal of abuse and/or neglect from people without being able to express her anger. This high tolerance may cause her to want to do the things mentioned in courage, direction and assertive, but she is only able to deal with them in a Walter Mitty fashion.

**Consideration:** She is a helpful and responsible person who cares a good deal about others. She is a good listener and tries to balance the needs of others with her own needs. She does put theirs slightly ahead of her own. She is a team player who needs to know that she has helped others.

**Sociable:** She is very good at meeting and greeting people, making them feel comfortable. She is talkative, entertaining, and capable of charming people. She can still work with data and things when needed. At times she can be rather "needy" with people, needing them to give her their attention, praise, status or public recognition.

**Summary:** The last sentence of your job need "the job requires someone who has positive outlook, likes to work and wants to help others" describes Jane Doe very well. She is a little stronger on several of the characteristics than one would want, but that may be her wishing or feeling she is that strong when in fact she isn't. She would likely do well for you.

*"The Simmons Test has been really beneficial in helping us determine if a prospective employee will be a **good match for us**. Those employees who did well on the test have **turned out to be great workers**. We've also hired employees who didn't do so well on the test, and unfortunately more than one of them is no longer with our firm."*

**Linda Thomas, General Manager, William Berg and Associates, Alameda, CA**

## *The John Beane/Staff Development Services Coaching Report*

The John Beane/Staff Development Services Coaching Report has the same information as the Hiring Report but is written so that people can read their own report without being emotionally upset. The words in the paragraphs are gentle yet also insight-producing for the taker. It helps them decide which issues need to be addressed to achieve personal growth.

After comparing a person to their job the Coaching Report then indicates for which jobs they are best suited. Advice is offered on making improvements in performance.

1. For each scale we provide an in-depth description of the person's feelings and likely behavior. We also detail what the person wants or needs to be comfortable. This information tells you: (a) the type of work the person wants to do; (b) the kind of setting they want to be in; (c) the type of rewards they value (which is useful in knowing how to motivate them); and (d) how others can relate to them in the most compatible way. Next we give: (a) a set of recommendations that can help the person achieve personal growth, (b) an indication of the behaviors that can be rewarded in order to build the person's performance.
2. The Coaching Report will show you how a person is most comfortable behaving and how they probably will behave if they are unsupervised!
3. The Coaching Report will show you when a person is trying to act in a favorable manner in order to be better accepted.
4. The Coaching Report will let you see how the person has been, how they are now, and what they are becoming. You can see if the person is growing too strong for the job, or is becoming too weak for the job - before it actually happens! It is written in third person so the recipient isn't threatened by personal criticism.
5. With one John Beane/SDS Coaching Report a person will know where they are now, the direction in which their character best prepares them to head, and what they can do to help themselves get there.
6. We can now offer even more information with the addition of a 360° evaluation. Any number of co-workers, managers, customers, or peers can comment on an individual with a 360. Then a coaching report is written to explain why the results of the 360 are valid.
7. Then Executive Coaching can be conducted to assist Attorneys or managers in modifying and improving their performance and behaviors.

*"John, I received the invoice and have printed it and given it to Marilyn for payment. I cannot tell you how **well spent this money is**. The two that I have hired based on your test results **have been pure gold**. Please feel free to use me as a reference and as we continue to grow, I'm sure we'll be testing more and more. Thanks so much" **John Michael Bailey, Esq., John Michael Bailey, Memphis, TN***

## *An Example of a John Beane/Staff Development Services Coaching Report*

**John Doe**

**January 1, 2011**

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**Emotional Energy:** for John Doe is high enough that he enjoys a fast and active pace in his life and his work. He can handle high stress, which he seems to be doing at present, and he can recover quickly from any stress he suffers. He likes to think and move fast and doesn't like to be blocked or delayed while doing his work.

**Stress:** John is experiencing a good deal of stress at present. He has enough stress to impact his ability to think, concentrate and perform. This stress likely comes from a variety of sources, some of which are listed in the following tendencies. He needs to learn to take a deep breath and relax rather than trying to accomplish tasks constantly. He needs to let go and let his support staff support him.

**Optimism:** He is a positive person who is encouraging and happy. He is so optimistic he has difficulty finding the negative or downside in people and circumstances. However, when he is under a lot of pressure he becomes more realistic in his assessments. Then as soon as the pressure is off he rebounds to being overly optimistic. When he is in this state he doesn't want to see any problems in his life.

**Self-Esteem:** He is very tough on himself perhaps he is trying to live up to standards set by someone else. John would do better to focus on what he does well and praise himself for that and when something isn't quite right admit to it then set a goal to do it better next time. At times he does feel better about himself and can be almost defensive. There seems to be someone(s) in his life who has been or is critical of him and he hasn't progressed beyond their viewpoint. When he isn't feeling too good about himself he may misinterpret others actions as criticism or rejection, which may not be the case at all.

**Work:** He is an almost compulsive worker. He wants to put in long hours, be very responsible, and complete every task that he has to do. This high level of work will also drive him to take on others work that is likely not necessary for him to do. He needs to reduce this tendency to some degree in order to stay fresh and focused. He needs to give away more to his staff and let them do their jobs. He needs to learn to spend more time with those he loves rather than focusing on tasks that he feels he must do.

**Detail:** John wants to do everything perfectly and this creates stress. He would benefit from deciding what really needs to be done perfectly and what only needs to be completed to 80% of perfect. When a person has such high work and high detail as John, he spends far too much time accomplishing tasks that should be passed off to someone else. He is highly task oriented and feels he is wasting time if he's not busy. So when he has finished the legal work, he then moves onto looking into system changes. Many of these changes only serve to make him feel he is accomplishing something. He would be better served to lower these two tendencies and learn to relax and spend time with loved ones. The likelihood is that he would feel better and actually get more done in less time. He should observe himself and decide on each task he wants to begin, "is this something I should do, something that even needs done, or should I delegate it to my staff?" He may find that 20 to 40 percent of what he starts either shouldn't be started or should be delegated.

**Change:** Here is another tendency that is causing him stress and that is the fact the he feels almost driven to change, improve or create things. Thus, he has a very difficult time using the same form over and over, why not make it better is his mantra? However, others may not see the changes as needed or beneficial. This is another one of those areas where he needs to ask himself before starting anything, "is this really in need of change or am I just doing to make myself feel better?" When he is under pressure he does revert to a much lesser amount of this tendency and in reality he should strive to lower it to that most all of the time.

**Courage:** John so wants to take risks that he makes a decision then moves ahead with it. Fortunately his detail is high enough that he usually makes pretty good decisions. Unfortunately he has so many near compulsions that many of his decisions are more to satisfy them than to provide any real benefit. He would do well to have someone he trusts become a sounding board and run these things by them first to get their input. This will be difficult for him since he would prefer to listen to himself. He has an established tendency to want to go where "angels fear to tread." However when he is under pressure he retreats to a place where he should be as an attorney.

**Direction:** Once again John is almost compulsive about setting his own direction, making decisions, forming opinions, solving problems and creating his goals and priorities. He would be better served to greatly lower this tendency. He needs to learn to respect the fact that other people have good opinions, make good decisions and can come up good ideas also. He doesn't have to do it all. The more he can learn to share in this area the better his staff can support him. Before starting anything he should learn to go ask those that will be impacted by his decision what they think of what he wants to do. Then he needs to listen to what they say and use his analytical mind to decide if he should begin.

**Assertive:** For an attorney John is a little low on this tendency and when he is under pressure he becomes even less verbal. Normally he isn't very forceful, he can make his point but does so without applying pressure or being confrontive. This lower verbalness keeps him from addressing some of the problems in his life that needs dealt with.

**Tolerance:** John is very patient, understanding and forgiving of people. He has a hard time getting angry at anyone when they let him down or don't meet his needs. He can get mad, but it will be very seldom. Thus, this internalized anger becomes another source of stress in his life. He needs to learn that it is OK to be angry when it's appropriate. Many times venting your frustrations can lower stress dramatically. Not only that but people can better understand what he likes and dislikes. Currently they probably don't know and just do as they please toward him since he seldom gives them any feedback.

**Consideration:** John is indicating that he wants to have even more consideration for others than he know has. In normal circumstances he is very helpful and responsible towards others and even when he is under pressure he has difficulty putting himself first. This tendency will create problems since people know they can ask him for help and he can't say no. Thus he spends time doing things for people that he shouldn't. He needs to begin lower this tendency, as well as his tolerance into a more realistic level. It would be fine for a case manager to have this much of these, but for an attorney it becomes as bit of an albatross around his neck. In order to accomplish the necessary tasks each day John should begin to protect his time and realize that for him times equates to income. Where is the best use of his time, doing his important tasks or any task that anyone asks of him?

**Sociable:** John strives to like people, but isn't sure how much he likes people. Under pressure he doesn't care much for them at all. On the day to day he can stretch himself so that he appears very friendly, talkative and entertaining. When he does this it takes quite a bit out of him. He may be doing it everyday based on his stress level. He would really rather work more on his own with data or things than with people. He needs to learn to ask questions of people and then listen to what they have to say.

## Partial list of our clients:

Law Offices of James Sokolove  
R-Anell Custom Homes  
Chesapeake Interlink, Ltd  
NCMHI  
Stokes & Kopitski  
Peterson & Associates  
Brent Adams & Associates  
Carteret Surgical Associates  
Borg Warner - Livonia  
MBS Chiropractic  
McDonald Law Firm  
Berg and Associates  
Suits Homes  
Layton Homes  
Quality Housing Inc  
John M. Bailey Injury Lawyer  
Solis Constructors  
C.J. Advertising  
Hughes & Coleman  
Klein & Lyons  
Litster Frost  
Seigneur Gustafson LLP  
Handcrafted Homes  
Woods & Woods  
Crocker Law Offices

The Joel Beiber Firm  
Lewis & Associates  
E. Eric Guirard law  
Network Affiliates, Inc.  
Joye Law firm  
Carter Mario Injury Lawyers  
Care Free Homes  
Ocean Blue Pools  
Henson & Fuerst  
Law Office of John P. Frye  
Greg Jones & Associates  
Jerkins Creative Consulting  
Law Offices of James Scott Farrin  
Sawaya, Rose & Sawaya  
Sam Bernstein & Associates  
McWhirter, Bellinger & Assoc.  
Jim S. Adler and Associates  
Associates & Bruce L. Scheiner  
Stouwie & Mayo  
Law Offices of Doug Zanes & Assoc.  
Executive Presentations  
Global Risk Management  
Consumer Attorney Association of LA  
Interactive Ink

## An Overview of Our Services

- John Beane's/Staff Development Services Hiring Report – Used to hire the best candidate. \$185.00 per administration.
- John Beane's/Staff Development Services Coaching Report – Used to improve current staff. \$185.00 per administration.
- John Beane's/Staff Development Services Management Feedback System incorporating a Coaching Report and a 360° evaluation. \$550.00 per administration.
- John Beane's/Staff Development Services Executive Coaching conducted by Dr. Dennis Marikis using our Coaching Report. \$200.00 per ½ hour by telephone.

The fee for the following services are based on the scope of the work.

- Simmons Organizational Survey – Used to discover systemic issues that are positively and negatively impacting the performance of your office.
- Performance Appraisal Systems – Method of measuring and improving staff.
- Management Training – Raise level of competency of management team.
- Office Process Improvement – Reduce waste in current office systems.
- Team Building – Create better office teamwork.

*"This test amazes me even more every time I give it. It also makes me feel better about my own judgment as an interviewer. Nothing in the results really surprised me, especially the part about her wanting to move up and be more challenged. She asked about upward mobility in the company during the interview. I love this test!! It makes me feel more confident that the relationship will last when I hire someone new. In the past, I felt as though it was always a gamble, a 50/50 shot of the person making it. Thanks."* **Amy Key, former General manager, Hughes and Coleman, Bowling Green, KY**