

Hire Edge

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How You Treat The Waiter Could Be Important To Your Future

CEOs see ego problems and more in managers who mistreat wait staff.

How a person treats the boss says little about them. How they treat others says volumes. Some examples:

The person who handles a restaurant disaster well will be cool under pressure and will treat workers with compassion, a good choice for promotion.

The one who declares that he could "buy this place and fire you!" reveals more about his character than about his wealth and power.

The "waiter theory" is true all over the world. It was originally written by W.J. King, a General Electric engineer, and later adopted by Raytheon CEO Bill Swanson in his booklet called Swanson's Unwritten Rules of Management. He has given away 250,000 copies (www.raytheon.com)

Swanson says he first noticed the connection when he was eating with a guy who became "absolutely obnoxious" to a waiter because the restaurant did not stock a particular wine.

The waiter rule also applies to hotel maids, mailroom clerks, bellmen, and security guards. Almost every boss has a waiter-rule story to tell, and none of them resulted in something good for the offender.

Steve Odland of Office Depot says, "People with situational values have situational ethics, and those are people to be avoided." Witness Systems' Dave Gould says, "When people indicate they are better and smarter than the waiter, they are people who tend not to be collaborative."

Value Your Co-Workers!

Loneliness can be hard on your blood pressure

Research suggests that more than 11 million Americans age 50 and over often feel isolated, left out, or lonely.

A new study by scientists at the University of Chicago shows that people who were lonely had blood pressure readings as much as 30 points higher than those who weren't. The effect was as great as being overweight or sedentary.

The results build on earlier research by co-author John Cacioppo

who found that in younger adults, loneliness was linked with blood vessel problems that could lead to high blood pressure.

Harvard doctors linked loneliness in men with increased blood levels of inflammatory markers associated with heart disease. And a Duke University study found increased risk of death in isolated patients with heart disease.

The magnitude of the association in people age 50 and over is "stunning," according to Louise Hawkle, the Chicago study's lead author.

The study says something important about social connection in our everyday lives. The researchers say part of living a healthy life is paying attention to friends and family.

The doctors recommend joining a club or doing volunteer work to increase contact with people.



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Office: 213-614-7400

Fax: 213-891-1150

jobs@searchfinancegroup.com

Our Team:

Joe Biolsi

Jaime Hurtado

Denise Schmitz

John Shier

Deanna Kaplun

Nikki Martinez

Jennifer Winch

Michael Herman

Nicole Swenson

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How Family Businesses Outperform Others

In Managing for the Long Run, Danny Miller and Isabelle Le Breton-Miller, a business professor and research associate, respectively, at the University of Alberta, show how family-controlled businesses win. Over many years they share a set of values that other companies would do well to emulate.

The authors group business by their growth strategies: deal making (Bechtel), brand building (Hallmark), craftsmanship (Timken and Coors), innovation (Corning), and operations (Tyson).

Each of their 40 success stories relies on one or more of four characteristics:

- Continuity
- Community
- Connection
- Command

The centerpiece of the book is a matrix that describes how these companies have been able to deliver on their core strategies. They have advantages including long tenure and patient capital. When readers locate their own companies in the matrix, companies the authors studied offer significant guidance.

The book is a practical guide, provocative, insightful, and compelling. It's not exactly an easy read because it challenges us to think about the way we manage our own businesses.

The authors explain their theories in 320 pages of detailed material, which is sometimes a little difficult to get through. Those who stick with it will come away with new ideas about ways to grow now and in the future.

While many of their anecdotes are borrowed from the business press, the writers did interview leaders at many of the companies they describe.

Reviewers for Business Week say that if you hope to start your own family dynasty, you can find plenty of inspiration in the best family-controlled businesses.

In Managing for the Long Run, by Danny Miller and Isabelle Le Breton-Miller, Harvard Business School Press, \$29.95



"I don't want to ruin it for you, but the ending is pretty obvious."

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How To Succeed At Your New Job!

If you have taken a new assignment on your job, have been promoted, or are new with the company, Right Management Consultants of Philadelphia has some advice for you.

Quoted in Fortune, they say *the number one way to get off to a strong start is to ask your new boss exactly what's expected of you and how soon you're supposed to deliver it.* This is true even if you are working for the same boss you had before.

The question is necessary because many bosses don't spell out requirements. Ask. If you have to, ask again.

Right's study shows that 61 percent of new hires and management promotions don't work out. Most of those involved had the necessary technical skills.

Where they failed was in forming relationships that help get things done.

Without strong relationships and teamwork with peers and subordinates, they couldn't get their work done to their boss's satisfaction.

Often people are stressed in their new roles. They become abrupt, short-tempered, and unresponsive to others.

Try to avoid these mistakes.

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Recruiter's Corner: *A Time To Remember The Patriots!*

The anniversary of America's independence is a day for gratitude and a day for celebration. On the 4th of July, we count our blessings, and there are many. We're thankful for the families we love and for the opportunities we have. We're thankful for our freedom, the freedom declared by our founding fathers and defended by many generations of Americans.

Our country did not come about by chance. It was first a colony, serving an empire and a king. The Founders had other things in mind. In the summer of 1776, they declared that these colonies should be free and independent states.

"Stepping forward to sign the Declaration," said Benjamin Rush, "was like signing your own death warrant." Yet he and 55 others put their names on the document, pledging their lives, their fortunes, and their honor.

Unlike any other country, America came into the world with a message that all are created equal, and all are meant to be free. There is no American race. There's only an American creed: We believe in the dignity and rights of every person. This creed of freedom and equality has lifted the lives of millions of Americans, citizens by birth and citizens by choice.

This creed draws our friends closer and sets our enemies against us, but it always inspires the best that is within us. We have seen that American patriotism is still a living faith. And we love our country only more when she's threatened.

*Happy Birthday
America!*



Handling The Promotion Of Your Key Person

After you spend a couple of years training a key person in your department, she's on the short list for a promotion and transfer to another department. You think she's already got a great job and it would be unfair to you. She's too good to let go.

You could quietly tell your boss that you think she's not quite ready for the job. Or you could tell her the same thing. But she's excited about the prospect of a promotion and probably won't believe you.

If you block a promotion more than once, you could

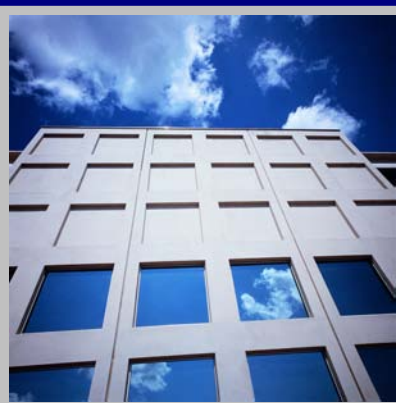
lose the key person anyway. She'll know you are behind her lack of progress and could leave the company. Some better ideas:

Beg for time. Ask for a few months delay so she can train her replacement with your help. It will take some of the responsibility off you.

Ask for a transitional period where she will assume part of the responsibilities of the new job while spending part of each day for the next few months in your department as she trains her replacement. After that,

see if she will be available for occasional conferences.

The same thing could happen to you. What if your own boss thinks you're too good to let go? Trying to find a win-win situation is difficult. You could seek the approval of higher-ups who would support your nomination for the post. Or you could suggest the steps given here for replacing a key person.



Search Finance Group

is located in Downtown L.A.
at 915 Wilshire Blvd, Suite 1600
Los Angeles, CA 90017

Quote of The Month

"We all have dreams. But in order to make dreams come into reality, it takes an awful lot of determination, dedication, self-discipline and effort."

~Jesse Owens~

**4 time Gold Medalist in
Track and Field at the
1936 Olympic Games**

Keeping Boomers On The Job!

As 77 million baby boomers near retirement age, employers are working to find ways to keep them on the job.

When older workers retire, they leave organizations scrambling not just to fill positions, but to recoup the loss of critical experience and intellectual capital.

Right now, there are about 50 million Americans between the ages of 50 and 74, the ages when they could retire but also could stay in the work force.

Over the next 15 years, that number is expected to grow by 24 million. At the same time, the number of Americans age 25 to 54 will increase by only 3 million.

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Over 50 years combined recruiting experience!

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We are excited to present our company to you, in hopes of providing Accounting and Finance Recruiting Services.

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- ⊙ *Interviewing*
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Summer is here!



Take some time to enjoy the sun...



and the Holidays with family and friends...



In other words – have some fun!