



ANDERSEN  
ALUMNI™

## Straight Thoughts, Straight Talk

*"Serving Andersen Alumni Worldwide"*

Jan. 2019

Vol.12 No.1

**Sponsored by: Newport Board Group**



## Editorial

On May 6, 2002, a charge of obstructing an official proceeding of the Securities and Exchange Commission was filed against Arthur Andersen. A lot has happened since that fateful day.

- The jury found Arthur Andersen guilty on June 15. Since federal regulations do not allow convicted felons to audit public companies, Andersen surrendered its CPA license on August 31, effectively putting the firm out of business in the United States.
- Michael Chertoff, who served the indictment was later promoted to Secretary of Homeland Security

- The US elected its first African American President and female Speaker of the House
- The US House has switched control from the Republicans to the Democrats to the Republicans and now back to the Democrats
- The Senate switched from the Republicans to the Democrats and back to the Republicans
- Facebook was launched in a Harvard dorm
- The S&P 500 went from 1,073 in May of 2002 to a high of 1,525 in Sept 2007 to a low of 683 in March of 2009 only to rise to 2,596 last week
- The US has spent over \$1.5 trillion on the wars in Iraq
- and Afghanistan
- The iPhone was introduced
- Wall Street and the entire global economy nearly collapsed only to recover to record highs
- We have had 3 government shutdowns including the one underway
- In a unanimous decision by the Supreme Court, Arthur Andersen's conviction was overturned.

Here we are at the beginning of a new year. None of the events listed above could have been predicted with any certainty. All of them had profound impacts on all of us. What will 2019 have in store for us?

It is safe to say the 2019 will hold many surprises. It is our wish that they find you well.

As always, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and LIKE our Facebook page and JOIN our LinkedIn network, and lastly you can FOLLOW us on LinkedIn as well.

Sincerely,  
Kirk Hancock  
Editor

# Doing Good by the Thousands

By Ed Maier, *Former Andersen Partner*

I hope each of you had a wonderful holiday season – no matter what you celebrated or how. I hope you took some time to reflect on the good things in your lives. And if you happen to be struggling with some not-so-good things, I hope you had the chance to put aside your struggles for a while and enjoy the spirit of the season.

Over the past year, I recall being in several conversations in which I was reminded of the final episode of our firm. Almost all of those conversations included some comment like – “Some (fill in the individual name, group or agency) was out to get us!!!” or “It wasn’t fair!!!” or “We got totally @#%&&#’d!!!” I admit to having some thoughts like that. But, notwithstanding what happened or how the close-down of Arthur Andersen occurred, nothing can erase the history and memories we have about the great environment we had – the great culture.

And those memories and culture live on. We have clusters of alumni around the world who still get together to share their experiences and maintain a level of camaraderie that you don’t often see in organizations that still exist. So why is it that this network is very much alive while others lose their luster? What is different about this particular network of professionals? What is it about the memories we have and the connections we made keeps us coming together? Is there another network that has this strength?

The culture Mr. Andersen created, and his partners and employees continued to build throughout its 90+ years of existence, continues to serve all of us today. These cultural ties are evidenced all over the world by this quarterly newsletter that is voluntarily distributed to thousands of alums; by professional and social events that groups of Arthur Andersen alumni have organized and continue to organize around the globe; by social media sites that link our common interests; and by businesses that were formed by many of our alumni that are growing stronger every day.

As you step forward into the new year, think about some of these aspects of the firm’s culture that you learned while there. Reflect on how they have helped build your own careers and how they may help you further your own goals. Tangibly, they have helped me strengthen existing relationships and build new ones. Intangibly, they have helped me deal with some of my own crossroads in life.

***Think Straight. Talk Straight.*** Arthur Andersen himself was quoted as saying that this belief never failed him. *Ever since I heard it on my first day of employment with the firm, it never failed me either. It resonates deeply with me in both my personal life and in my professional life. I value its meaning. I hope this value resonates with you.*

***Keep it Simple*** -- *Throughout my career, I was taught to strive to reduce the complexities of my profession – accounting and auditing – to simple statements and explanations. The simplest one is “The debits must always equal the credits”. It can take some complicated*

*analysis to demonstrate this accounting truism, but once the analysis is complete, the answer is usually pretty simple and uncomplicated. No matter what division or branch of the firm in which you worked, you were encouraged to help your clients reduce the complexities of their business problems with simpler solutions.*

***Invest in People*** – Any organization, public or private, has one singular most important asset – its people. It can have the best software in the world; it can have the best weaponry in a war; the best pizza in the city; the best automobile on the road. But none of these things, none of its services are invented, manufactured, designed or delivered without people.

*The most successful organizations – the ones who are regularly named “the best to work for” -- make a significant commitment to their people. At Arthur Andersen, I believe we did that and I believe every strong organization does the same. From the moment you joined the firm, you were encouraged to enhance your skills through some element of continuing education.*

***Commit to Quality*** – Whether a business produces a product or a service, it is critical that quality be a primary deliverable. Quite simply, I don’t believe any organization can survive very long if it doesn’t have commitment to quality of service or product as a major tenet of its culture. Throughout its history Arthur Andersen had a reputation of the highest professional quality across its service lines. I believe we all carry that standard forward in the work we are doing today.

***Provide Excellent Service*** – Consistent a commitment to quality was our mission was to deliver timely, responsive service. From day one, we were taught deliver service that met or exceeded our client’s expectations. I witnessed people jump on planes, trains and automobiles to meet a client requirement—often at the drop of a hat. Employees made business and personal sacrifices to deliver the best service possible. We were expected to immediately respond to client questions and needs, even if it was only to tell them we did not have an immediate answer but would answer their question in a specific time frame. I have many friends and colleagues who are alumni who are carrying on this principle in their successor business roles.

***Be a Good Steward*** –The concept of stewardship was introduced to me during my initial employment interview on the college campus. A partner told me that it was his responsibility to “...make this a better place for the people that follow me...because those ahead of me made it a great place for me.” That concept resonated with me. I found myself repeating it often to others throughout my career. It is a principle all of us should follow in our business and personal lives. We are each stewards of the future for those coming behind us.

***Have a Unifying Concept*** -- In the early 70’s, I had my first opportunity to travel to several international offices in the firm. Up until that first overseas trip, I was aware of what we described as the “one-firm concept”. I heard partners and managers talk about it often. The trip really brought the idea home to me. I met dozens of staff, managers and

partners who spoke of the firm, its policies, its practices, its culture, in the same way I did. Many of them even had some of the same complaints! It was a down-to-earth demonstration of a principle that I heard many times. No matter what country we operated in, no matter the common language or customs of the local offices, we were one organization. Yes, we had to adapt our policies and practices for local cultural differences, but we stuck to them. But whether you were in the audit, tax or consulting practices, each had its own methodology and framework to consistently apply and guide us in our work. A unifying concept not only simplifies processes, but it also helps foster a feeling of unity.

***Be Consistent*** – Consistency must exist in order to for any organization to be efficient, effective and productive. Consistency also applies to change. You have to be consistently alert to the need for change and have a consistent process to implement change throughout the organization. And your process for change has to recognize when change is not the right thing to do.

***Create or Innovate*** – Any organization should have a core principle related to the promotion and development of new ideas. These can be related to new products or services, new processes or techniques. Many of you worked on new products or processes that were developed by the firm throughout its history. You learned the importance of innovation to build and re-energize a business.

***Contribute to Your Profession or Industry and Community*** – Many of our people participated in local, national and international professional and community organizations and networks. They contributed research papers, volunteer service and organizational leadership to them. As you continue to grow within your career, you should also seek to step out and serve your profession, industry or community.

***Honor Alumni*** – Any great organization recognizes the value that exists in its former employees—its alumni. Some companies include them in their current activities. Many businesses regularly communicate with its population of former employees. It is important to keep those lines of communications open with your alumni, to keep those relationships flourishing.

These are but a few of the aspects of the culture at Arthur Andersen that all of us were exposed to over our tenure there. I'll bet that each of you can think of some others. I'll bet that each of you has memories similar to mine. I'll bet that each of you adopted some of these cultural traits in your own continuing personal life. You are continuing to grow as a result. And the organizations you serve benefit from that learning and experience.

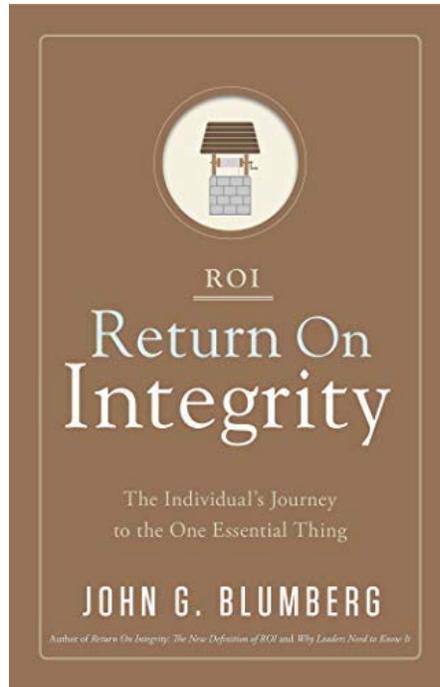
So, when I meet with other alums and the conversation turns to the dark tones of disaster -- how we were “hurt” or “damaged” -- I remind us all that one benefit that came out of our “tragedy” is this. We have thousands, if not hundreds of thousands, of Arthur Andersen alumni doing good things in the world today.

As always, I am interested in your thoughts. I would love to hear some of your own cultural memories and reminiscences. Write me at [ed@thinkstraighttalkstraight.com](mailto:ed@thinkstraighttalkstraight.com).

And, watch for my book, *Think Straight. Talk Straight.*, coming your way soon!

As always, I am interested in your thoughts. Write me at [ed@thinkstraighttalkstraight.com](mailto:ed@thinkstraighttalkstraight.com) and share your thoughts. Good luck and good listening!

# **New Book Release by Andersen Alumnus John Blumberg Return on Integrity: The Individual's Journey to the One Essential Thing**



Six years ago, on a cool spring day, I sat on a cold stone bench in the beautiful Spruce Plot of the Morton Arboretum in Lisle, Illinois. For me, it was a defining moment. I had one thing in mind as I looked down at the blank pad of paper tucked in the portfolio sitting on my lap -- the need to redefine what first came to mind for a leader at the top of any organization when they thought of ROI.

This redefinition did seem a little daunting. Possibly even unrealistic in today's world. After all, creating a return on investment is a noble cause rightfully seen as an expression of accountability and a sense of stewardship. Yet, I also realized in a world embracing accelerating speed – moving past the concept of change into an era of continual disruption – that a relentless focus on this ROI of return on investment was also fraught with potential fractures. Disconnects. And sometimes untruth. There was a more important ROI – not just another thing, but rather the essence of everything:

## **Return On Integrity.**

I also knew that in the marketplace it had to begin with the leader at the very top. Four years later Return On Integrity: The New Definition of ROI and Why Leaders Need to Know It was published. It was specifically written for the top leader to address their own personal journey with realistic insights into this journey's rough terrain. It was then a direct call to lead others on that same journey with the organizational development roadmap to scale it across their organization.

While the importance of the top leader's role in owning and leading a return on integrity in their organization remains clear to me, it has also become clear that they are no more important on this journey than every other member in the organization.

## **Every. Single. Individual.**

In May of this past year, I returned to that same stone bench in the Spruce Plot -- this time focused solely on the individual. Every individual. And their own personal journey to the one essential thing.

This New Year's Day we unleashed the opportunity for every individual to begin their own journey to a deeper richer sense of integrity with Return On Integrity: The Individual's Journey to the One Essential Thing.

Over the last few years, I have lovingly been taught that we are all ONE. It is precisely what integrity is all about. Integrated. And it is precisely why individuals matter. It is true in any organization and in the life of each individual. Integrity is about each one – and then everyone. It is not easy. It just happens to be wonderful – and essential.

When you think about it, isn't 2019 the perfect year for raising your clarity to 2020? It's a clarity that can only be gained by digging to a whole new depth of integrity!

[CLICK HERE](#) to view a 2-minute trailer for this new release. This new release is immediately available on [Amazon](#)

# **NEW OPPORTUNITY... Partners Wanted**

## **“stay in the game”**

Newport Board Group is a national firm with offices in New York, Boston, Atlanta, Chicago, Denver, Dallas, Houston, San Francisco, Los Angeles, and the Mid Atlantic markets.

We are the first and only national professional services firm exclusively focused on providing advisory services to entrepreneurs and middle market CEOs and boards. We also serve middle market private equity firms and their portfolio companies, deploying the Newport Expert Network™, comprised of our partners and outside experts.

Newport Board Group, LLC. is looking to add exceptional and experienced business leaders as practice Partners. Participation in this unique and growing national professional services firm affords Partners the opportunity to apply and leverage their business experience, success and style to solving the strategic challenges facing CEO's, senior management teams and Boards of Directors in successfully navigating emerging growth and middle-market company transitions.

Newport provides the ability for Partners to structure their own client engagements to generate revenue, and/or gain equity positions in the companies they work with. Newport's unique business model offers Partners the support of a national professional services firm and an exciting career platform, enabling successful C level executives to retool for the future and to deliver a comprehensive suite of professional services including enhanced client performance methodologies and a broad set of strategic services.

Newport Partners have the support of their local Partner team and the Newport Expert Network™, consisting of over 60 partners in 18 cities, each with their own deep domain expertise and operating experience, and who collectively deliver unmatched resources to address strategic client challenges and needs.

If you have the practical C level and advisory experience, and drive to be successful that we are looking for, then please send your resume to [John.Pratt@NewportBoardGroup.com](mailto:John.Pratt@NewportBoardGroup.com) and we will contact you shortly.

# On the Move: Stanton Chase Chicago Welcomes New Managing Director

Andersen Alumnus, J. James O'Malley joins Professional Services and Financial Services groups

The Stanton Chase Chicago office announced today that J. James O'Malley, a veteran search consultant, has been appointed Managing Director. In this role, O'Malley will serve as a senior member of the Professional Services and Financial Services practice groups for Stanton Chase.

"I am thrilled to welcome Jim to our team in Chicago. He brings 30 years of executive leadership experience and a track record of exceeding his clients' expectations," said Bernie Layton, Managing Director and Global Practice Leader.

O'Malley's new role centers around senior level searches for the Professional Services and Financial Services practice groups in Chicago with a focus on ensuring leadership talent aligns with future business needs.

"It is with great enthusiasm that I join the Stanton Chase team," said O'Malley. "I look forward to bringing my experience and passion to help grow the Professional Services and Financial Services groups in Chicago and beyond."

Most recently, Jim was a Partner and Executive Search Practice Leader at TalentRISE, a recruitment solutions firm in Chicago. Prior to his search career O'Malley worked for several professional service firms including Arthur Andersen, Deloitte, Huron Consulting and Lante, along with the financial services institution Fifth Third Bank.

Jim is a graduate of DePaul University and serves on the Executive Committee and Board of Directors for HFS Chicago Scholars. His past affiliations include the boards of Sheila Greco & Associates, Staffing Management Association of Chicago (STAR) and Mount Assisi Academy. He is also an active member of the Society of Human Resources Professionals, the Human Resource Management Association of Chicago and the Metropolitan Club of Chicago.

For more information about J. James O'Malley, visit:  
<https://www.stantonchase.com/consultant/j-james-omalley/>

# Time to Get Quacking

By John Blumberg, Andersen Alumnus and author of *Return On Integrity*  
([www.BlumbergROI.com](http://www.BlumbergROI.com))



My oldest brother, Mark, majored in music composition and subsequently spent his professional life in the music industry. I don't know if his exact title was music arranger, but that was how I thought of him. He arranged music ... more specifically he arranged musical notes, yet in a way they would come to life.

It was amazing for me to watch him sketch-out beautifully drawn musical notes on a blank piece of sheet music. It was much like the notes were magically starting to sing right from the paper. I was still in my later years of grade school when I first watched him do this. He would draw the variety of musical notes faster than I could write the single words to the sentence of a letter.

While it appeared that the notes poured from the ink in his fountain pen, I knew they really flowed from his head, heart and soul. He had a deep love for music and was genuinely gifted at it.

## **I had the love ... just without the gift.**

Yet, just by watching him, he taught me more than he will ever know about loving and using the gifts you do have. He also taught me how to have some fun with your gifts. During one of my summer breaks from college, Mark called me to come over his house. He wanted me to hear a fun little jingle they had thrown together for a Memphis morning-drive radio personality, Rick Dees. Mark had written the trumpet section of this arrangement. Weeks later, that fun little piece would turn-out to be a run-away hit around the world hitting the #1 spot for a week on Billboard's Top 100. It was called [Disco Duck](#).

Based on that one song, Rick Dees would subsequently catapult his career from Memphis to Los Angeles morning radio. *Disco Duck* would go on to win the People's Choice Award for *Favorite New Song* that year. Mark couldn't bear to watch — cringing at the thought that this satirical novelty song would win such an award. While he had a lot of fun helping put together what was meant to be a fun little joke for Rick Dee's morning show, he was disappointed we would confuse such an effort with real music.

**Sometimes we also get confused about integrity.**

We settle for satirical novelty versions of the real thing. We don't do it on purpose, yet the results are the same. Integrity is not a soundbite. It is a state of being. Whole. Entire. Undiminished. It's the one essential thing — *to everything*. And when we settle for less, we leave powerful gifts inside us — *unsung*.

It is dangerous to make assumptions about the state and depth of our own integrity. Yet we often do.

On New Year's Day we released *[Return On Integrity: The Individual's Journey to the One Essential Thing](#)*. It holds the potential to unleash amazing gifts from your core if you will take the journey. Much like the musical notes that flowed from Mark's head, heart and soul, you will find that your values will eventually begin to appear as a masterpiece you may never have imagined. And when they do, your needs, wants and behaviors will come to life as a whole new song.

Integrity is the most natural thing in the world. Your integrity is ready to sing and dance. Are you ready?

It might just be your time to take a “quack” at it!

As always, I'd love to hear your thoughts below!

John G. Blumberg is an Andersen Alumni, a national speaker and author of several books. His books are available on Amazon and at major bookstores. You can connect with John at <http://www.blumbergroi.com/connect>

# LinkedIn Will Help You Have Your Best Year Ever

By **Wayne Breitbarth**, *Andersen Alumnus and CEO-Power Formula LLC (Author of “The Power Formula for LinkedIn Success: Kick-Start Your Business, Brand and Job Search”)*

LinkedIn is loaded with features that will improve your chances of accomplishing your business and career goals, and frequently I'm asked which ones are the very best for all LinkedIn users.

So, as we embark on a new year, it's the perfect time to share my very best LinkedIn strategies that can help you make 2019 your best year ever.

Note: Everything I'm sharing can be done with a free LinkedIn account.



## Leverage the relationships you already have

If you're like me, you've been using LinkedIn for a number of years and have built a network that's not only sizable, but it's loaded with a lot of people who are in your [target audience](#).

Here are two powerful LinkedIn features that will help you capitalize on the network you already have.

**Connections of Advanced People Search filter.** This hidden gem allows you to filter through the networks of your first-level connections and find the exact people you want to meet. Then hopefully your first-level connections are willing to introduce you to those people in their networks. You can filter their networks by title, location, current and past company, industry, and schools they attended.

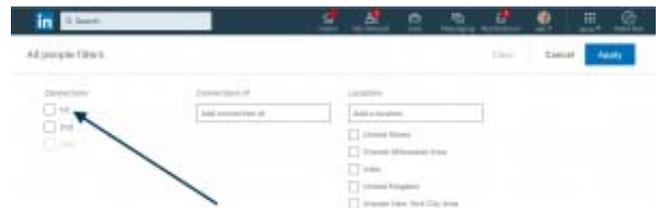


**Additional Resource:** I have outlined in [this article](#) exactly how to do this. So before you meet with clients, past colleagues, or just well-networked friends, be sure to use this technique to find the people in their network you would like to meet.

### **Direct message a targeted group of connections.**

Too often LinkedIn users fail to communicate with their connections on an ongoing basis. Once you are connected, you have the opportunity to direct message people about changes in your business or employment status, new resources your company provides to people like them, or simply to say hi and ask if they'd like to get together sometime soon.

**Action Step:** Put your cursor in the top search box and select *Search for People*. Then choose *All Filters*, click the *1st Connections* box, and proceed to select any of the available filters to narrow your search and receive the perfect list. Next, use the Message box to the right of each entry to send a message with up to 1900 characters—and you can even include attachments.



### **Search for and connect with new people in your target audience**

Start by making sure you have defined what your target audience is and the best keywords to use when searching for them. These keywords typically include titles, company names, location, schools they attended, certifications they hold, etc. Once you have assembled this information, LinkedIn's one-of-a-kind database is the best place to find the exact people you want to meet.

**Advanced People Search feature and Alumni feature.** Use these features to access LinkedIn's 600 million profiles and put together a great targeted list of people you'd like to meet. Then send them customized invitations to join your network.

Just think—if you set a goal to add ten new connections each week in 2019, you'll wake up a year from now with an additional 500 people in your target audience that you can directly communicate with at any time.



**Additional Resources:** If you need help putting together a targeted list using the Advanced People search filters, click [here](#); for an article on the Alumni feature, click [here](#); and for an article on custom LinkedIn invitations, click [here](#).

There you have it—the very best LinkedIn strategies to make 2019 a record-breaking year. See you at the finish line!

### **SPECIAL OFFER**

If you'd like me to demo these LinkedIn features as part of a specially priced \$197 one-on-one LinkedIn consultation, you can book your session [here](#). I will share my computer screen with you during the call and send you a marked-up copy of your profile prior to the call.

Whether you're using LinkedIn to find your next high-impact customer, raise your organization's profile, or land the job of your dreams, this session is for you.

There are limited spots available, so don't delay. Book your session today by clicking [here](#).

# Talent Shortage or Just Short-Sighted Recruiting? How a more contemporary experience can fuel your candidate pipeline

**By J. James O'Malley**, *Former Andersen National Director of Experience Recruiting, Jim is a Managing Director at Stanton Chase focused on helping professional service and financial service organizations with critical talent needs. For over 30 years, Jim has leveraged his passions for executive search, talent acquisition, workforce planning and analytics, and executive coaching to solve a variety of talent acquisition challenges. For more information and to contact Jim Click [Here](#).*

Articles about today's talent shortage seem to be popping up everywhere, which is not surprising when unemployment in the U.S. is at its lowest since 1969<sup>1</sup>. And with over 6 million jobs remaining vacant each month, the looming retirement of baby boomers will undoubtedly escalate the war for talent and cause employers to rethink their hiring tactics.<sup>2</sup> Obviously the talent shortage is real, but an outdated approach to acquiring talent may be a root cause behind the large discrepancy between available jobs and employees to fill them.

A recent Wall Street Journal article highlighted the lengths some employers will go to fill their open positions. One major retailer offered a full-time sales job on the spot after a single 25-minute interview, a large caterer extended a seasonal position to a candidate after just a phone interview, and a healthcare company filled several entry-level positions using the results of an online assessment and "virtual job tryout." While these companies have adopted practices to create a more "contemporary candidate experience," filling an open position in record time is not the only weapon needed to win the talent war.

## **Develop a talent supply chain**

"Recruitment" and "talent acquisition" are often believed to mean the same thing, but their true meanings are quite different. Recruitment is an employer's reactive response to an open position that originates from a linear process as illustrated by the Wall Street Journal scenarios. Talent acquisition is a proactive approach to addressing future hiring needs. It creates a candidate pipeline through planning and strategy, relationship building, employer branding, and metrics. While recruitment is a part of talent acquisition, it should not be the be-all, end-all to hiring. Building a talent supply chain can help employers hire more top talent and yield much better results.

Candidate pipelines start with the identification of strong candidates (e.g., employee referrals, finalists for filled positions, individuals from networks, etc.) and a plan for

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<sup>1</sup> Cutter, Chip, Yes, You're Hired. No, We Don't Need to Meet You First (2018, November 15), *Wall Street Journal*. Retrieved from <http://wsj.com>

<sup>2</sup> McCann, David, Think There's a Talent Shortage Now? Just Wait (2018, May 7), *CFO*. Retrieved from <http://cfo.com>

making and maintaining contact (e.g., company newsletters, blog posts, personal emails, etc.). The goal is to grow relationships that will speed up the selection and hiring process when relevant opportunities open.

I would argue that building a talent pipeline in response to today's tight market requires companies to create a more contemporary candidate experience. But contemporary does not mean simply developing a faster hiring process or using automated tools to assess applicants. Instead, I would encourage hiring managers to closely focus on the *candidate* throughout the hiring process and develop methods that will help identify the best candidates and lead to smarter hiring decisions.

### **Components of a contemporary candidate experience**

Traditional interviewing methods, such as in-person one-on-ones, phone screening, and panels, still have value in today's environment, but they have been shown to be ineffective in certain areas. According to LinkedIn's Global Recruiting Trends 2018 report, 63 percent of surveyed recruiters and hiring managers felt they did not successfully assess a candidate's soft skills and 57 percent thought they did not help them understand a candidate's weaknesses.<sup>3</sup>

How do you create a contemporary candidate experience? Well, you don't need to recreate the wheel! The key is to return to some basics while keeping a few success factors in mind:

#### **1. Make the hiring process easy.**

Evaluate whether time-consuming steps like completing a lengthy application or taking online aptitude tests are essential before a candidate talks to someone about a job. The goal is to limit the number of barriers applicants may encounter:

- Can a candidate apply with a mobile app?
- How flexible are interviews? Are they scheduled after hours or on weekends?
- Are you using video to interview remote candidates?

Easy isn't achieved by skipping important steps to speed up the process. Executive positions and customer-centric roles will still require face-to-face interviews and most likely several of them with various people in the company.

#### **2. Be responsive.**

Leaving candidates in the dark is a sure-fire way to lose the war for talent. There is nothing more frustrating than losing a great candidate because deciding whether he/she was the best fit for the role took too much time. Employers should not wait longer than four business days (two business days is optimal) after interviewing to respond to a candidate with your next-step decision. Keep in mind that candidates can become

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<sup>3</sup> Lewis, Gregory. 5 New Interviewing Techniques That You Should Start Using (2018, January 29), *Talent Solutions*, Retrieved from <http://linkedin.com>

customers in the not so distant future, so being courteous with a timely response is just good business.

Time to fill has long been a means of measuring recruiting effectiveness, but too often it gets overshadowed by cost per hire. Measuring time to fill means nothing unless your organization is acting upon the data. Responsiveness should not stop once an offer is accepted but continue through the onboarding period.

### **3. Carefully select your interview team.**

Most have probably heard or experienced the scenario where a great candidate drops out from consideration towards the end of the hiring process after being interviewed by a senior leader. For younger candidates, meeting with an interviewer who has 20+ years of experience may present a dated or distorted portrait of the company and make it more challenging to visualize working there.

Be sure those involved in the interview process know how to sell the company and assess candidates for the position. Interviewers should be briefed on what questions are illegal or inappropriate and be discouraged from talking too much about themselves and their career path.

[Interviewers should also be familiar with an applicant's resume before the meeting and not keep a candidate waiting. With the current talent shortage, employers are selling themselves to candidates as much as candidates are selling themselves to employers.](#)

### **4. Focus on essential job requirements.**

Job postings have turned into extended documents with countless “essential” requirements that few candidates, if any, actually have. While recruiters use job descriptions to plan their search strategy and assess applicants, candidates use the same job descriptions to evaluate whether they want (or can do) the job. Lengthy job postings can discourage good candidates from applying if they feel they do not have all the skills and experience listed.

Be careful about relying too heavily on resume tracking systems that automatically screen resumes. Great resumes are comprised of more than just a few keywords, so it is prudent to take the time to read resumes and obtain a complete snapshot of a candidate's experience.

### **5. Train good candidates for open positions.**

Some would argue that the talent shortage is exacerbated by a reluctance within companies to devote the necessary resources to training new employees. Hiring smart people and helping them develop needed skills certainly seems like a more viable solution than conducting an endless search for a few select candidates who possess the perfect mix of skills and experience.

Yes, training takes time and costs money; however, so does recruiting. A strong candidate who lacks specific technical abilities or industry experience may have transferable skills that will shorten their learning curve.

### **6. Use innovative interviewing methods.**

Interviewing innovations, such as soft skills assessments, job auditions, and meeting in casual environments are growing in popularity and providing critical insights into a candidate's qualifications.

Fifty-nine percent of those surveyed for the Global Recruiting Trends report said soft skills assessment tools were one of the most useful interviewing innovations by evaluating areas such as teamwork and flexibility that directly relate to overall job performance. Insights can be obtained quickly, scaled easily, and are less biased than traditional formats.<sup>3</sup>

Fifty-four percent of respondents thought seeing a candidate in action by letting them perform the role for a trial period was one of the most useful interviewing innovations and leads to a more satisfying candidate experience. Job “auditions” not only help the employer evaluate a candidate’s potential success in the role, but also provide a better sense of the ins and outs of a job, which can lead to lower attrition and higher candidate satisfaction.<sup>3</sup>

### Sidebar

A contemporary candidate experience will not lead to a growing talent pipeline without first evaluating what motivates your candidates. Below are the typical categories along with insights into how to approach each group:

Motivations Matrix	
<p><b>SEMI-ACTIVE (close rate &lt;50%)</b></p> <ul style="list-style-type: none"> <li>This candidate is currently employed, but makes statements such as, “I have decided to make a change.”</li> <li>Understand the motivations for this statement and continually test for rapport and motivations.</li> </ul>	<p><b>PASSIVE (close rate 80%+)</b></p> <ul style="list-style-type: none"> <li>This candidate is currently employed and makes statements such as, “I am successful here, but for the right opportunity I am interested.”</li> <li>With in-depth assessment, tests for motivations and ongoing rapport management. This is our best candidate type.</li> </ul>
<p><b>ACTIVE (close rate 20%+)</b></p> <ul style="list-style-type: none"> <li>This candidate has left or is scheduled to leave their current employer and makes statements such as, “This is one of several positions I am considering.”</li> <li>Unless this position is clearly leading from the candidate’s perspective, keep identifying additional candidates.</li> </ul>	<p><b>INTRUSIVE (close rate &lt;20%)</b></p> <ul style="list-style-type: none"> <li>This candidate is satisfied at current firm. After several questions testing for motivations, the candidate will say, “It would take a special opportunity to motivate me to make a change. I am doing well here.”</li> <li>Rarely is the candidate going to accept a new position and going to offer with this candidate can harm our reputation.</li> </ul>

Footnotes:

<sup>1</sup> Cutter, Chip, Yes, You’re Hired. No, We Don’t Need to Meet You First (2018, November 15), *Wall Street Journal*. Retrieved from <http://wsj.com>

<sup>2</sup> McCann, David, Think There’s a Talent Shortage Now? Just Wait (2018, May 7), *CFO*. Retrieved from <http://cfo.com>

<sup>3</sup> Lewis, Gregory. 5 New Interviewing Techniques That You Should Start Using (2018, January 29), *Talent Solutions*, Retrieved from <http://linkedin.com>

# Good Chit, Stories and Lessons to Share



If you have good stories or lessons you would like to share with other Alumni, please email them to [Admin@andersenalumni.com](mailto:Admin@andersenalumni.com)

## Alumni Sponsors Wanted

Andersen Alumni Association is proud not to charge annual alumni dues and relies rather on strategic sponsorship to fund operations. Given advances in technology and alumni mobility Andersen Alumni Association is seeking a few addition qualified sponsors for 2018. If you think your company may benefit from a strategic partnership with the Association, please email [Admin@andersenalumni.com](mailto:Admin@andersenalumni.com) for more information.

## ALUMNI BENEFITS:

### **\*NEW\* Mortgage – Wintrust Mortgage**

Andersen Alumni Association is excited to announce that we have partnered with Jennifer Sobocienski, (*alumnus from our Andersen Chicago office*) Senior Mortgage Consultant, NMLS 755995, and Wintrust Mortgage, the 11th largest bank-owned retail mortgage originator in the country with more than 200 lending offices across the United States, to offer our members a preferred lending partner and mortgage benefit. This program offers a dedicated team of mortgage professionals to serve our members and provides a \$500 Visa gift card after closing a residential loan with Jennifer at Wintrust Mortgage. For more information about the program and Jennifer's contact information visit [www.wintrustmortgage.com/andersenalumni](http://www.wintrustmortgage.com/andersenalumni).

### **\*NEW\* Long Term Care – Insurance Coverage**

70% of Americans over 65 will need some form of long term care. And that care will be expensive. According to a recent survey, the cost for long term care can currently range from \$48,000 a year for home care to \$98,000 a year for a private room in a nursing home; and costs are increasing every day. Planning for these expenses with long term care insurance can help you maintain your lifestyle, protect your assets and savings, and give you the options necessary to receive care and services.

BPB Associates of Atlanta has been helping families like yours with their extended health care planning needs for 33 years and has negotiated special discount carrier pricing for Andersen Alumni members. Click here for more information:

[www.bpbassociates.com/andersenalumni/LTC](http://www.bpbassociates.com/andersenalumni/LTC)

### **International Travel – Medjet Assist**

Medjet provides reduced annual rates for its Air Medical Transfer membership program on a voluntary purchase basis to North American members affiliated with *Andersen Alumni Association*. Medjet provides single point coordination for the safety and protection of organizational clients and individuals/families as they travel for personal or business reasons - domestically and abroad. Zero cost beyond the membership fee for services coordinated by Medjet in medically transporting a member back to a home country hospital of their choice in time of need.

Medjet also offers an optional membership upgrade branded as Medjet Horizon that provides (among multiple membership benefits) a 24/7 Crisis Response Center for **Travel Security and Crisis Response** consultation and coordinated in-country services.

**Learn More/Enroll?** Persons from the U.S., Canada or Mexico can visit Medjet at [www.Medjet.com/Andersen](http://www.Medjet.com/Andersen) or call Medjet at 1.800.527.7478 or 1.205.595.6626. Reference Andersen Alumni if calling. Enroll prior to travel.

Reduced Medjet annual membership rates for persons from North America under age 75 start at \$250. Multi-year and short-term rates are also available. Rules and Regulations available online and provided with Member ID cards.

## **Social Media: Association's LinkedIn Group (Join), Company (Follow) and Facebook Fan Page (Like)**



Social Media is a great way for us to stay connected. To request the Association Status be added to your Linked in Profile click on the following URL to JOIN:

<http://www.linkedin.com/e/gis/38306/6E0CB25BC94E>

Additionally you can "FOLLOW" the Association by clicking on the following URL:

[http://www.linkedin.com/company/andersen-alumni-association?trk=tabs\\_biz\\_home](http://www.linkedin.com/company/andersen-alumni-association?trk=tabs_biz_home)

To "JOIN" our new fan page simply click on the following:

<http://www.facebook.com/pages/Andersen-Alumni/182112725168442>