



Newsletter

Seeing the Workforce in High Definition

September 2009

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Newest Additions to the BHI Family



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BHI Announces a Change in Leadership

Leading talent consulting firm Batrus Hollweg International (BHI) announced a new Vice President of Talent Solutions, [Lori Bierman](#), M.A. Joining BHI in 1997, Lori brings more than 10 years of expertise in assessment and development, recruiting, counseling, developmental feedback and coaching for managers. As an experienced consultant, Lori has worked with a large variety of organizations across many industries to develop systems to identify and keep top talent.

With a passion for developing successful leaders, Lori has spearheaded the creation and updates of developmental tools for providing employees with insightful feedback and building developmental action plans. BHI Chairman and CEO, [Lewis Hollweg](#), Ph.D. comments "Over her long career, Lori has had a significant impact on our clients and new services. We are all excited about her promotion." Lori is also an active member of the [Women's Foodservice Forum](#) (WFF) and currently serves as the Steering Committee Chair for all of the committees that fall under the WFF Emerging Leader Development milestone.

With the additions to BHI's suite of talent selection and development solutions, the team has also expanded with Kim Hefley, SPHR, who has a background as Vice President of HR and C.O.O. recently joining for better integration of Talent Solutions. Marcus Odum, an expert in IT technical services has also been newly added to the team.

Hollweg adds, "We've made some changes recently that we feel will help BHI continue to grow and move forward in the best direction to serve our clients."

[View press release](#)

Playing Games: Defending your Turf and Hiring the Best

By Heather Graham

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BHI Blog Updates

Do More With Less - The Upside for Employees *by Heather Gipson*

Employees are faced with two choices...hunker down and wait for the storm to blow over (not going to happen), or reposition themselves so that the wind is at their backs sweeping them forward.

So what's the upside for employees of organizations that are attempting to do more with less? What's in it for you? [read more](#)

Can Peer Ratings Negatively Impact Performance Evaluations?

by Chloe Lemelle

When rating someone's work performance, peers are often used to gather additional information outside of

Could your own employees be biting the hand that feeds them? Are you suspicious of theft, fraudulent behaviors, and/or other counter-productive behaviors within your fleet? Truth is, it's happening everywhere. From hourly workers to your own leaders, some of your own employees can be your biggest risk. Luckily, there is something you can do about it.

One of my favorite games as a child was RISK, a game of world domination. If you have never played, it is not nearly as boring as it looks. Yes, it is true that you have little plastic soldiers and spend most of your time building your armies and protecting your land. However, the "risk" comes into play when you decide to "attack" your friend's army with a swift roll of the dice. Yes, the luck of the dice can easily knock out 2 to 3 hours of hard, plastic army-building work in a quick minute. With luck, victories can also come to the tiniest of armies, when up against a fleet 10 times the size.

What is great about the game is that there is a certain element of strategy involved. As a player, you have to align your game plan, make moves that either help you gain land or hold on fiercely to what you already have. The game has strong similarities to the world of business strategy, market share, and gaining competitive advantage. Within human resources, the game is analogous to building bench strength, ensuring your people are in the right places, and strategically selecting those fit for the position. [read more](#)

Upcoming Events

Don't miss the Thought Leadership Dinner hosted by BHI during the People Report Best Practices Conference. [Click here](#) to view agenda or sign up for the conference. Email jmcfarland@bhionline.com to sign up or receive more information on the BHI Thought Leadership Dinner.



the supervisory rating.
[read more](#)

HOW DO YOU KNOW GOOD PERFORMANCE WHEN YOU SEE IT?

Most of us, especially those of us in some type of human resources or talent field, think that we are good if not keen judges of character and performance. Our experiences in creating and managing people processes have enabled us to identify when an employee is performing their job according to the company's expectations. This also holds true for many recruiters and managers in the field who conduct interviews with prospective employees. Through that interviewing experience, I would predict that many recruiters and managers feel that they are good judges of character and evaluators of performance on the job. This makes good practical sense. However, we may think we know good performance when we see it, but how can we be sure? [read more](#)

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Learn More About BHI's Applicant Tracking System by Signing up for a Webinar



[CLICK And Hire](#) provides a web-based hiring system which quickly and easily takes candidate job applications online, pre-screens candidates, assesses their fit for a position, and routes their information for tax credits, background checks, and other H.R. administration needs.

BHI will host 2 more public webinars for any interested companies. Please use the link and Conference number to join a webinar, or email kwalker@batrushollweg.com to sign up in advance.

Thursday, September 24th at 2pm CST (3pm Eastern/Noon Pacific): To join the GoTo Meeting, [click here](#) and call 914-339-0013

Access Code: 585-907-233

Meeting ID: 585-907-233

Tuesday, October 6th at 11am CST (Noon Eastern/9am Pacific): To join the GoTo Meeting, [click here](#) and call 712-338-7111

Access Code: 611-632-729

Meeting ID: 611-632-729

Trait of the Month: Tough Mindedness

by Heather Gipson

Leaders are ultimately responsible for the services and products their people produce. By giving clear and direct instructions in the beginning and by being firm and consistent in enforcing them, leaders are in a better position to ensure that the quality and quantity of all work performed meets expectations. Leaders should ensure their teams have a clear understanding of what acceptable performance looks like and how to measure it.

BHI's Tough-Mindedness scale measures the degree to which a person is capable of making demands upon other people, being critical in evaluating standards, and facing conflict in a direct and straightforward manner. Low scorers are not likely to confront issues head on and are reluctant to discipline or hold others accountable. They are hesitant to surface problems within the organization that need to be addressed. People with "high" ratings in this area can make unpopular decisions, hold others accountable, and take disciplinary action when necessary.

On the flip side, however, leaders who score excessively high on

Tough-Mindedness often come across as argumentative and even defensive when challenged. If not balanced out with positive reinforcement, recognition, and support, constantly confronting issues and people can erode trust, admiration, and eventually relationships. [read more](#)

Thinking Outside of the Cube - Chloe Lemelle



Chloe is still riding on the high of being a newlywed as she recently married her boyfriend of 6 years and went on an amazing honeymoon. Her husband surprised her with the honeymoon of a lifetime to the not-so-typical location of Singapore. He didn't inform her of the final destination until they were at the airport about to board the plane. She described the trip as absolutely breathtaking and completely unexpected.

In her spare time from working as an Associate Consultant at BHI, Chloe spends the majority of her time working fervently to complete her dissertation. She is pursuing her PhD in Psychology from the University of Texas at Arlington and expects to graduate in 2010.

Outside of school and work, Chloe likes to read, travel, and play games. Her biggest passion is traveling and experiencing other cultures and ways of life. Her goal is to visit all 7 continents in the next 7 years (yes, including Antarctica). She has 3 down and 4 to go. Her favorite country so far would have to be France. The country is so rich with culture and history, and the food...c'est magnifique! Another traveling goal of hers is to visit all 50 states in the United States of America. She has 28 down and 22 to go.

Prior to moving to Dallas in 2006, Chloe lived most of her life in Louisiana with short stints in Indiana, Illinois, and Tennessee. She is proud to be a Texan and absolutely loves living in the Dallas Metroplex, but still misses her Louisiana friends, family, and food.

Thank you for your continued support and interest. For questions or comments on any material in this newsletter please contact:

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