



**The  
Bartlett  
Group**

You may notice a new look to your Bartlett Banner newsletter. As we mentioned in our last newsletter, we are updating our profilexpert.com website and with the new website, comes a new look. So we are giving the newsletter an update as well. The newsletter may have a new look, but contains the same great information that you look for.

#### **In this issue:**

- ✓ Lean and HR (Part 2)
- ✓ New Personality-based Interview Questions
- ✓ Career Development Event

#### **Anniversaries:**

##### **1 year**

ChemRite CoPac  
The Lauterbach Group  
Standard Electric

##### **5 years**

Quadra Chemicals Ltd.  
Zywave Company

##### **6 years**

Lorillard Tobacco Company  
Virchow-Krause & Company

##### **8 years**

First National Bank of Asheville

##### **9 years**

Sentry Insurance

##### **11 years**

First Financial Bank of Abilene  
Cardinal Meat Specialists

#### **Contact The Bartlett Group:**

**Leo Bartlett**  
(608) 825-3030  
Madison  
lbartlett@profilexpert.com

**Janine Smith**  
(414) 232-6596  
Milwaukee  
jsmith@profilexpert.com

**Tricia Burlage**  
(608) 215-3008  
Oconomowoc  
tburlage@profilexpert.com



# The Bartlett Banner

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## **The Bartlett Report: Lean Thinking and HR**

You may recall from our last article that lean is a set of management practices based on the Toyota Production System. Lean can be defined as a way to eliminate waste and non-value-added activity, while respecting people. To encourage lean thinking throughout an organization and apply lean principles to all aspects of a company's culture, HR needs to play a key role.

Monica Tracey and Jamie Flinchbaugh's research defined five key HR practices in lean success. These five factors are: 1) development of teams, 2) performance calculations, 3) communication, 4) clarification of roles and responsibilities, and 5) acknowledgement and celebration of success. All five of these predictors of lean success are "human" issues and typically the responsibility of human resources, so what's the next step for HR?

The key next steps for how HR can help companies become lean are: 1) applying lean thinking to their own department, and 2) enabling lean through the HR policies and procedures developed by human resources and implemented throughout the organization. The first step, applying lean thinking to human resources, means driving waste out of HR

procedures. Driving waste out of HR procedures/practices may involve "going paperless" or eliminating all the truly unnecessary paperwork – in other words, making sure the activity adds value for the employee.

The second step, HR enabling lean transformation, is how human resource processes and functions help create lean success throughout the organization. Solutions for HR to enable lean can be categorized into four main areas: culture, pay/recognition and performance, lean leadership, and recruitment.

### **Culture**

Creating a lean culture will happen as the result of implementing four of the five predictors mentioned in the Tracey/Flinchbaugh research. Your IPM system can assist in each of these areas:

**1. Team Development** – The IPM Team Communication Report provides each team member with a better understanding of his/her own communication styles, motivational needs of team members, rapport building tips, and much more. Using your IPM Team Communication Report in conjunction with team building activities and

*(continued page 2)*

## **New! Personality-Based Interview Questions!**

The IPM Matching Report and Interview Guide has been enhanced to include Personality-based questions! Now, in addition to using the IPM Match Report and Interview Guide to compare a single Candidate Profile with a single Job Profile, your IPM system also will generate a report that includes (NEW!) personality-based, as well as position-specific behavioral interview questions.

These personality-based questions will help you—the interviewer, confirm candidate strengths and probe potential challenges.

Designed to find out more about the candidates themselves, **personality-based** questions compare the Candidate's personality traits to the Job Profile traits and generates behavior-based interview questions based on this comparison. The personality-based questions are also presented in priority order with the

most significant differences between the candidate profile and job profile recommended as your first priorities to address during the interview process.

**Position-based** questions compare the Candidate's personality traits to the Core Competencies and Key Behaviors for the specific position. Both Personality and Position-based questions also offer the interviewer additional probing questions, responses to "listen for," and a rating scale to rate the candidate's response. This approach offers the interview an objective approach to the interview and evaluation process.

See the side bar on page 2 for special tips when using this report. Contact your Bartlett Group consultant today to find out how you can begin using the new personality-based interview questions right now!

# The Integrated Performance Management (IPM) System

## Lean Thinking and HR continued:

training, your organization can build more effective work teams.

**2. Communication** – the IPM comparative reports are designed for employees to better understand each other and work together in a positive way to avoid misunderstandings. Once employees better understand their own styles, the IPM Personal Perception Profile can help an employee understand how their co-workers perceive them. These and other IPM reports can help facilitate improved communication and team building throughout your organization.

**3. Clarity of employees' roles & 4. Performance calculations** – defining responsibilities by position and evaluating performance using this information is a key contributor to the success of any employee. When employees have clear direction about responsibilities, core competencies, and key behaviors of their position, they are more likely to deliver higher performance. The Bartlett Group offers an in-depth Job Analysis that identifies the core competencies and key behaviors of the position. In addition, the analysis uncovers the behaviors necessary for peak performance by completing an IPM Job Profile, which can be used for the recruitment process. Based on this information, a job description, customized interview guide, and performance appraisal can be developed and incorporated into our easy to administer IPM online system.

## Pay/Recognition and Performance

The adjustment to lean thinking can be a new and sometimes threatening experience for employees, which make rewards and celebrations of success a vital part of the lean implementation process. Although recognizing success and rewarding improvements is important, it does not imply that your organization has to have a high pay structure or grandiose rewards. However, your organization needs to ensure a competitive wage structure and, more importantly, the acknowledgement of hard work.

## Lean Leadership

Lean leadership is quickly distinguished from traditional leadership. Lean leaders are team oriented, empower their employees to make decisions, and believe in continuous coaching. Understanding the traits necessary for lean leadership roles in your organization is critical.

So what traits would you look for in a lean leader? With a traditional leader, you might look for a high trait of Dominance. A lean leader's high trait, however, might be Extroversion/Patience. Both are "people" traits focused on teamwork and a harmonious work environment. But a lean leader needs to be able to take action and make the

organizational culture change needed for lean. A traditional leader might also have the Conformity trait above the midline, being more focused on maintaining current processes/procedures. A lean leader will need to be more creative and willing to make a change, but still focused on streamlining processes and quality oriented, which would move their Conformity closer to the midline. Bottom line—a lean leader can only be defined by your organizational needs and where you are at in implementing lean processes. A lean leader will need to "flex" his/her behaviors in each personality trait based on the demands of his/her environment.

In addition, an area of interest and importance when recruiting a lean leader is Emotional Intelligence. The leader's ability to understand and control his/her own emotions and recognize the emotions of the people around them. Well-developed emotional intelligence in your lean leader will assist him/her in understanding the effect the lean transition is having on employees and how to adjust the pace or improve/re-direct communication to overcome those obstacles.

Developing a leadership profile that identifies behavioral tendencies that lead to peak performance should be a first step in recruiting/assigning your next lean leader. Your IPM system can assist in this process either by profiling current successful leaders or identifying the ideal lean leader through the IPM Job Profile Survey process creating a benchmark to compare candidates.

## Recruitment

The ability to communicate, work in teams, create and follow measurements, work across organizational boundaries, and celebrate success are just some of the behaviors you want in employees working in a lean environment. If these traits are present in employees implementing lean, the success rate of lean transformation for your organization will be increased. Therefore, like defining and recruiting a different type of leadership candidate, the recruitment and hiring process should be designed to identify and select the traits necessary at all levels of a lean organization.

What you probably discovered through this two-part series of articles is that creating a lean organization is a lot of work and not only is the participation of the human resource department a requirement, it's critical to the success of lean! But help is available... your IPM consultants can assist you to better support this endeavor by using your IPM system to improve communication, teamwork, clarifying roles and responsibilities, and enhancing recruitment efforts. Let your IPM system lead you and your organization towards lean success. Contact your IPM consultant today.

## IPM News to Use

### Personality-based Interview Tips

- ✓ Use the Matching Report and Interview Guide in combination with the Candidate Profile.
- ✓ Use the behavioral interview questions to confirm the candidate's strengths, probe potential challenges, and determine if the candidate can flex to demonstrate peak performance job behaviors.
- ✓ Use the Matching Report to discover how much energy candidates will have to expend to demonstrate peak performance behaviors.
- ✓ Remember when it comes to Extra Energy to Match Job scores, lower is better!
- ✓ Do not use Matching Reports on their own to eliminate otherwise qualified candidates.
- ✓ Don't assume high Favorable Self-Presentation scores mean people are dishonest—they're just trying hard to make good impressions!
- ✓ Take the time to properly prepare for your interviews, and be consistent with all candidates!

### Growing Talent from Within--A Career Development Event

IPM and AIG Travel Guard are joining together to bring you a special career development program. Learn how AIG Travel Guard developed and launched their CareerTrek program. Hear from AIG Travel Guard's Marc Bower, EVP Strategic Resources and Channel Development as he shares insights on how to develop and launch a career development program, as well as get manager buy in and support. Event will be held June 7 from 8:30-11:30 a.m., at the Holiday Inn, Fond du Lac, WI. Contact Janine Smith to register for this event at: [jsmith@profilexpert.com](mailto:jsmith@profilexpert.com)

### IPM Customer Surveys

If you were contacted and have yet to complete an IPM Feedback survey, we hope to hear back from you. Please contact Kathryn at [kathryn\\_co@sbcglobal.net](mailto:kathryn_co@sbcglobal.net). We thank you all for your valuable feedback.

Contact The Bartlett Group at (608) 825-3030 or [www.profilexpert.com](http://www.profilexpert.com)