

**50 BRUNSWICK**  
celebrating fifty years



Custom Executive Boardroom Tables

[www.brunswickfurniture.com](http://www.brunswickfurniture.com)

**T**  
Trafalgar Group  
...the infinite power of people.



Legal Recruitment Services

1235 Bay Street - 10th Floor, Toronto, Ontario M5R 3K1  
[www.trafalgar.to](http://www.trafalgar.to)  
416 934 3564

Mary Anne Divjak  
[mdivjak@trafalgar.to](mailto:mdivjak@trafalgar.to)

Sharon Page  
[spage@trafalgar.to](mailto:spage@trafalgar.to)

**Thinking Digital Dictation**

or

**Speech Recognition?**

Think

**Talk 2 Me Technology Inc.**

Canada's Leading Dictation  
Distributor!



Select from:

- Philips Digital Dictation
- Olympus Digital Dictation
- Dragon NaturallySpeaking

800-518-2552, Ext 320

[www.talk2me.com](http://www.talk2me.com)

[info@talk2me.com](mailto:info@talk2me.com)



## Winning The War For Talent

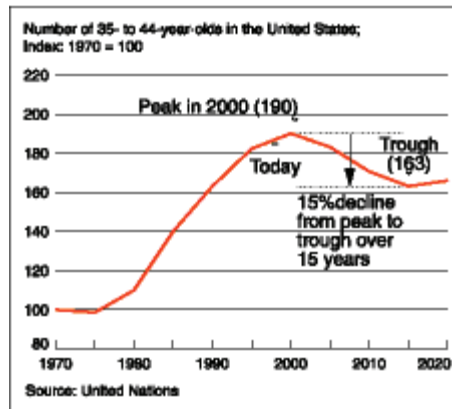
It's been estimated that 78 million Baby Boomers in North America will be faced with career transitions over the next two decades. Referred to as the "gray wave", the impact of this exodus from the workforce has global implications. Finding and retaining the talent that will fuel your organization over the next two decades will undoubtedly be the dominant factor for your business.

In April of 2007 McKinsey Quarterly republished an article titled "The War for Talent". It asked the following questions;

- Why would somebody really good want to join your organization?
- How will you keep them for more than a few years?

To attract and retain the people that you are going to need it is critical that as an organization you not only create but continue to refine the value proposition that you offer to your employees. How will you go about recruiting the talent that you will require? Once onboard how do you plan to develop these smart, energetic, ambitious new additions so that you can retain them?

### Declining supply of future executives



We have the makings of the perfect storm from a labour perspective, not just in Canada but globally. Based on the 2008 Best Employers in Canada Study, it is estimated only 44% of Canadian employees believe that their employers are retaining the people needed for success. The same study suggests that only 50% of Canadian employees feel that their employers are attracting the people needed for success.

Recruitment, if it isn't already, is about to become one of your key business drivers. You can look to the specific KPIs for your business and manage the process of continual improvement, however, if you

choose to focus your efforts on recruitment only when you need to replace based on turnover there are some tough times ahead.

"Good to Great" companies have figured this out. They understand that the first step is to get the right people into the right seats on the bus before you head down the road. How best to do that is another question. A study conducted by the consulting firm PI Worldwide indicates that 20 to 25% of an individual employee's effectiveness on the job is attributable to his/her personality. The assessment of common personality attributes is extremely valuable in understanding and predicting "fit" for a role. In fact, understanding the personality attributes of key performers can be a significant competitive advantage for an organization.

Past performance is considered by many to be the best predictor of future behaviour. Gaining an insight into a candidate's behavioural drivers will help you to better understand the impact of their behaviour in previous roles. The ability to ask behavioural interview questions that are specific to a candidate's strengths and potential gaps allows you to mitigate the risks associated with bringing new blood into your organization.

By developing an understanding of the behavioural profile you are looking for in a candidate you will be able to target more appropriate people for the role, interview more effectively (identify strengths and potential gaps), "sell" your organization based on the motivational drivers for the specific candidate (why would somebody really good want to join your organization?) and have a shorter time to engagement during the on boarding process.



## What Our Clients Say

*“Triella had a very incisive grasp of our needs as a business organization, and a very good grasp of how to move forward in the face of change. Charles Bennett performed an invaluable service at a critical time.”*

—Kirk Stevens,  
Managing Partner, Lerner LLP

[Click here to read the whole story.](#)

[www.triella.com](http://www.triella.com)



### CONSULTING

Helping you make the right technology decisions.



### ASSESSMENTS

Validating your investment in technology & people.



### SERVICES

Keeping your technology performing.



### SOLUTIONS

Managing your intellectual capital.

## Gold Sponsors of the 2008 Educational Conference

647.426.1004

[www.triella.com](http://www.triella.com)

[info@triella.com](mailto:info@triella.com)

344 Bloor Street W., #209  
Toronto, Ontario M5S 3A7



In the words of Jim Collins in his best selling book “Good to Great”, the right people will do the right things and deliver the best results they’re capable of, regardless of the incentive system. When the fit is the right one money moves much further down the list of motivators for your team members. Getting someone into a role they love, and one that fits their behavioural style is the key.

Personality assessments are now mainstream with 6 out of 10 large companies using one or more assessment vehicle. A recent survey conducted by Rocket-Hire (USA) the use of online assessments jumped from 34% in 2005 to 65% in just two years. HR professionals are being increasingly challenged by the CEO for business tool that provide real solutions to the impediments to growth. Clearly the people in an organization represent the most critical asset a business has at its disposal.

Why would someone really great want to join your organization? How will you keep them for more than a few years? In today’s global market those are questions that we all need to keep in the back of our mind. As the talent gap widens we will all be asked to contribute to the ongoing success of our organization. The answer at the core of these two questions will be “fit”. People will join your organization if they see a connection with the available role and a cultural fit. They will remain engaged and stay with your firm as long as this fit exists. Understand who they are at the core behaviourally and you understand how they will fit into your team.

*Bob Woodcock is Managing Principal of Predictive Success Corporation, a company which helps organizations manage their talent and improve profitability by better understanding, motivating and developing their people. For more information, visit [www.predictivesuccess.com](http://www.predictivesuccess.com) or [www.piworldwide.com](http://www.piworldwide.com).*

## Monitoring Firm Communications

*Most IT Policies allow a firm to monitor all communications including BlackBerry’s.*

It is always useful to be reminded that communications conducted on firm equipment can be monitored and used as evidence if needed.

Recently, CIBC filed suit against a groups of former employees who left the bank to start a new business. The bank alleges that the employees stole confidential information and attempted to recruit employees prior to their departure from the bank. CIBC submitted as evidence, email and PIN to PIN messages sent between the BlackBerry users. This is the first time that BlackBerry specific messages have been used as evidence.

### BlackBerry

Contrary to popular opinion, PIN to PIN messages are not private if the firm uses a BlackBerry Enterprise Server (BES). In addition to PIN messages, the BES can also monitor BlackBerry Messenger and SMS messages. The BES server will create a log for each device and, in some cases, even has a facility for emailing the results to a given address at whatever time frequency is desired. Thus, complete BlackBerry activity can be monitored and reported on for a single user or for the entire firm. Firm’s wishing to step up the monitoring of their communications can employ these features.

If the firm’s BlackBerry’s are integrated using a carrier’s Web site (eg. Rogers, Bell, Telus), then the PIN messages are not monitored – at least not by the firm.

### Web Sites

Firms can also monitor and log information on the Web site habits of its users. The firm’s firewall typically monitors the web sites that have been visited. Additional software on the network can monitor and block sites on the Internet by user. Logs can be useful for tracing the source of malware which can then be blocked from entering