

Lakin Associates Wheaton, IL www.lakinassociates.com

Dr. Duane Lakin helps companies do a better job of hiring and developing managers and sales professionals. He looks carefully at the capabilities of candidates and incumbents to assist with decisions about hiring, promoting, or development planning.

His process includes an in-depth behavioral and personality assessment interview. He also does testing of intelligence and personality characteristics (style) as part of the evaluation.

Typical assignment:

- Candidate screening for key positions in a company
- Assess incumbent managers of a business unit for development/strategic planning
- Assess members of management team of newly acquired company
- Succession planning

Example:

A \$100Million manufacturing company in Alabama was undergoing major restructuring. It plans to spin several of its lines into standalone business units. It needs General Managers and key support people for each unit. The CEO asked Dr. Lakin to assess all of his managers (26) as part of his planning for how to best use the talent in the organization.

A venture capital group in Boston asked Dr. Lakin to assess a candidate for their new acquisition of a \$70Million+ company in San Francisco. After the candidate was hired, Dr. Lakin was asked to coach the new CEO for a year; the CEO subsequently asked Dr. Lakin to assess all of his direct reports as well as candidates for new positions.

The owners of a \$70million+ company in Baltimore asked Dr. Lakin to assess them, their family members, COO, and CFO, and to make recommendations for helping family members become the next generation of leadership over the next five years. One son has since become the President and the process is going well.

Typical trigger points for a service request:

- A CEO is frustrated that recent new hires did not work out
- Recognition that more objectivity is needed in the hiring process
- A desire for a third-party to look at individuals within an existing business unit to help with development planning
- A problem manager needs to be assessed to determine if he/she is worth the effort to develop (and if “fixing” is even possible)
- A new company has been acquired and senior management wants an assessment of the talent acquired in the process
- A team is not working well and intervention is needed

Typical screening process:

- 2-hour interview with candidate for a key position
 - behavioral (asks about *what* has been done)
 - situational (asks about *what would you do* in certain situations)
 - relaxed yet purposeful; always aware that candidate will see the psychologist as part of the company even though he or she is an outsider
 - reflects the issues, concerns, and expectations defined by the hiring manager and senior executives of the firm
- Approximately 2 hours of “testing” and completion of questionnaires
 - Intelligence
 - Personality

The results of the above process are divided into five parts:

1. **Intellectual characteristics** (Compared to the demands of the job and the norms of the test, how does this person rank? How does he/she approach and solve problems? What is his/her scope of thinking...short term or longer term? What is person’s learning potential?)
2. **Emotional maturity** (How is the person’s temperament? What motivates him/her? How strong is his/her stress tolerance? Is this person likely to work hard to be successful or expect success to be given to him/her?)
3. **Interpersonal characteristics** (How is this person likely to get along with others? How does he/she manage other people? Is there some evidence of empathy or emotional intelligence? What kind of team player is he/she likely to be?)
4. **Work Style** (How does this person approach his/her work? Compared to the characteristics desired for the job, how well does he/she fit? How well does he/she fit the culture of the organization? What kind of work and environment would this person probably do his/her best work?)
5. **Aspirations** (What are this person’s expectations and aspirations? Are they reasonable given the level of talent and the opportunities in the organization? What is the person doing to pursue this path toward his/her goals?)
6. **Summary and recommendations** (Based on what the company management has said it is looking for, how does this person measure up? What is her/his likely potential? Best fit? Development needs in the near future? If a candidate, does the psychologist recommend the hiring of the individual?)

In most cases the report is given to the most senior manager in the business unit. In some cases, and recommended in nearly all cases for incumbents, the psychologist will meet again with the individual and provide both feedback and action plan recommendations. (See policy sample)

The cost for a psychological assessment is \$1400 per person plus approximately \$40 for the actual cost of the tests and processing the tests. The follow-up meeting is based on a *per diem* rate of \$2400 and averages about \$300 per session.

References/recommendations:

WHAT VALUE HAS DR. LAKIN'S SERVICES PROVIDED TO YOUR ORGANIZATION?

"The most important responsibility that I have as CEO is to hire competent people who can integrate into the culture of our company. Human beings are so complicated that no single test separates those who will be successful from those who won't. Checking references helps, but it doesn't totally explain how the candidate will perform under other circumstances. Interviewing is probably the most important task, but is very difficult. Having the candidate spend time with Dr. Lakin adds an important dimension that can easily be overlooked by the rest of us. Of the industrial psychologists with whom I have worked, I have the most satisfactory results from Dr. Lakin."

*Robert Pritzker, CEO
Colson Associates, Chicago, IL
(former President of The Marmon Group)
(Client since 1979)*

"Dr. Duane Lakin has been advising me and my top management since 1989. He has provided us with valuable, objective insight in the selection process, both for external and internal candidates, and helped us to avoid mistakes that would have been expensive and unpleasant. Duane has worked extensively with management from coast to coast on individual development and team building. He has lectured to our management in formal settings, worked with teams in informal sessions and coached individuals one-on-one. He has been a resource for me to call on when I have had a prickly personnel issue. He has come to know the company culture well and provides us with objective and insightful opinions that take the best of that culture into account. At my request, he speaks frankly. He recognizes that sometimes the most valuable service he can provide is to tell us things we would just as soon not hear. Very few non-employees have been accorded "Honorary Morgan Member" status. Duane Lakin is one of them."

*Richard Senior, Chairman and CEO,
Morgan Services, Inc., Chicago, IL
(Client since 1989)*

Dr. Lakin was very helpful in selecting individuals to be promoted and hired for key executive positions in IDEX, a company that became a well-oiled machine with a record of significant success. With his assistance, IDEX put together and maintained a diverse cadre of executives who worked as a cohesive team, treating one another with dignity and respect, upholding high ethical standards and accomplishing great things. We relied heavily

on Dr. Lakin's evaluations and counsel in recruiting, assessing, elevating and retaining key people at the business unit and corporate levels.

*Donald Boyce, former Chairman and CEO
IDEX Corporation
Northbrook, IL
(Client since 1982)*

“We have utilized Dr. Lakin’s services in two very important ways:

First, when we went through the sale of our Company, the senior management team had experienced a past of mistrust, lack of teamwork, hidden agendas, etc. In order to get off to the right start, our CEO felt that we needed to create a stronger leadership team amongst the senior management. (He had worked with Dr. Lakin for over 15 years.) Dr. Lakin was invited to come to assist us in closing the trust gaps and begin to open lines of meaningful communication. Several sessions were held, both on an individual basis as well as with the group as a whole; they helped to mesh the team together and set the foundation for a more cohesive group. There were key concepts that he introduced that we use today and he did so in a non-threatening, support way. I have worked with several “management coaches” in the past and Duane ranks amongst one of the best!

Second, we have used Dr. Lakin to assist us in the recruitment of key management personnel. Having spent the time with us in helping to gel our senior management team, he was well equipped to be able to have a strong sense of the type of individuals that would compliment our group. Dr. Lakin uses various assessment tools that he is extremely proficient with in order to identify the key strengths and weaknesses of the candidates, not just their technical qualifications but also their personality traits and their fit within our organization. He is extremely diligent in meeting our schedules and in returning the data in a timely fashion. The reports are thorough, easy to understand for the layman and extremely accurate. Simply stated, he tells it like it is! There have been instances where we have refrained from hiring an individual based on Dr. Lakin’s assessment. And the individuals that we have hired based on his data have proved to be top performers.

In summary, I would highly recommend Dr. Lakin as a valuable addition to any organization for the purposes identified.”

Brian W. Moore, Vice President Human Resources
BarrierSafe Solutions International
Reno, NV
(Client since 2000)

Background:

Dr. Lakin works with companies to help executives do a better job of hiring. He interviews and tests candidates for key positions in sales and management positions. He also trains and coaches individuals and teams to help them see how to be more effective.

A graduate of the University of Minnesota, Duane is a consulting psychologist with over twenty-five years of experience in business psychology. Prior to that, he was a clinical psychologist and school consultant.

In addition to his screening and assessment work, Dr. Lakin trains professionals in many fields in the practical application of Neurolinguistic Programming (NLP) techniques for sales and management. His workshop, *The Unfair Advantage*, has been presented to representatives of over 750 companies in the U.S., U. K., Russia, Hungary, Italy, and Canada. His research and consulting in NLP applications to telemarketing are unique in the industry. He has trained managers from companies such as Xerox, PacBell, Andersen Consulting, American General, Cable and Wireless, Hewlett Packard, GE, and many others. He has written or contributed to articles in *Selling Power*, *HR Magazine*, *Production and Inventory Management*, and *Sales and Marketing Excellence*.

His book based on the workshop, *The Unfair Advantage: Sell with NLP!*, is available from Amazon.com, NLP Comprehensive, Lakin Associates, and other booksellers and is consistently the top rated book on NLP for sales in the market. An audio version of *The Unfair Advantage* is now available, and a video of the workshop will be available in October, 2006. Duane is currently working with a Minneapolis-based hearing-aid manufacturer to develop new ways of incorporating NLP skills into selling and patient counseling, including ways to integrate NLP skills with the insights of the Enneagram to help hearing aid professionals be more effective with patients.

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