



## Corley Hanson Associates Newsletter

Making Your Business a Team Sport!  
November 2006

### Greetings!

Welcome to the holiday season and the last push in Q4!

As a leadership organization which provides executive coaching, strategic planning, meeting design and execution---we believe strongly in making our focus around business results.

- We work with teams to create success and clarity of mission.
- We work with leaders to help them examine their impact, results and strategy.
- We work with individuals to build leadership, collaboration and a strong path for the future.

As we all are focused on learning, we have a great opportunity to learn about Rank and it's impact on relationships and your organization through a two- part teleclass. Please join us to create an impact in your organization.

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### **"Got Rank Teleclass"—Making a Real Difference In Your Organization**

What's Rank got to do with it? There are many factors which influence the relationship dynamics and overall working atmosphere in organizations and groups and contribute either positively to a sense of well-being and growth, or negatively to feelings of frustration and powerlessness. Many difficulties we face in personal relationships in the workplace or other areas stem from the misuse of power associated with rank.

Corley Hanson is partnering with Lesli Mones and Kevin Jones of Plural Consulting to help organizations learn about this issue and how it impacts the work. We have designed a two session teleclass to learn about and discuss this issue. Please open the [link](#) for more info and to listen to a 3-minute audio description with Wendy Hanson and Lesli Mones.

[To learn more. . .](#)

## How to Hire Top-Notch Employees: The Process of Behavioral Interviewing

We're happy to present this article by one of our team members; Bryan McClain. Bryan is in California and has been doing great work in the area of Behavioral Interviewing.



Over the past year, there has been buzz in the industry about a new method of interviewing called behavioral interviewing. Its popularity has grown because of its immense success in helping companies hire top-notch employees. A recent article was featured on the cover of Inc. Magazine in August and was titled "The New Science of Hiring." For us at ActiveComm, the Inc. article was like a breath of fresh air. We have been working on perfecting the science of behavioral interviewing for years and are very excited to see it gain momentum in corporate America.

### So what is behavioral interviewing and how does it work?

During employment interviews, it is common to ask questions that address the candidate's knowledge about a topic but these questions do not provide any understanding of where the information came from. Did it come from formal education? Did it come from what others have done or did it come from what that person had actually done? Behavioral interviewing focuses on asking questions that are directly related to on-the-job behavior, or what we call work habits.

For example, if you're interested in knowing whether a candidate will be a good leader, instead of asking them "what does it takes to be a good leader" or "what would you do to be a good leader," you could ask them "what specific actions have you taken at your previous company in order to ensure that leadership was established?" Then, ask follow-up questions that are directly related to their answer. This type of questioning will provide you with an extremely solid understanding of the candidates work habits and how they will perform at your company.

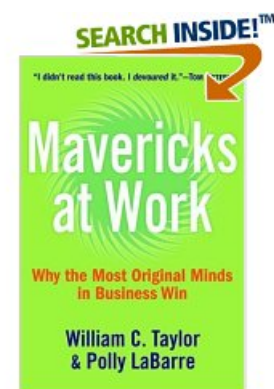
Learning how to behaviorally interview is something that anyone can do and adopting this method into your hiring process is far from impossible. If you are interested in learning the process of behavioral interviewing or have questions, please contact:

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## Book Review: Mavericks at Work

by William Taylor and Polly LaBarre

Mavericks at Work is an inspiring must read business book. These authors provide a playbook on how to succeed in the marketplace, in a world populated by more of the same. It is about leaders building something unique, purposeful and valuable. They provide concrete, compelling examples of companies who have created excellence. These companies are fierce about being useful and compelling, rather than just following the industry norm. Talking about companies such as Ing, Southwest Airlines, Commerce Bank---you get some great



inspiration and creative ideas. The authors state that having a powerful purpose is a touchdown maker.

What ideas is your company fighting for? What values does your company stand for? What purpose does your company serve? How can you keep the focus on the customer? Anybody who's running a business has to figure out the higher calling of that business, its' purpose." Purpose is about the difference you're trying to make-in the marketplace or in the world. If everybody is selling the same thing, what's tie breaker? It's purpose.

[To order this book](#)

### Rank - A Poem by Will Corley

Is often below the surface in our world  
A force that can divide  
Not right or wrong  
One we believe can unite  
Often hidden not owned  
As it might  
A force that could set us free  
If leaders could speak and be true  
Of the privilege rank brings  
In the end rank is about  
That which goes on between you and me  
It is here  
Rank catches us and leaders often unaware  
It does not have to be so  
For rank can be a guide  
In all of what we do  
If we embrace what is noble in rank  
Not the lie

by *Will Corley*

## Feng Shui - It's the Little Things That Save Time

Last month we talked about the office environment. You can always check out older editions of our newsletter at [www.corleyhanson.com](http://www.corleyhanson.com) and look under Resources/Newsletters where they are all archived.



This month, another environment/organizational tip is around Fen Shui. Fen Shui is a huge topic but we wanted to share a small tidbit. The article below shows how taking a moment to shift the position or the way you do something in your office or business can make a big difference. What activities do you do over and over that you can automate a bit more? What do you always find yourself looking for?

### The Little Things

I believe that the little things we deal with on a daily, or even hourly basis, can have more impact on our lives than many of the big things. For instance, there was an item in my medicine cabinet that I used every day, and it was stored behind something else. So, every day I had to move the other thing to get at the item I wanted. Now, this took only a moment, so it wasn't important enough to do anything about it. But finally one day I decided to clean out the medicine cabinet and put the things I used most often in the front. And then I noticed what a big difference it made for me in the morning when I was getting ready for work! I think most of us have a bunch of these little annoying things in our lives, and each one is a minor inconvenience. But when you add them up, how much impact do they have on your daily life? Try paying attention, so you can identify the little things, and take a few minutes each day to fix one of them. In a week you'll see a big difference in your daily life.

Beth Herosy  
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