



Louis Allen Worldwide, Inc.
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Louis Allen Worldwide, Inc. Third Quarter 2006 Newsletter

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A Message from Tony

On September 4th, in Sharm El Sheik (Egypt), I had the pleasure to celebrate with my colleagues the fourth anniversary of the founding of Skopos Louis Allen. It all started out in 2002 primarily with a simple but powerful vision by our staff member Dr. Hussein El-Kazzaz, and secondarily guts on my part.

The idea was to operationalized the often heard cliché of "think globally, act locally". Hussein was convinced that a consulting firm armed with local talent and western tools and know-how would be a powerful and winning combination. I had faith in his instincts. I committed the company know-how, tools and some initial seed capital, and Hussein provided the energy, commitment, and sweat capital. From this combination Skopos Louis Allen, based in Dubai (United Arab Emirates), was founded.

Two other staff members contributed greatly to the launching of the firm, Ihab Al-Fouly and Ahmed Al-Gelil. Their skill, commitment, and hard work were an important part of the winning combination.

I salute my good friends and colleagues Hussein, Ahmed and Ihab for their fearless leadership and great vision. Skopos Louis Allen has assembled a committed team of more than twenty-professionals who are busy providing world-class change management consulting in Bahrain, Dubai, Egypt, Jordan, Kuwait, Lebanon, Saudi Arabia, and Sudan. Next year, the firm will continue to grow as it expands in parts of sub-Sahara Africa. For me, the "think globally, act locally" saying is no longer a cliché, it now is reality.

I feel privileged to have played a small part in this great success story. As the military is fond of saying, without guts, there is no glory. I agree. In addition to a great vision and commitment to action, management leadership often requires a strong stomach. I thank Hussein and his team for taking me on this ride along the learning curve. I know that the future of the firm is bright and the prospects unlimited.

Identifying Potential

Predicting potential is a most difficult process. Hunches, gut feel, and intuition have proved to be unreliable. The interview, for example, according to research studies on selection, has a 10% chance of accurately identifying potential. The highly acclaimed assessment centers, popular in the seventies and eighties, were only able to increase the probability to 20%. So what are organizations to do?

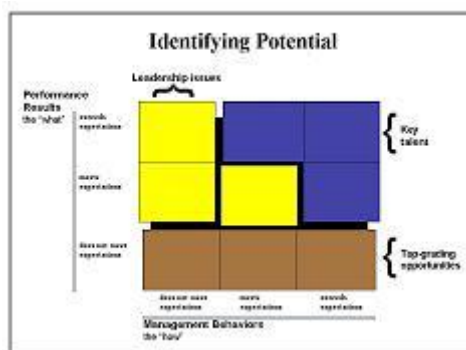
Our field experience suggests that, although there is no fool-proof method, what seems to work best is the painstaking process of analyzing performance data coupled with multi-rater assessment using valid management and leadership behavioral competencies.

Organizations accumulate invaluable information each year through their performance management system. Sure, most such systems need work and improvement, but they do contain important information that could be mined for this purpose.

As the figure below illustrates, systematic analysis of individual performance and multi-rater assessment can help us gain a good understanding of the strengths and weaknesses. This analysis often yields surprising findings. For example, looking at performance is not sufficient. Some individuals (the yellow zone in the illustration) are capable of achieving the intended results, but at a human cost that organizations cannot necessarily ignore. Some other individuals (the brown zone in the illustration) are obviously needing some major help such re-assignment, training, and/or outplacement. The remaining population (the blue zone in

the illustration) represents the key high potential talent. What to do to enhance their capabilities is not remedial action, as it might be the case with those in the yellow and brown zones, but thoughtful development plans and strategies.

Zenger and Folkman in their widely acclaimed book *The Extraordinary Leader* (2002, McGraw Hill) studied what separates the exceptional (top 10%) from the average (50-60%tile), and the average from the poor (bottom 10%) leaders. They concluded that leaders are not defined by their weaknesses; they are defined by their strengths. To be extraordinary takes at least five or six major strengths from a total repertoire of 16 clearly defined behavioral competencies. They proceed to suggest that priority one for organizations should be to take good management leaders and make them exceptional. Louis Allen Worldwide uses the Zenger/Folkman multi-rater instrument to help leaders compare their profile with those of the extraordinary leaders, and to develop effective development plans.



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We welcome AO Consulting New Strategic Partner of Louis Allen Worldwide

AO Consulting, based in Buenos Aires, Argentina is our newest strategic partner. Established in 1992, AO Consulting provides an array of human resources development solutions throughout the Southern cone of the Americas.

Its founder Luis Maria Cravino has extensive experience in the human resources field. Before founding AO Consulting he worked as an organization consultant at Andersen Consulting and as a manager of human resources development for a national firm. He holds an undergraduate degree in Industrial Relations and a Graduate Degree in the Sociology of Work. One of his books *Un Trabajo Feliz (A Satisfying Job)* advances innovative job design and human capital development ideas.

AO Consulting lists as current and past clients over 200 firms, including well known multinationals with operations in South America: American Express, Carrefour, Clorox, Citibank, Ericsson, Gillette, IBM, Kraft Foods, McDonald's, Metropolitan Life, Monsanto, Oracle, PepsiCo, Roche and Shell.

Welcome Mazen Alawar

Our assessment staff is growing! We are pleased to welcome our new Survey Analyst, Mazen Alawar. Mazen comes to us with significant entrepreneurial experience, having managed several family businesses including a high-end art gallery. He holds a Master of Arts, Psychology: Organizational Behavior / Evaluation and a Master of Science, Human Resources, both from Claremont Graduate University. His graduate education included studies in research methods, evaluation, survey construction, quantitative analysis, leadership, consulting, and change management.

Mazen is originally from Lebanon and speaks fluent Arabic. As far as hobbies, he is an avid audiophile and has an extensive collection of LP records. He has deep knowledge regarding hand-blown art glass and the various techniques involved.

He will be working closely with our global partners. We look forward to Mazen's contributions as we

continue to advance our assessment capability worldwide. Mazen can be reached at: malawar@louisallenworldwide.com or 011+ 6503561632.



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The Fourth Worldwide Partners Meeting

The meeting was held at the Club Financiero Génova in the heart of the city, October 2, 4 and 5. Sixteen individuals were in attendance representing eight countries – Argentina, Dubai, France, India, South Africa, Spain, Venezuela, and the U.S. Ray Burch, JP Miller, and Tony Tasca represented Louis Allen Worldwide. Grupo P&A, our Spanish partner, was our host. We thank Pablo Riera, Julian Mesa and Carla Jiménez in particular, although many other staff members were also involved.

The agenda included the following subjects:

- Overview of the Extraordinary Performer – to be introduced in January 2007
- Global Management Practices Benchmarking Project
- Launching of an International Consultants Network

On Tuesday October 3rd, an open by-invitation workshop was held at the Casino de Madrid, an elegant 19th century palace. The theme of the workshop was “The latest international developments and models regarding leadership and management.” Was sponsored by the Spanish Association for Management Development. Participating as speakers were Ray Burch and Tony Tasca from Louis Allen Worldwide, Juan Pedro Herrera, Human Resources Director of Eli Lilly, María Álvaro, Human Resources manager of 3M Spain, and Pablo Riera and Júlían Mesa from Grupo P&A.

Two hundred and sixty participants attended the workshop representing many well-known multinational and national firms. Cinco Días, the main business journal in Spain, published a full two-page report in its weekend edition of October 7 and 8 (for more information go to www.cincodias.com).



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2007 Calendar of Events

TOP

January 2007

Week of 22-26 in Cairo, Egypt (dates and location tentative)

Certification Sessions

- Profession of Management
- Extraordinary Leader
- Extraordinary Performer

June 2007

Foster City, California, USA (dates to be determined)

Certification Session

- Survey Management

November 2007

Istanbul or Cairo (dates and location to be determined)

2007 Annual Worldwide Meeting

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