



# Quarter 2 2007 Newsletter

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## In This Issue

[Featuring Our Partners](#)

[SKOPOS Louis Allen Middle East is HIRING](#)

[New Products and Services](#)

[Survey Certification](#)

[Great News](#)

## Quick Links

[Our Partners](#)  
[Previous Newsletter](#)  
[More On Us](#)



## Message from Tony

The 1st half of 2007 is now history. Experience teaches us that it pointless to try to re-write history; it is much more useful to extrapolate important lessons learned.

Our revenues increased significantly over the same period last year. Our billings grew at a 57% clip over the same period last year. During these past two quarters, we invested heavily in the training of key additions to our staff. We also purchased and installed our own server and we linked our two California offices. These investments should pay off handsomely in terms of productivity and service quality to our clients. Our backlog for the remainder of the year is robust. All said, we are optimistic about 2007.

One of lessons I have learned is about the importance of building solid relationships. Relationship building is not an event, nor a destination. It is a journey. We are constantly reminded of this principle in our day to day work life. The payoff is often not immediate but subtle and cumulative through increased confidence, trust and mutual reliance.

Another lesson learned comes from practicing what we preach. As consultants, we often do not do what we advise others to do -- build capacity, increase teamwork, focus on results, hire the best possible talent, and so on. The list is numerous. We have assembled a great team with a great spirit and a high commitment to our organization's success. The quality and depth of survey capability show that it pays to practice what we preach.

We still have some unfinished business, however. We are not yet where we want to be with our internal processes, and we are still not fully staffed. We plan on introducing three important new products to the market. Our travel schedules will continue to put stress on our bodies and families as we support our clients in different parts of the world.

We appreciate the dedication of the staff, the support from our clients and

the encouragement from our families. Life has been good to us, and we pray that it will continue to be so for the remainder of the year.

## Message from JP Miller

It is with a great sense of responsibility that I pick up the day-to-day reins of running Louis Allen Worldwide from my long-time friend and colleague, Tony Tasca. As you all know, Tony has taken a great opportunity with MTC (he is their new CHRO), a rapidly-growing international cell phone service provider in Kuwait. MTC has operations in 21 countries in both the Middle East and sub-Saharan Africa. Tony has worked with MTC's CEO, Dr. Saad Barrack, as a consultant for several years. I wish Tony the greatest success helping this company become a global success story.

At Louis Allen, Ray Burch and I have spent significant time in the last few weeks discussing how we are to move LAW ahead in the coming weeks, months and years. The bottom line is that there will be no significant change in LAW's business strategy. Tony has done a great job pointing the way and giving us a solid foundation from which to serve all of you and your clients. With hard work, luck, and grace from above we expect to continue building LAW and helping you build your businesses as well.

I will be calling each of you over the next few weeks to check in. Ask whatever questions are on your mind. My question will be simple: What can LAW do better or different to help you grow your business? We are committed to a business model in which our Partners are key to our growth. There is still a lot we have to learn about what is needed to make this business model wildly successful for all!

### Seperate Note:

#### **Worldwide Partners Meeting Preliminary Planning**

We are planning a worldwide Partners meeting in November - I would like to find out whether 6 November through 8 November or 13 Nov through 15 November would be more convenient. Please check your calendars and let me know. I expect we will have this meeting somewhere in the Middle East (we are still examining various options). But you can expect to arrive Monday to start the meeting Tuesday morning and then depart after lunch on Thursday. We have not developed an agenda because I want your input before doing so.

We expect to offer POM, EL, EP and survey certification immediately following the Partners meeting and need an indication of how many people from each of your organizations you would like to have certified. As you know, we require that any consultants working with clients in using any survey tools must be certified. So, give consideration to which certifications you want for which people. We will be contacting you to establish preliminary estimates by 1 Sep and commitments by 1 Oct.

## Featuring Our Partners

**This quarter we have chosen to feature AO Consulting, one of our newest strategic partners.**

We are pleased to welcome **AO Consulting** to the LAW family. Based on the southern cone of the hemisphere, our AO Consulting colleagues



enjoy an enviable reputation as one of the premier training and leadership development firms. Their client base encompasses world class organizations in several Latin American countries.



The firm is headed by Luis Maria Cravino and his partner Cecilia Bastide. Dr. Cravino and Ms. Bastide have assembled a strong team with specialization in assessment, management training, and human resources consulting. For more information, please visit the website: [www.aoconsulting.com.ar](http://www.aoconsulting.com.ar)

## SKOPOS Louis Allen Middle East is HIRING

**Great News from the Middle East!**

SKOPOS Louis Allen Middle East is continuing its phenomenal success of the past several years and has major growth plans for 2007. To meet the needs of its primary client, MTC-a mobile phone company, SKOPOS Louis Allen Middle East must more than double in size by the end of next year. MTC has operations throughout the Middle East and they have a strong focus on growth and expansion; they recently acquired mobile phone operations in sub-Saharan Africa and won a bid for a license in Saudi Arabia.



To keep up with the needs of their client, SKOPOS Louis Allen Middle East is now in need of 25-30 consultants to staff important change management projects in sub-Saharan Africa and the Middle East. To support the needs of SKOPOS Louis Allen Middle East, Louis Allen Worldwide is conducting a global search for HR and OD professionals.

Successful candidates will have:

1. At least 5 years of experience in change management and/or human resources management,
2. A minimum of a Masters degree (MBA or MS in OD preferred), and
3. Fluency in English, with a second language either Arabic or French preferred

This is a unique opportunity to participate in long-term change management project in a multi-cultural and highly diverse setting, offering an outstanding opportunity for learning and increasing consulting skills. If you know of someone that would be a great fit, please have him or her contact Mark Giulieri ([mgiulieri@louisallenworldwide.com](mailto:mgiulieri@louisallenworldwide.com)). His telephone number is +1 650 356 1624.

## New Products and Services

**The First Half of 2007 has been a busy time in the assessment**

### practice.

We have recently added two new people to our Foster City based staff, and our new team members have been getting up to speed quickly. With the help of Francisco (Chesco) Montes, we developed a formal assessment certification process, that was launched in June. In addition, we have created several new assessment products.

## Employee Satisfaction Index Dashboard

What if you could offer your clients the opportunity to monitor their level of employee satisfaction on a continual basis? Our new Employee Satisfaction Index Dashboard monitors employees' attitudes in real time as well as at key moments of truth in the employee lifecycle. Based on the fact that attitudes are a leading indicator of behavioral change, this robust tool allows you to address potential problems within the organization before they grow and become intractable.

The Dashboard measures employee sentiment in the following five areas:

- Work Environment
- Performance Management
- Supervision
- Satisfaction
- Organization Effectiveness

The results lead to an Overall Engagement score. This tool offers targeted comparisons against external norms. The Dashboard also allows you and your clients to look for anomalies among key employee segments.

This survey is designed to be always open, with a scientifically selected sample of employees invited to participate each month. The result is new approach that truly capitalizes on our global online data collection and reporting capability.

The Dashboard Survey was piloted within MTC in the Middle East and Africa in July and works just as we had hoped! We are now in "production mode," so if you are interested, contact Anne Sinha at [asinha@louisallenworldwide.com](mailto:asinha@louisallenworldwide.com).

## Competing Values Culture Survey

Based on the work of the well-regarded professor Kim Cameron of University of Michigan, we have added a second organizational culture tool to our portfolio, complementing the Strategy-Culture Fit Survey. The Competing Values Culture survey is a strategic tool to help interpret and understand various organizational functions and processes with the goal of designing cultural interventions to achieve better alignment with the preferred culture. This survey measures an organization along two continuums: "Family" versus "Competitors"; and "Efficiency" versus "Innovators". Further, the organization is analyzed on the following six themes:

- Climate
- Leadership
- Management style
- Commitment
- Priorities
- Success

At the end of last year, JP Miller successfully piloted this tool with Leighton

Asia Southern, a division of Australia's largest construction company.

## Communication Audit - Coming Soon

Look for our new Communication Audit assessment to be completed Q3 2007. The Communication Audit will look at issues such as availability of information, clarity of message, effectiveness of communication modes, and extent to which feedback is perceived to effect policy change.

For more detail on these surveys and our assessment practice in general, contact Anne Sinha at [asinha@louisallenworldwide.com](mailto:asinha@louisallenworldwide.com).

## Survey Certification

**Did you know that, effective July 1, 2007, completion of our Assessment Certification is now REQUIRED for all our partners who want to conduct LAW surveys with their clients?**



### Why?

- To ensure service quality & effective application of our Assessment products.

The objectives of the Assessment Certification are to:

- Agree on survey basic concepts
- Facilitate an understanding of the role of diagnosis within consultancy work
- Explain the LAW consultancy model framework
- Gain knowledge of LAW's survey products, when to use them and how
- Explain LAW's survey process
- Explain LAW's survey features

### What?

See agenda below.

### Who?

Any consultant or project manager/administrator who implements or works on a Louis Allen Worldwide assessment/survey project.

For more information, contact Anne Sinha at +1 650 356 1634 or [asinha@louisallenworldwide.com](mailto:asinha@louisallenworldwide.com).

### Agenda?

Please click [here](#) to see the 4 day agenda in Adobe PDF format.

## Great News!

Sheryl Axline is expecting her second child later this year and will

be taking a leave of absence starting September 1, 2007. In her absence, please contact Anne Sinha at [asinha@louisallenworldwide.com](mailto:asinha@louisallenworldwide.com). We look forward to Sheryl's return to Louis Allen early next year. Let's all wish Sheryl and her family well!



## Updated Contact Information

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Question/comments on the newsletter or wish to contribute stories for this newsletter? Please contact Anne Sinha (email: [asinha@louisallenworldwide.com](mailto:asinha@louisallenworldwide.com) and phone: +1 650 356 1634 )

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