

# **DRAKE** Business Review

**DRAKE IS 60!**  
CELEBRATION PAGES 23 – 25

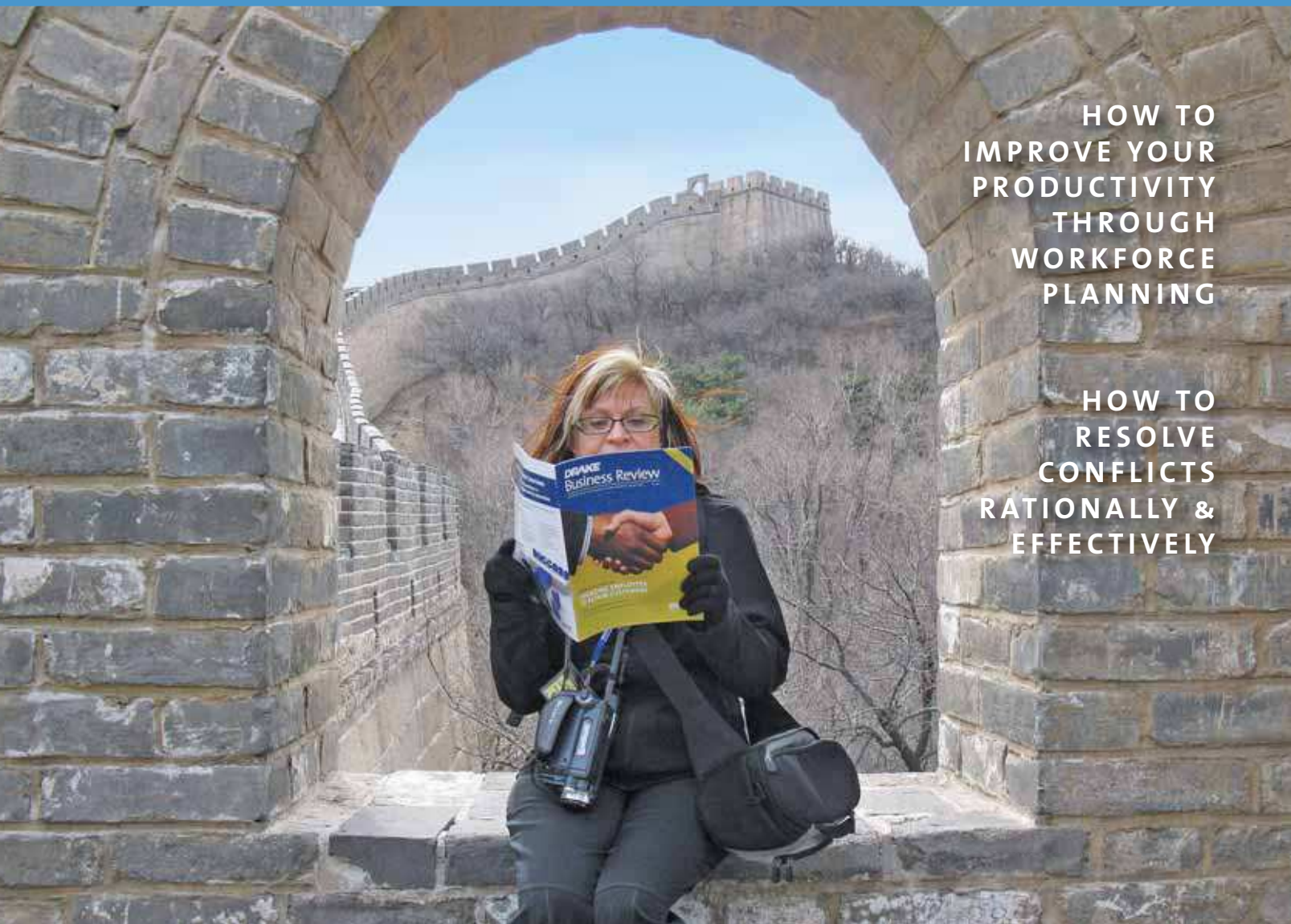
HELPING YOU MEET THE CHALLENGES IN YOUR BUSINESS – RIGHT NOW

VOL. 3, NO. 2

WHAT YOU NEED TO KNOW FOR  
**CAREER SURVIVAL & SUCCESS**  
IN THE 21<sup>ST</sup> CENTURY

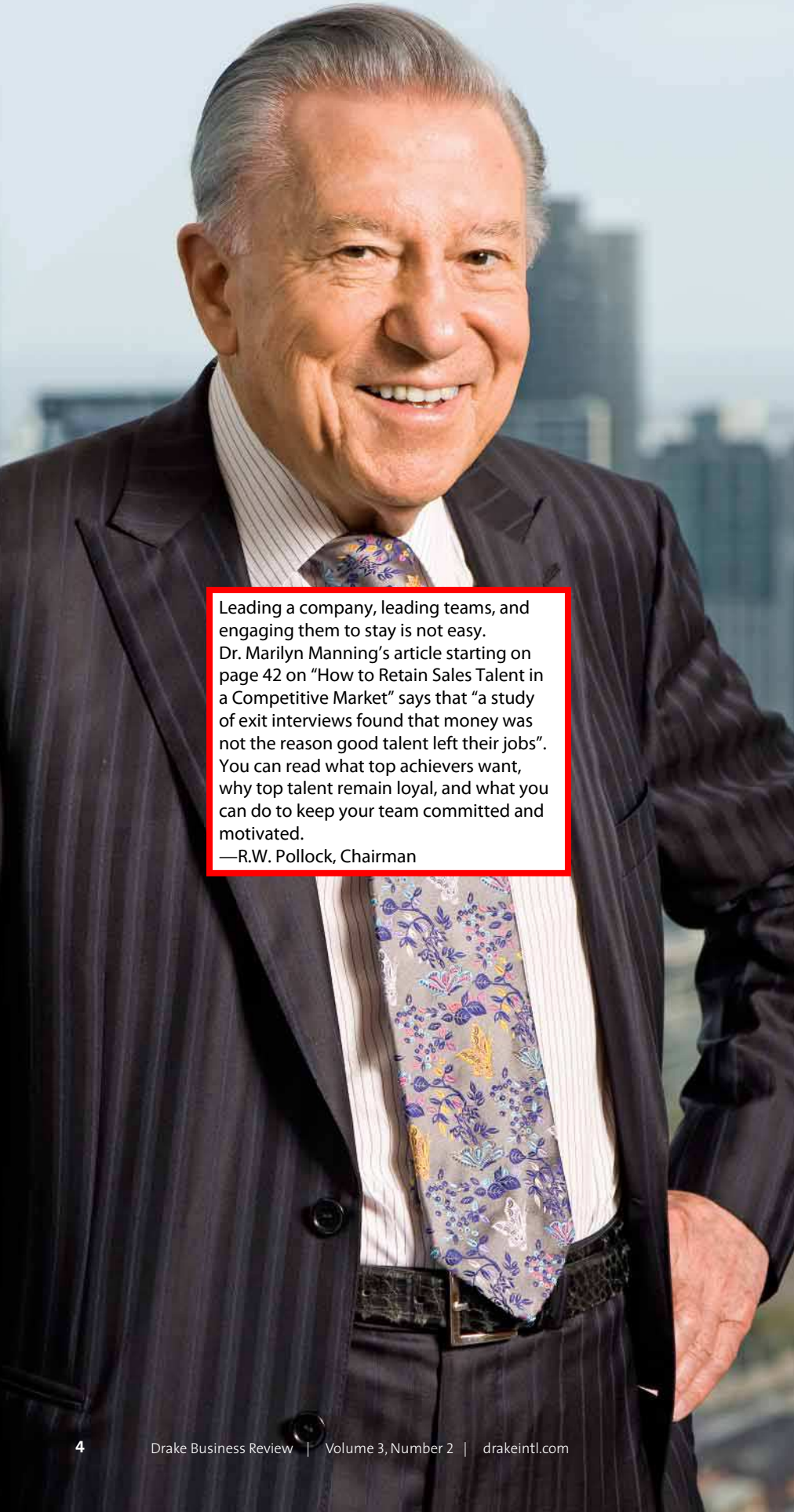
HOW TO  
IMPROVE YOUR  
PRODUCTIVITY  
THROUGH  
WORKFORCE  
PLANNING

HOW TO  
RESOLVE  
CONFLICTS  
RATIONALLY &  
EFFECTIVELY



Francine Tremblay – *Quebec, Canada*  
DBR Photo Contest First Place Winner  
Photo location: The Great Wall of China

**DRAKE**  
INTERNATIONAL  
OUTPERFORM



Leading a company, leading teams, and engaging them to stay is not easy. Dr. Marilyn Manning's article starting on page 42 on "How to Retain Sales Talent in a Competitive Market" says that "a study of exit interviews found that money was not the reason good talent left their jobs". You can read what top achievers want, why top talent remain loyal, and what you can do to keep your team committed and motivated.  
—R.W. Pollock, Chairman

**W**HEN THE LATE JIM SHORE AND I co-founded Office Overload – the company that was to become Drake International – in Canada in 1951, we worked with companies to outsource their peak workloads. It wasn't long before we introduced the concept of temporary staffing to the Canadian marketplace, a completely new concept at the time.

This year, as Drake celebrates its 60<sup>th</sup> anniversary, I reflect back upon our vision in 1951 and the company's many accomplishments over these past six decades.

Today, Drake International has offices in nine countries around the globe. We provide clients with a consortium of talent management solutions and HR technologies, including permanent recruitment, outplacement services, training and development, exit interviews, enterprise surveys, performance appraisals, workforce planning, online computerized testing and certification, and a Talent Management System, which includes applicant tracking, a Learning Management System, a payroll system, and more.

The one constant throughout our growth and expansion has been our focus on the productivity and performance improvement of our clients' human capital assets, resulting in profit improvement for them. This is the real driver that created the company that Drake International is today.

# CELEBRATING 60 YEARS

Sixty years is a significant anniversary for any company. More importantly, Drake International is a company that was built through organic growth, not bought. We have, however, invested in a number of technology start-ups, many of which have been sold successfully.

On pages 23 to 25, we have put together a brief retrospective of Drake International's journey. I also invite you to visit our 60<sup>th</sup> anniversary celebration site at [celebratewithdrake.com](http://celebratewithdrake.com).

Our feature story in this issue of the Drake Business Review is a special report prepared for the magazine by Clinton Longenecker, Stranahan Professor of Leadership & Organizational Excellence at the University of Toledo in the US. "Career Survival and Success in the 21<sup>st</sup> Century" shares the fascinating results of a survey of 6,000 managers throughout North America. They were asked to identify and rank the factors they considered to be most important to their personal career success and survival. You will want to read and find out the top ten career survival and success factors that emerged from the study and to think about, as Longenecker says, how you stack up as a business leader.

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You can read what top achievers want, why top talent remain loyal, and what you can do to keep your team committed and motivated.

We would all agree that today's world is complex and unpredictable. Conducting business successfully within a competitive global community takes exceptional skill. There are many lessons to be learned along the way. Successful companies are customer focused. They are solutions based. They sell value as well as innovative products and services. The key, however, is having the right people in place to execute your overall strategy.

**"The one constant throughout our growth and expansion has been our focus on the productivity and performance improvement of our clients' human capital assets, resulting in profit improvement for them."**

In the global economy, many countries are experiencing shortages of talent and skill sets in some regions. When this happens, the traditional domestic recruitment process is no longer effective. Talented candidates become difficult to find and even more difficult to attract.

Drake's entry into global recruitment began in 1966, when the Canadian economy was working above capacity, creating a tight

labour market. Drake found a solution by chartering aircraft to bring white-collar workers from the UK to Canada.

Since that time, we continued to anticipate the global recruitment requirements of our clients.

Drake Global Tech Recruitment is an excellent solution for those companies expanding their businesses, but whose growth and profit improvement are being impacted by human capital shortages. It specializes in recruiting experienced mid-to senior-level professionals required at all phases of a project or program for the mining industry, oil and gas, engineering/procurement/construction (EPC) and EPC management (EPCM), cleantech/renewables, telecom, and skilled trades.

Drake Global Tech leverages Drake's worldwide resources in nine countries to seek out and send our clients a short list of only the very best. Contact your nearest Drake branch for more information on this global recruiting solution.

As Drake International celebrates its 60th anniversary, I would like to thank everyone who played a part in getting us to where we are today, and those who continue to play a part.



R. W. POLLOCK, CHAIRMAN

A photograph of two men in business attire sitting at a table in an office. The man on the left is looking towards the man on the right, who is holding a tablet. The background is a bright window with sheer curtains. The overall tone is professional and collaborative.

# HOW TO RETAIN SALES TALENT IN A COMPETITIVE MARKET

HIGH ACHIEVERS WANT TO BE IN CONTACT AND DIALOGUE WITH THE COLLEAGUES THEY RESPECT. THEY RELISH THE OPPORTUNITY TO LEARN FROM EACH OTHER AND COMMUNICATE ON DEEPER LEVELS.



**L**IKE MANY OTHERS, YOUR COMPANY may have recently gone through a host of significant changes, possibly the introduction of entire new product lines or merger and acquisition. The culture may be rapidly changing, which compounds the problem of building loyalty and retention. Loyalty builds over time. When people feel they are contributing to an exciting product or worthwhile service, their level of commitment increases. Loyalty also increases when people feel respected and acknowledged for what they do.

People want to feel valued and know that they are making a difference. You need to recognize each person's need to feel like they count. Do you let each member on your sales team know how they fit into your company's ever-changing environment?

Do you know what each of your people wants and finds most important? A study of exit interviews found that money was not the reason good talent left their jobs; they wanted to be part of a worthwhile

enterprise, be influential in decision making, and create and contribute to mutually agreed upon objectives.

Top talent remains loyal when they believe they have chances for professional growth and challenge. So invest more time planning for these growth opportunities. Look for cross-functional team projects where your talent can effectively network and work with different teams in the company.

High achievers want to be in contact and dialogue with the colleagues they respect. They relish the opportunity to learn from each other and communicate on deeper levels.

#### **DEVELOP LOYALTY THROUGH TEAM BUILDING**

You can develop loyalty through team building, which enhances the energy and cohesiveness of a group. It helps group members commit to common objectives, striving for high-quality results. Team building is not something that happens in a

## TO DETERMINE INDIVIDUAL BEHAVIOURAL OR LEADERSHIP STYLES, USE A RELIABLE MEASUREMENT. HANDLED SKILFULLY, THIS CAN HELP YOU COACH AND WORK BETTER WITH DIVERSITY.

one- or two-day workshop; it is an evolving and integrated process. Only a safe environment fosters open, honest, and appropriate communication. Sometimes an outside facilitator can offer a fresh perspective and new strategies.

Team building is a classic way to foster motivation but may not always produce the expected results. The needs and style of any given group must be considered. Some team activities designed to build trust may actually erode trust. For example, forcing too much intimacy in dialogue about personal matters is inappropriate.

On the other hand, you might try this. Ask each person on the team to write down the biggest challenge they are facing, along with the obstacles to resolving that issue. This activity can build common ground. Next, ask people to discuss in pairs their issues. Then have each person describe their partner's issue to the large group. The group can then work as a team to identify some actions and mutually agreed upon solutions. Team building grows out of working successfully together on real-time problems rather than playing some artificial games and activities.

### COACH THROUGH SITUATIONAL STRATEGIES

To determine individual behavioural or leadership styles, use a reliable measurement. Handled skilfully, this can help you coach and work better with diversity.

Influencers like to be asked questions about themselves and their experiences. They enjoy getting credit and looking good. They like to be included and feel part of a team.

Analyzers like to figure out how to get things done. They like structure, details, and clear expectations and time parameters. They value thoroughness and quality. They like to work with other high achievers who share these values.

Stable supporters are not high-risk takers. They need ample time to make decisions. Minimize conflict for them and keep them plugged into the team. They greatly value committed relationships.

Controllers want to be in charge of change and keeping the team functioning. They need details and facts quickly. Problem solvers will give a high level of commitment when challenges and stretch goals are presented.

### RECOGNIZE TALENT IN WAYS THAT BUILD LOYALTY

Besides professional growth, probably nothing motivates more than positive recognition for one's achievements and contributions. Generous recognition sets the tone in any environment. It reinforces the cultural values and even the purpose of the company. Take advantage of every meeting by recognizing successes. Don't spend more of your time correcting faults, mistakes, and problems; instead, spend it

acknowledging others' positive actions and behaviours. Ask team members how they like to be recognized. Often a personal, small recognition can be as meaningful as something monetary. Adjust your means of recognizing to individual styles and preferences.

People want more meaning in their work. They want a better quality of life, so find out what they need to enhance the quality of their work environment.

Taking time to coach and mentor pays off. You may need to point out opportunities in their career growth, like encouraging specific training. Don't be afraid to ask them tough questions and guide them in finding the right path. Help them identify ways to leverage their skills and accomplishments. Encourage or sponsor them for professional organizations. Give meaningful feedback on how they can get ahead and be of more value to the organization.

Catch them doing something right. Then catch them again and again and again.

**DBR**

Reprinted with the permission of Dr. Marilyn Manning, CSP, CMC, and founder and CEO of The Consulting Team, LLC, and international author of seven business books. She specializes in interactive speeches, and workshops, and consults in the areas of Leadership, Teamwork, Conflict Mediation, Executive Coaching, Meeting Facilitation, Strategic Planning, and Communication. 92% of Dr. Manning's work is repeat business. For more information about Dr. Manning and The Consulting Team, LLC email her at [m@theconsultingteam.com](mailto:m@theconsultingteam.com) or visit [www.theconsultingteam.com](http://www.theconsultingteam.com).