



Dear Customer,

I have received a good deal of positive response to the first CPM newsletter from a variety of different directions. I was very pleased and encouraged by this and it has given me the confidence to continue down the newsletter road. The result is issue n° 2, which you see before you now. This time around, we are emphasising the fact that investing in people is as important as ever, despite the high level of volatility on the markets. The fact that human capital yields dividends can be seen from the testimonials below.

The great added value of skills management is that line managers get to look at people in a different way. Managers may have to comply with a strict set of business standards, but a thorough skills analysis enables them to go searching for the 'missing link' they are looking for. By developing the skills of employees, they are investing on a longer term basis than the markets. Line managers are trained to deal with their people in a sustainable manner. Investing in people also comes down to the fact that we are asked to look for people who can put their skills to work immediately so that the company can benefit quickly from the added value they bring.

In this newsletter, our aim is to share some of our experiences from a variety of areas with you.

Tailored Recruitment

Some of our testimonials



Christine Van Velthoven Managing Director CPM

'Personal Contact' is the new newsletter published by CPM. Its various sections provide you with clear and concise information: Recruitment, Strategy and International.

Your suggestions and comments, corrections to address details, as well as indications of the people we should be sending this newsletter to, etc. are always welcome. You can keep us up to date by e-mailing ghent@cpm-hrm.be or by calling 09 231 42 42.

Advanced Selection & Recruitment Search



Monsanto Europe, Site Antwerp



Gilbert De Groote, HRM Monsanto Europe, always chooses CPM when it comes to filling HR positions.

His main reasons are:

- Maintaining diversity
In the recruitment world, you often go looking for carbon copies of other people in the company or of yourself. So the immediate inclination is to take a defined standard profile out of the cupboard and start your search that way. But, of course, companies aren't looking for standard profiles. Each new vacancy is very specific and has to be defined by the actual situation, as well as the personal development of other people in the company and a whole lot more. This means that each job has specific requirements for matching the needs of the

moment - and this is how CPM helps provide diversity in Monsanto's workforce. The fact that as HRM you are not involved in the initial pre-selection process means that you can start working on the actual selection of the final shortlist of applicants without any form of bias getting in the way.

- Targeted questions
CPM sets you the challenge of thinking through the vacancy carefully and coming up with the profile you want. CPM thinks and reasons alongside you and asks targeted questions to ascertain what can be, what can't and why.
• Positive past experiences
When it comes to the actual recruitment of an applicant, we usually start with a personality test, plus an assessment where necessary. CPM's opinion and advice is always stated clearly and to the point on paper. It is also very reassuring when years later certain personnel files come back to the surface and you can see that the advice they gave was, in fact, right. On one occasion we opted not to follow CPM's advice in a case involving the recruitment of engineers. It went completely pear-shaped. You can always identify with CPM's opinions and this creates confidence, which in turn forms the foundation for an on-going relationship within a recruitment partnership.
• Pressure of time - and lack of it - stop you looking yourself.

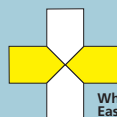
The process of seeking out the right applicant for a vacancy can be stressful at the best of times. You are under enormous pressure of time to fill the vacancy quickly and/or you don't have enough time yourself

to approach the selection and recruitment process as thoroughly as you might. CPM can help take some of the pressure away from this stressful task.

Kristof Truyens, Monsanto Europe, HR Representative (since 09/2002). CPM made sure the move into a new job was not a step into the unknown.

Every company has its own specific culture, objectives and missions. As a former applicant to Monsanto Europe NV for the job of HR Representative, I wanted to gain as complete a picture of the organisation as I could during the selection procedure. In addition to taking an exciting job, I considered it important that I would also find a company whose vision corresponded with my own personal values, standards and ethics. My search was not straightforward and so I was grateful to be given some guidance along the way. I found a good deal of this 'coaching' in the selection procedure that CPM uses for Monsanto Europe NV. I could see clearly that CPM was looking for a 'match' that went further than just the technical aspect of HR management. The discussions I had at CPM were not only about experience and skills, in fact they were often quite confrontational. I can also describe my initial acquaintance with CPM as an open dialogue in which various critical factors were brought up and careful attention was paid to personality and the way I might fit into the future corporate culture.

In the early contact between CPM and Monsanto Europe NV, I do not recall any unpleasant surprises. In my discussions with the management and staff at Monsanto, I encountered the actual working environment that CPM had put forward to me, both in terms of the content of my job and



White-Yellow Cross, East Flanders

Recruiting at the highest level for the healthcare market.

We are expanding our expertise in dealing with vacancies for the healthcare sector. This is because we already clearly understand that senior managers can have a direct influence on the way that all staff operate properly. At the same time, they also determine to a large extent the financial viability and the extent to which these organisations can be guided. As a result, it is important that a shortlist of good potential candidates be submitted discreetly to a group of managers who demonstrate their worth in the industry on a daily basis. This

guarantees making the correct choice. We applied this procedure in our search for a general manager for the White-Yellow Cross in East Flanders (Wit-Gele Kruis van Oost-Vlaanderen).

We were commissioned to conduct this search by Mr Van Beveren and Mr Vandevelde, seen in the photograph below, who are Chairman and Vice Chairman respectively of the Board of Directors. The result of this discreet and efficient analysis and selection work is to be found in Mrs Geertui De Blaere, the new general manager of the White-Yellow Cross in East Flanders, also pictured



Mr Van Beveren: "We are delighted we appointed you to work with us. Our relationship with CPM is one of friendship."

the culture at the company. As an applicant, this preparation enabled me to ask more specific questions and to see whether my personality fitted in with this environment. This meant that the step I needed to take into a different working environment was not such a major one, because I was able to make it on a carefully thought-through and rational basis.

I find it a relief now, employed as I am as HR Representative for Monsanto Europe NV, to find that the same values and standards that I attach so much importance to myself are here. In my opinion, targeted and efficient recruiting is an absolute necessity - especially in view of the fact that making a particular selection can have crucial significance for the further development of your career.

Interviewing in a more skills-related way.

CPM holds two-day training courses based on skills-related interviewing. As part of the course, you and your employees can develop skills that enable you to conduct better skills-based discussions.

Finding and retaining staff with the highest skills levels can define the success and future of your organisation. Job descriptions and the required results that go with them need to be defined based on a good understanding

of the business strategy and culture of the organisation. Using this as a springboard, the required skills can be described and both current and future staff can be assessed. Consequently, the selection process has to enable us to make a good assessment of the skills required, as well as personality, attitudes and values. CPM focuses on more than just HR managers or HR department staff. In view of the fact that line management today is not only involved in the selec-

tion process, but also in defining and establishing job-specific skills profiles, we also focus on this target audience.

A training course in skills-related interviewing provides line management with a versatile tool. It is a technique that enables line managers to involve the behavioural indicators of people, as well as to monitor and assess employee performance on the job and to provide more targeted coaching.

Practical skills

During the course, emphasis is placed on mastering practical skills. This means that

after the training is complete, you will have a very clear view of your own interviewing style. You will also be much better at listening actively, asking questions and applying the STAR model for gauging behavioural skills.

If you are interested in sharpening up the your interview techniques or those of your staff, why not enrol for a two-day training course?

Contact Carlin Deseyne on 09 231 42 42 or Veronique van Erp on 02 756 08 10.





Advanced HR Strategy

How to deal with managerial capabilities?

Stora Enso Langerbrugge invests in skills

Stora Enso in Langerbrugge (Ghent) is currently implementing a huge investment project and redefinition of its organisation. Just as important is the investment it is making in the skills of its staff, which an audit has shown to be a matter of urgency. TQM (Total Quality Management) ensures that companies strive for excellence in all their processes. TQM makes businesses examine in greater detail how they deal with the managerial capabilities of their staff and with management in general. As there is no definitive answer to this question, it was time to go looking for



Personal Contact

ways of boosting performance in this area. Which is how Stora Enso Langerbrugge came to us, as well as asking the same question to the consultants at Bekaert-Stanwick. To provide an answer, we came up with a joint approach. CPM would handle the development & assessment angle, while Bekaert-Stanwick would take responsibility for process consultancy, organisation development and the supervision of specific tailored workshops. Using our discussions as a sounding board, we defined the skills required for various profiles. These were then tested in focus groups and on the basis of the skills needed, we created a matrix for defining measurement tools.

Using assessments, we sounded out which managerial skills were needed at every level of the organisation. As part of a feedback discussion, we went through both the recognisably positive aspects as well as the non-recognisable points that merited development. We then produced an inventory of the various points requiring development and grouped them into a training programme. With each training group, we brought together a maximum of two different levels. We began with the foremen, which also gave us the opportunity of solving all departmental problems during the course and to improve communication within the company.

Management

This type of process can only be successful if the company management is also involved. So we developed the **Management Team Effectiveness programme**. This is the model for management leadership: how you can create a successful organisation and boost performance through leadership development. The four aspects involved here are:

climate within the organisation, basis and motivation, management style and leadership skills. To be able to work on these different facets, we had to have data at our disposal. We gathered information about leadership skills and management style using a **360° feedback system**: questionnaires about the strengths and development requirements of the managers involved. Managers, employees and co-workers were all involved in the system. We collected information about the climate within the organisation in the same way. As part of a two-day workshop, we then discussed the individual reports with each team member.

The reports were also discussed with the team as a whole. That way, the team members were able to identify their

own strengths and needs and make arrangements for any areas to receive coaching if required. We also developed an individual supervision and development plan for the members of the management team.

The results? On the whole, we can state that the participants are now individually stronger, but still require supervision. In certain consultation meetings, communication is already a whole lot better. CPM's screening had an additional effect. In particular, it created an interesting database that can be used for developing training programmes. The training programme for the individual management levels within the organisation also needs to be monitored and developed further for the future.



Annie Van de Moere, Employee & Training Representative

Ivan van Cauwenbergh, Human Resources & Communication Manager

CPM goes International

News from Shanghai

Effective executive search for Bekaert China Steelcord HQ.

Competence@ Shanghai has been successful in searching an HR Manager China (Chinese National) for Bekaert Steelcord HQ in Shanghai.

In order to search the required profile, companies in the automotive and other related industries in Shanghai and Jiangsu province were approached. Competence@ succeeded in providing a qualified and competent candidate, whom was found positive during the first round of interviews with **Bernard Van Hecke, Corporate HR Manager**. Among one of the required personal qualities was shopfloor orientation, pro-activity and integrity, which Competence@ assessed through means of the Assessment Centre Method. Finally the search was concluded in three months time, and the candidate, coming from the

BEKAERT

automotive industry, has been performing successfully up to now, which is one year later. Another search was soon assigned; this time a search for a Plant Manager in Shanghai. Now we will start a search for a senior engineer.

Shanghai
October 28, 2002,
Inge De Mey,
Chief Representative
Competence@



"The search for a top-level member of staff required a very professional approach," explains **Johan Holvoet, Managing Director Trox Belgium**. "This was because we had to

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Finding a Sales Director for Trox France.

take account of a number of specific requirements within the company. For this reason, discretion was very important. When you are looking for a rare bird, you cannot give him a long period to settle in and the applicant also has to be prepared to leave a familiar job. **Furthermore, French employment law does not make things any easier. In the light of the positive experience we had already had with CPM, we decided to give them the assignment.**"

"CPM suggested working internationally with H&C Consultants Paris, which is a partner in the CFR network. After a discussion with Roland Chabrier, Managing Director H&C, to flesh out the needs for the vacant position, the task of carrying out the search could begin. After the initial selection, the profile was tweaked slightly. It wasn't easy, but H&C was entirely up to the task. Right throughout this delicate and complex process, H&C's professional approach was irreplaceable. The selection process led to the final choice of an applicant. **The fact that we set the bar sufficiently high and made**

sure there was a good balance between the job and our expectation, enabled the assignment to be completed successfully."

CPM's Business Manager Recruitment, Gerdi Beernaert, fulfilled his role as project leader throughout the entire procedure. He gave the company the benefit of his knowledge and skills so that the search and selection assignment could be completed in the best possible way. "Throughout the entire procedure Gerdi remained an effective point of contact between his client, whom he knew well, and H&C Consultants," says **Roland Chabrier**.

This project demonstrates the effectiveness of having a European network. On the one hand it is rewarding for the consultant, while on the other it enables CPM to offer its clients service on an international level. **"If you have a recruitment problem in France or Belgium, we would certainly recommend CPM as a professional partner,"** concludes Johan Holvoet of Trox Belgium.

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- The content of this newsletter (Eng/Fr/Dutch) can be found on the website : www.cpm-hrm.be
- U vindt de integrale tekst (Nl/Fr/Eng) terug op onze website: www.cpm-hrm.be

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