



# Make the best of a slow economy

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present to the hiring manager. HR executives or a good executive search firm can add tremendous value to the process by challenging the hiring manager to think outside the box and hire from a broad group of candidates.

Let's face it — when individuals are in the same industry for too long they become stuck in the mental model of that industry. Additionally, if a candidate steps into a role that closely resembles one they have played in another organization, they may not be motivated to try new approaches to the issues at hand.

One of the most important things for the HR function to do during times of excess available talent is to search even harder for the best candidate. The easiest and most apparent solution is not always the best one.



**MICHELE LANGSTAFF**

The Human Resources group can add a significant contribution in times like these by challenging line and staff function managers to hire out of the box.

— Michele Langstaff is the founder of the Organizational Strategy Group, LLC, a consulting firm that specializes in creating Human Resources solutions for business challenges.

The Organizational Strategy Group has a number of selection tools available to assist clients in hiring the best candidates. Diagnostic assessments include tests for selling skills, customer service skills, first line management competencies and leadership assessments.

Michele is also on the faculty of San Francisco State University. Contact her at [MLangstaff@OrganizationalStrategyGroup.com](mailto:MLangstaff@OrganizationalStrategyGroup.com), or call (415) 850-4753.

## CPT certification promises proficient practices

By Sheila Wilkins

**W**hen you are choosing a consultant to work with you on a project, do you ever wonder if the person really is qualified to do what you are asking?

I have recently been designated a "Certified Performance Technologist" (CPT) by The International Society for Performance Improvement (ISPI). A CPT systematically and systematically identifies and removes barriers to individual and organizational performance.

CPTs may specialize in one or more families of solutions used to improve workplace performance, such as training, job design, process reengineering, performance support tools or feedback systems. I received this designation after more than 15 years of improving workplace performance focusing on organizational alignment, leadership and team development.

The certification was developed in response to a request from public and private organizations for criteria to better distinguish proficient practitioners of human performance technology.

Unlike many certifications, ISPI does not require applicants to take a test or participate in training. Instead, individuals must prove that their work accomplishments satisfy ISPI's performance improvement standards.

The assessment process is a combination of attestations by internal and external clients and a review of work products by qualified peers. The standards are:

- Focus on worthy results (address problems clients care about).
- Consider the larger context (like the client's constraints and marketplace realities).
- Add value (the outcomes are worthwhile).

- Collaborate (work as part of a team and bring in appropriate specialists).
- Follow a proven systematic approach in all aspects of the work (assessment, analysis, design, development, implementation, and evaluation).

Founded in 1962, ISPI is the leading international association dedicated to improving productivity and performance in the workplace. ISPI represents more than 10,000 international and chapter members throughout the United States, Canada, and 40 other countries.

ISPI's mission is to develop and recognize the proficiency of its members and

advocate the use of human performance technology — a systematic and research-driven approach to improving organizational and individual performance.

Clients want a way to distinguish those of us who have chosen a career of improving human performance from the wannabes, transients and dabblers.

"What certification promises and delivers," says Judith Hale, past president of ISPI, "is the recognition and confirmation that a person is a proficient practitioner, has committed to a code of ethics, and engages in efforts to improve his or her own performance."



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