

The Compass



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MODEL-NETICS PLAYBOOK

Harold S. Hook

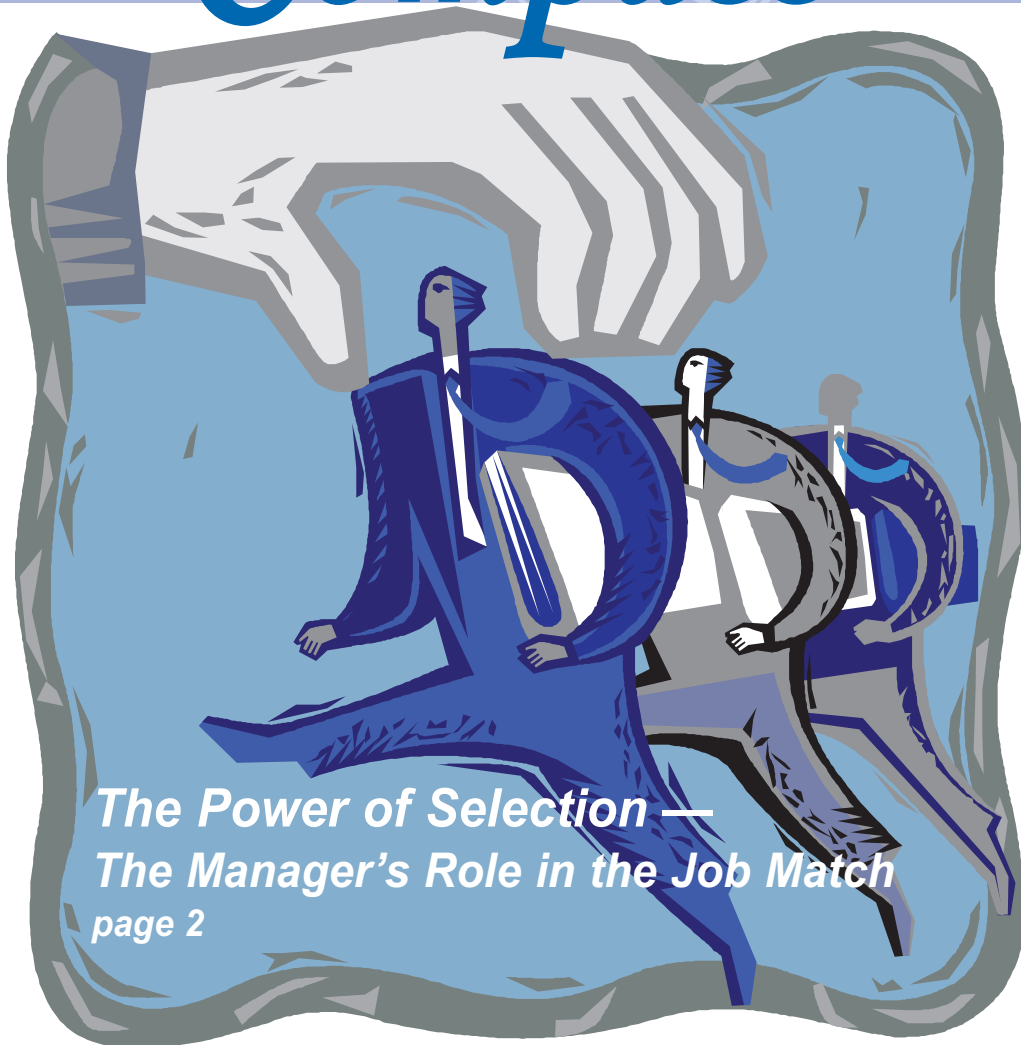
Judgment: A Main Event

Model-Netics Value Proposition.

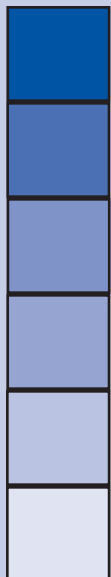
We believe Model-Netics can make a significant contribution to improving the judgment process of individuals and, consequently, the decisions they make. Model-Netics also provides a principal tool for increasing the efficiency and effectiveness of the organization's communication net.

Big Picture. There are two critical elements in managing an organization: decision-making and the organization's communication net. Judgment is an individual mental activity that generates management decisions. In order to take action, these decisions must be transmitted over the organization's communication net. The meaning the net gives these decisions depends on shared beliefs, values, and assumptions -- that is, the organization culture.

Continued on page 2



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Model-Netics Playbook, <i>continued</i>2
The Power of Selection — The Manager's Role in the Job Match2-3
Quotation - Model Match3
Instructor News4
Calendar of Events4

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Why Focus on Judgment? It is probably not an exaggeration to say that judgment is the most important asset an individual brings to an organization. But, being a high priority problem is not enough to make it a “main event.” It must also have a high potential for improvement.

How Can Judgment Be Improved? Judgment is generally considered to be a “black-box” phenomenon. The term “black-box” refers to the idea that there are inputs and outputs, but processing is undefinable in detail. The Model-Netics prescription for improving judgment, however, does not depend on explaining the mechanics of judgment. The key to improving judgment, we believe, can be found in the individual’s base of experience.

What Is The Problem? Experience Paradox – Model 43 – offers an important insight to the problem. The “paradox” in this model refers to the manager’s inability to control in the real-time management environment a large portion of the knowledge gained through experience. This literally means that our decisions (judgment) are being controlled by what we know, but don’t know we know! Model-Netics to the rescue.

An Improvement Tool. Model-Netics provides individuals with a comprehensive tool for establishing and maintaining real-time control of their experience

base. The “comprehensive” feature is critical. Judgment is improved when a problem is viewed in the context of the “big picture.” Model-Netics makes this possible.

Communication Net. The operation of organizations is a social process. Even if individual judgment is improved, and thus, decision-making improved, the meaning and execution is carried out through the organization’s communication net. The term “communication net” highlights the operational function of an organization’s culture. It is the shared beliefs, values, and assumptions in an organization that determine how the meaning of decisions will be understood and acted upon. Model-Netics provides the channel and methodology for establishing and maintaining this vital communication net.

Stop and Think. Improvement in judgment, decision-making, and communication means leveraged improvement in performance. Now that you’ve read this column, stop and think about it. We hope you will conclude that Model-Netics can make a critical difference in organizational performance.

HSH

Harold S. Hook is the Founder and President of Main Event Management Corporation and the creator of Model-Netics.

The Power of Selection The Manager’s Role in the Job Match

Management - the accomplishment of predetermined objectives **through others**. Not discounting external factors, it is primarily *through others* that you will either triumph as an organization or tumble into obscurity. The primary duty of the manager, then, is to identify those who can and will accomplish the goals at hand.

The U.S. Department of Labor’s Bureau of Labor Statistics estimates that by 2012, the number of persons working or looking for work is expected to reach 162.3 million, representing a steady growth of the labor force. That’s a lot of people applying for those open positions. This awards a hiring manager unique power to mold the future of the organization simply through the selection process.

Choosing the *right* people to join your establishment, therefore, calls for a well designed recruitment and selection strategy mixed with a dash of intuition and pinch of personal judgment.



**Recruiting
Diamond**



**Job Match
Diagram**



**Interview
Pentagon**

It can further be argued that achievement of that solid job match we all strive for is the result of a delicate, yet deliberate, dance, the steps to which are unique for each position being filled. The Model-Netics selection models can help you learn and gracefully execute the “Job Match Dance” to ensure that both the organization and the individuals being hired find themselves in a win-win situation.

The *Recruiting Diamond*, for example, teaches us that a manager must take charge of the process of identification instead of waiting for the right candidate to fall into his hands. By developing a picture of the ideal candidate, we can start the process of making a match.

The *Interview Pentagon* reminds us that, while job applications and resumes represent the typical documentation associated with recruitment, the manager should not let them overpower good judgment and careful analysis in selecting a new member of the organization. One must certainly remain mindful that the information you harvest from a resumé is comprised of basic applicant

history and carefully crafted career highlights. In essence, the resumé paints a picture of the applicant with the *applicant* as the artist, so methodical exploration and an appropriate level of scrutiny are critical.

Using the *Critical Incident Procedure* will help the *interviewer* to paint her own portrait of the applicant by focusing the assessment on what has been accomplished, how and why. No more are we to take a candidate's self-evaluation at face value. The stakes are too high—remember, your selection decisions will help to shape the future of your organization. “Drilling down” in an interview will not only help you assess how an applicant might meet the organization's needs, but also how the organization might be able to fill a gap expressed by the applicant. *Win-win* is the goal.

And, finally, we could not end our discussion without pointing out the practical benefits of the widely hailed *Job Match Diagram*. This model involves measuring the level of

overlay between the person and the job to make the abstract concept of a job match more operational. Checking your assessment of a match with this non-verbal communication tool is an invaluable way to validate your applicant appraisals.



“Many improvements in our organization’s behavior can be attributed to the Model-Netics course, and those include better selection of employees.”

Dennis Fouty
University of Houston System
Associate VP & CIO
Information Technology

MEMC clients have found that incorporating Model-Netics into their recruiting and selection strategy helps guide and enhance their efforts to find those individuals who can and will help meet organizational objectives. For more information, please contact Main Event Management at 713-831-8605.

QUOTATION -- MODEL MATCH

Try your hand at matching the famous quote with the Model-Netics Model which most accurately reflects its meaning.

(See answers in our next issue.)

(1) Acres of Diamonds	(A)	Nothing is more expensive than a missed opportunity. H. Jackson Brown Jr., American author of “Life’s Little Instruction Book” Series
(2) Socratic Method	(B)	Some men go through a forest and see no firewood. - English Proverb
(3) Opportunity Cost	(C)	I make the decisions around here; <u>you</u> just explain them. Colonel Sherman Potter to Corporal Maxwell Klinger, MASH TV Series
(4) Motivation Triangle	(D)	Start where you are. Distant fields always look greener, but opportunity lies right where you are. Robert Collier, American Writer, Publisher
(5) Boss Interpreter	(E)	The definition says that a manager is somebody who gets performance through other people, and this includes your boss, and your peers, and your subordinates. Peter F. Drucker, 1909-2005, American Management Consultant, Author
(6) Perceptual K-H	(F)	There are two levers for moving men -- interest and fear. Napoleon Bonaparte, 1769-1821, French General, Emperor
(7) Management Definition	(G)	He who questions well teaches well. - Latin Proverb



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Instructor News

Model-Netics Instructor Training Program (ITP)
Graduation Luncheon – June 7, 2006

The Model-Netics Instructor Training Program (ITP) was held in Houston, Texas on June 5-7, 2006. 14 organizations were represented by participants from 11 states.

Steve Rubin, President & COO, COPIC Companies represented the Part I participants at the ITP Graduation Luncheon. Steve opened with comments regarding his experiences with the Model-Netics program when he first received training early in his career. Steve, now President and COO of COPIC Companies, attended this June's Model-Netics ITP with three of his senior officers. He summed up the staying power of Model-Netics with these words, "I've been through more leadership and management development courses over the years than you care to know about. I can tell you that I couldn't stand here and tell you one thing that came from any of those management development courses--not one thing. But a month ago, six months ago, a year ago, certainly right now, I could have stood here and talked to you a lot about Model-Netics and what it has done for me and what it has meant to me. And you know what? That's truly significant!"

Maryanne Randall (2837), Vice President, Business Services, CPS Energy spoke on behalf of the graduating Part III participants. Maryanne opened by explaining that learning Model-Netics has provided her with a great opportunity. "It really has impacted not only myself, but the people that I work with everyday and who are in my class. [CPS Energy is] going through a huge culture shift right now, and a lot of the models – especially *Change* – have really had a huge impact, and I think it's going to have a big impact on the middle management of our company in trying to help us get through that culture change. This truly does have the ability to change people's lives." Maryanne went on to share reflective comments from her ITP peers and ended with her own summation, "It's been a great experience!"

For more information about Model-Netics Instructor training, visit
www.maineventmanagement.com



Calendar of Events

Model-Netics Instructor Training Program

2006

September 11-13

December 4-6

Model-Netics Recertification Seminar

2006

September 14-15

December 7-8