

At The Ayers Group, our hearts and prayers go out to those affected by Hurricane Katrina.



Ayers Report

FALL 2005

from The Ayers Group, Inc., a co-owner of Career Partners International

LATE-CAREER JOB SEEKERS EXPLORE REINVENTION

An increasing number of mid- to senior-level job seekers are pursuing alternatives to traditional job searches and reinventing their way into satisfying new positions.

“Although it’s easier to look for the kind of position you already have, we see more and more candidates looking at alternative careers,” says Terry Ebert, Managing Director of Career Transition Services. “In many cases, it’s prompted by recognition that jobs are evaporating in their arenas. Consolidation is reducing positions in banking, telecommunications, media/entertainment and other industries. Automation is claiming jobs in new areas, such as trading. And so many technology functions are being outsourced overseas. In other cases, it’s simply a desire to get off the corporate treadmill or exercise more control over their lives.

“The bottom line is that many candidates are taking a different tack,” he continues, “especially those who find themselves unemployed later in their careers. In the earlier years, people focus on developing general skills. Those are fungible.

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PRESIDENT’S LETTER

RIDING THE RETIREMENT WAVE

This coming New Year’s Day will mark more than the beginning of another year. On January 1, the

baby boom generation—somewhere in the neighborhood of 80 million people born between 1946 and 1964—will begin to turn 60. On New Year’s Day of 2011, what *FORTUNE* magazine calls “the biggest retirement wave in U.S. history” will officially begin. It will most certainly transform the employment landscape. In 2015, we’ll reach the point at which the 65+ age group begins to swell more quickly than the 20-to-64 age group, draining the traditional labor pool.

Have you given thought to what this fast-approaching demographic tidal wave will mean to your organization? If you haven’t, it’s time. Organizations that understand and prepare will come through positioned to thrive in the new employment landscape.

Big issues/big questions

The most obvious implication is the potential shortage of employees. *Are you up-to-date on the demographics of your company? Do your retirement policies encourage or discourage early retirement? Do you know who’s going to be leaving, in what numbers, and when? Are you going to have a trickle or a flood?*

Even more important is the potential for a brain drain as valuable skills, experience, marketplace know-how, and institutional knowledge flow out the door with retiring workers. Human capital and organizational knowledge are two of your company’s greatest assets. *Have you assessed what you’re at risk*

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IT MELTING POT—ISSUES IN DIVERSITY



Bob Deissig

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The Ayers Group passed its 30th anniversary landmark on August 31. Throughout its history, the firm has recruited on the tech side of business, tracking the evolution from data processing to information technology and from a back-office support function to one with a full seat at the table.

The *Ayers Report* marked the occasion by sitting down with Bob Deissig, President of Staffing Services, and Donna Held, Managing Director of IT Consulting, to get their perspectives about how the IT workforce has changed and what HR management issues those changes are currently raising.

AR: What is the biggest change in the IT population you've seen over the years?

BD: Technology has become the new American melting pot. The composition of today's IT department is a long way from what we saw 15 or even 10 years ago. Diversity is a greater factor in IT than general business—at least for the moment.

DH: Since 1987, when I entered the field, there have been sequential waves of tech workers from the Philippines, Russia, India, China, and lately Russia again. Fewer and fewer American-born college graduates are going into technology—and, in particular, few women and minority members.

BD: I hope companies are looking down the road to what this means. Many of these professionals from overseas, particularly those from India and China, may very well return home as the standard of living improves in their countries. And, we're not graduating their replacements.

AR: What kinds of issues is diversity in IT raising in your recruiting and consulting practices?

BD: The multicultural nature of IT departments certainly raises social issues. When the entire staff is from one cultural background, compatibility becomes even more critical than usual in hiring managers. There are issues such as historical national antipathies, and the fact that, culturally, some men have trouble reporting to women.



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Since most candidates don't like to talk about biases and prejudices, we don't always know how these issues are going to play out. Another issue is communication. Language barriers frequently impede the placement process.

DH: On the consulting side, clients increasingly are demanding that consultants have business as well as technological skills and experience. You have to demonstrate that you understand the context and environment. That means both grasping the nuances of an American organization and being able to communicate your understanding.

With such large international populations in IT, employment law, taxes, insurance, and more extensive background checking have become bigger factors than ever. HR may still be doing the hiring for most full-time IT positions, but on the consulting side, companies are using third-party managed solutions groups.

AR: How are you seeing diversity-related issues play out internally as you work with IT groups?

BD: What's coming into play now is how you integrate this diverse workforce as it moves up the ladder. IT professionals traditionally have been promoted into management roles without significant—if any—training, often based on how effective they have shown to be technically. Add to that lack of preparation a different native language and culture, issues such as interpersonal relations and communications can be more acute. Additionally, we're seeing more foreign-born IT professionals becoming the interface to the internal client or end-user by becoming business analysts and project managers. The ability to communicate clearly and overcome cultural differences in these positions is critical. I know our Organizational Effectiveness Consulting group is doing quite a bit of coaching as a result of these trends.

DH: Foreign-born managers often need coaching on U.S. employment law and what they can and cannot say in an interview. We have coaches who specialize in multicultural transitions.

BD: Many of the organizations we work with place such a premium on diversity at the management levels; they

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are mandating that an individual cannot be hired unless the slate of candidates considered is at least 50 percent—and in some cases 75 percent—diverse. Some go further and specify what the makeup of the slate will be. The skills and experiences the candidates must possess remain at the highest standard levels, thereby making our job a very challenging one, but a job we are doing successfully.

Another recommendation we have made to clients when hiring senior managers is to consider how they are being integrated into the environment in order to provide them with the best opportunity for success. At a minimum, they should be assigned a mentor. And engaging an assimilation coach can have very positive results. It is an inexpensive way of maximizing a significant investment in a key hire.

DH: We have one American-born client who moved into a new position where he is managing a team, every member of which is from India. The first thing he did was to take the team offsite for some work with a coach on team-building. Whether it's an internal promotion or an external hire, both sides have to adjust in a situation like this.

When it comes to diversity, management can't just hand down the policy. The objective has to be getting new people assimilated into the organization and getting the people who have been there to accept the changes in the work environment. You have to work on both the managers and the teams to make it work. ■

For more information about Ayers' services, contact Bob Deissig (staffing), Donna Held (IT consulting), or Joan Caruso (coaching and other organizational effectiveness services).

STAFFING ANNOUNCEMENT

Alejandro Guzman Acha has joined Ayers' Staffing Services Group as a Recruiter. Alejandro served in the U.S. Marine Corps for a decade, including five years as a member of the elite Special Operations unit and, most recently, three years as a recruiting specialist. Since reentering civilian life, he has been recruiting in technology for both permanent and consulting positions. ■

IT COACHING

Over the years, because of our roots in technology recruiting, The Ayers Group has been called on to do a great deal of coaching in IT. Twenty years ago, IT was a relatively isolated function staffed by people hired for their technological competencies. Today, IT occupies an important seat at the table. Almost all businesses and industries have become technologically dependent. Infrastructure rules. If it's down, you're down.

Virtually every organization has technology staff, and, as their jobs have expanded, a high percentage of these employees have run into issues relating to interpersonal skills. That's certainly not surprising since most were originally hired for their specialized skills and expertise. Our IT coachees tend to belong to one of three categories.

Category One—Members of this group expect to be respected simply because of their expertise. They're hard to deal with because they rely on the power of their position—their value to the organization—to get things done rather than using positive influence skills. They have the interpersonal skills and know how to use them when it's absolutely necessary. But they don't see the value in being a team player because they've been able to get things done faster their way.

To me, this is not a coaching issue but a motivational problem. It gets delegated to external coaches because no one in management wants to deal with it. The organization is afraid of losing people whose skills are highly marketable in bad times as well as good so they reward bad behavior. I've seen companies give seven-figure bonuses to individuals in this category and then hire a coach to fix the interpersonal problems.

Category Two—Some technology people simply do not recognize the need for interpersonal skills. They value only competency. These are people who couldn't be team players if their lives depended on it—or so their employers think! It may be that they had bad role models over the years, interacted only with other technical people, or delivered answers and solutions so quickly non-IT people were willing to tolerate the rough edges. Now they've taken on a more outward-focused position—technology people may not see it this way but they are, generally, in service roles—and some of them lack the skills to be effective with employees, peers, bosses and other constituencies.

Direct reports may tolerate being treated according to the value



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LATE-CAREER JOB SEEKERS EXPLORE REINVENTION

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“Later on, most people tend to concentrate on honing specific skills—perhaps creating silos for themselves. The farther along they are, the harder it becomes to change careers without reinvention. Given the ongoing downsizing and the aging population, we expect to see more reinvention over the long term.”



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The Ayers Group offers a variety of services to help candidates reinvent themselves. The first step is assessment. “We work with candidates to assess their personality attributes, skills, work styles, and financial positions, as well as their goals and objectives, to determine whether the alternatives they want to pursue make sense for them,” the Ayers executive says. “It’s not unusual for someone to have identified franchising, for example, but not have given serious thought to the issues involved. Does he or she have the personality—or the appetite for risk—to go it alone? Are there sufficient reserves to tide the family over until the business is successful? We help candidates address these kinds of issues.”

For those who opt to become entrepreneurs, Ayers has consultants with the expertise to help in developing business plans. The firm sponsors franchising seminars, conducted by an outside consulting group, that enable candidates to look in depth at investment choices in a variety of fields. Structured networking situations connect prospective entrepreneurs with people who have made similar moves to learn about the day-to-day realities.

Ayers’ Career Transition group is also seeing more openness to consulting as a career direction. “My Introduction to Consulting Seminar is always filled,” says Dr. Peter Olsinski, Director of Consulting Services in the firm’s New York offices. “People are becoming interested in the open-endedness and the ability to sell different aspects of their skill sets to different companies as opposed to having to sell the whole package. It’s a change in perspective, the way they operate, and how they market their abilities. It’s a kind of reinvention.”

“The reality is that people are making different kinds of choices in their job searches,” Terry concludes. “We have to be responsive to these changing realities and proactive in how we support our candidates.” ■

S U C C E S S F U L

Many job seekers, assuming that hiring slows down during the summer months, take time off from their searches or become less aggressive in pursuing them. Ayers’ Career Transition Services group reports that candidates have continued to land throughout the summer. Following are some of the many examples.

After 19 years with a major energy company, a financial executive with a strong background in global accounting compliance and SEC reporting was given an enhanced package. Continuing to work in his profession was important to this individual, but his age—mid-50s—was a concern. Working closely with his Ayers consultant to develop a strong campaign strategy and a resumé that showcased his accounting expertise and the value he could add to a new organization was critical. So was improving his interview skills after so many years with one employer. Contacted by a recruiter with a great opportunity in a major rating organization, the candidate used Ayers’ Internet Resource Center to research the individuals he was going to meet, as well as the organization. He made an excellent impression during the four phase process, which included interviews with 15 people.

Candidates’ names are withheld to respect their privacy. To arrange an interview, contact the Ayers Group at 212.889.7788.

Whether translating skills from corporate to not-for-profit or shifting from employee to self-employed, late-career candidates are working with Ayers consultants to successfully reinvent themselves.

§ When an IT professional with more than 10 years in the insurance industry came to Ayers, he knew he was ready for a change. His interest in his children’s education prompted him to identify teaching or launching a tutoring service as potential ways to channel his growing interest. With the help of his consultant, he created a resumé that focused on his volunteer teaching and PTA experience. After networking with teachers and principals, he applied for a teaching fellows position and secured an offer as a middle school teacher in a New York City public school. Simultaneously, he researched tutoring-franchise models in Brooklyn and Queens. Excited by both opportunities, the candidate plans to commit to one in the near future.

LANDINGS



and submitting writing samples. The executive landed the position within three months, close to matching his previous compensation. He is very excited about his new career direction, which involves using his expertise in evaluating energy and utility companies.

A senior IT professional who was downsized after more than two decades with one financial services firm, was reluctant to access her network for her job search. After attending an Ayers' networking seminar and crafting her elevator speech with her consultant, she decided to attend a reunion hosted by her previous employer. Reconnecting with several former colleagues at the event led her to formulate a strategic networking plan that resulted in two exceptional offers in three months. She is now Director of IT at a hedge fund.

A downsized business analyst used his time in outplacement at Ayers to explore professional opportunities in a new city. By conducting extensive research using Ayers' proprietary databases and taking advantage of the consulting and support services in the firm's CPI partner office in Boston, he was able to land a similar position at a major consulting firm within two months.

A candidate with a senior-level background in banking operations uncovered and interviewed for several attractive prospects with major financial organizations, but decision-making was delayed. In the interim, he took on consulting work identified through professional colleagues. At a gathering of "alumni" of his former employer, he reconnected with a former colleague with whom he had interviewed at a prospect company. It turned out that other positions—even more closely related to the candidate's skills—had recently opened up. An offer was quickly made and accepted.

After leads from online job boards resulted in several false starts with recruiters, a financial analyst took his Ayers consultant's advice to work his network more aggressively. As a result, he found a connection into his dream employer: the NASD. Fully prepared to take a pay cut for the opportunity, he found himself in the happy situation of being offered a 10 percent salary increase. ■

Want to speak with any of these candidates regarding their job-search experiences, contact Doug O'Connor at doug.oconnor@ayers.com.

§ A financial-services executive wanted to look at alternatives to the career track he had been on for more than two decades. He considered opening a specialty retail outlet but decided against it after some due diligence and a review of his accountant's cost/benefit analyses. Ayers' Franchise Seminar provided an opportunity to explore new options, including an education-related franchise. He is currently negotiating for leased space in New Jersey and expects to be operational shortly. If this first operation is successful, the candidate hopes to open another in two years.

§ While many Ayers' candidates have jumped from the corporate to the franchise world, one executive elected to keep a foot in each. He found a corporate job and put his wife in charge of their gourmet ice cream franchise until he was sure it would succeed. They are now considering opening a second one.

§ After a lengthy career in journalism, a candidate decided to explore alternatives. A thorough self-assessment and various career-interest and skills inventories helped him uncover several promising directions and eliminate

others. He then networked to explore and clarify his interests and the practicalities of making a shift. The journalist settled on the general not-for-profit sector and education as targets and began to identify and pursue jobs in both areas, with resumés tailored to different situations. After gaining more exposure to those fields, he chose to focus on education and ultimately accepted a position as an Assistant Professor of Journalism at a local university.

§ After 30 years in banking, a financial executive was determined to jump to the not-for-profit sector. His first moves were to identify the kind of organization and craft a resumé that reflected his transferable skills. He then identified and contacted recruiters with related specialties and consulted Websites dedicated to nonprofits. Networking resulted in key leads from professional organizations. The candidate interviewed for several positions, working with Ayers on overall strategy and interview skills. In time, two situations proceeded to the offer stage. After careful consideration, he accepted a position as Accounting & Finance Manager with a religious organization. ■

PRESIDENT'S LETTER

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for? What key talent, skills and competencies you're going to need to replace and how you're going to do that—through internal development, recruiting, or a combination of the two? Do you have mechanisms in place to institutionalize critical knowledge?

Many organizations will be particularly vulnerable at the top. We at Ayers are concerned about this because although many companies pay lip service to succession planning, too few are actually engaging in it. *Have you identified tomorrow's managers and leaders? How far down the bench? What are you doing to prepare them?*

A study conducted by Age Wave, The Concours Group and Harris Interactive reveals some important issues with regard to your future managers and leaders. It shows that younger employees are the least satisfied, committed and engaged members of the workforce. Mid-career employees—those who haven't been downsized out of organizations—are struggling with frustration. It's the employees who are nearing retirement, the boomers, who are the most satisfied, loyal and engaged members of the workforce. *How do you develop the kind of engagement that will motivate younger workers to be as loyal and productive as the generation they're expected to replace?*

Redefining the labor pool; reinventing retirement

Along with investing in the development of younger workers, perhaps the best strategy in preparing for the retirement wave is redefining the labor pool. It's already clear that the baby boom—a generation that is the most educated in history and that will have more years during which to use that education—intends to approach its retirement years in a nontraditional way. Many of us are going to reinvent ourselves, tackle new responsibilities, and try things we didn't have a chance to try in our previous careers.

Nearly 80 percent of boomers participating in a study by Age Wave and Merrill Lynch say they intend to keep working after 65: 42 percent want to cycle between work and leisure; 16 percent want to work part-time; 13 percent want to start a business; and 6 percent want to continue full-time work.

According to a *BusinessWeek* analysis, increased productivity and participation in the workforce among older Americans could add nine percent to GDP by 2045, which translates to more than \$3 trillion annually in 2005 dollars.

Enlightened employers have begun finding ways to tap this valuable labor pool, including flexible schedules—such as part-time and on-call work—and work locations; new benefits, such as elder-care referral services and career-long training; special projects; and opportunities to mentor or conduct research.

Given the demographic trends, the strategy of keeping older employees will result in a workforce that is heavy on the higher and lower ends of the age spectrum. This will raise other issues you need to begin considering. *How will you manage across generations and meet the very different needs of the two groups?*

Diversity plays a role in this discussion of rethinking the labor pool as well. As the traditional pool drains, competition for all qualified candidates—regardless of gender, race, or background—will increase. *What are you doing to attract and retain women and minorities?*

The threshold of a new era

We are on the threshold of an era in which the old paradigm—hire and invest in the young/stop investing in and push out the old—will no longer be viable. Riding the baby boom retirement wave will require a rethinking of HR practices—everything from recruitment to retention and development to diversity.

It's time to strategize about how your organization can take advantage of the human and intellectual capital it has now and create or recruit the resources it will need going forward. It's time to create the programs that will help you hold onto those approaching retirement age and develop the talent in the ranks behind them.

The Ayers Group, now entering our fourth decade, has the skills, competencies, and professionals to help you ride the wave instead of getting churned under. You can always reach me at bill.ayers@ayers.com.

Some 25 million meetings take place in corporate America daily. Roughly half that time is wasted. Why so many unproductive meetings? One reason is that American business culture is "low context." We prize highly specialized functional experts who have a thorough understanding of what they do. This requires us to meet often, as teams, to exchange information and get a view of the bigger picture.

Another reason is that teams too often find themselves returning to the same issues and decisions. That occurs when individuals feel disenfranchised from decision making and do not fully accept the results. They go off to perform their own specialized functions not abiding by the team's decision, only to find that the decision resurfaces, often with more intensity.

Every team has the potential to achieve great meetings. It's a matter of finding the right formula. Our job, as coaches, is to work with the team and its leader in a structured, organized process to discover and apply that formula.

The basic problems with meetings

Among the most common problems with business meetings are that they

- **Try to accomplish too much.** You can't do an information dump, solve problems, make decisions, plan for action, etc., all in one short meeting.
- **Lack clear objectives and/or organization.** If objectives have been identified, the agenda may not properly reflect them. [Not all meetings benefit from an agenda. If problem solving is the objective, for example, the nature of the problem(s) may not be apparent until the group meets, making an agenda premature and possibly a deterrent.] There may not be an established process to allow each person to contribute to meeting the objectives.
- **Lack clearly defined roles for participants.** Too often team members are asked to carve out valuable time for meetings in which they have no real role. "I talk, you listen" isn't a good format because no one listens. It's BlackBerry® time.
- **Minimize differences of opinion and conflict.** Emotion is given no place in American business—certainly not in decision making. We don't know how to handle strong emotions, so we suppress them in meetings. We even expect our meeting leaders to suppress them for us. Yet it's emotion that contains the passion and commitment we strive for.

The role of the leader

Leadership is a major factor in the success or failure of team meetings. An executive once called me in because his team wasn't creative enough. In talking with the team, I learned that he had come into meetings swinging a baseball bat and

shouting, "I pay you people to be creative!" Fear and intimidation won't create effective meetings. Leaders need to

- 1) **Create an open environment.** Participants must know that their most challenging input will be welcomed, not judged.
- 2) **Engage everyone.** Meetings need to be structured so that there's less information dumping and more room for conversation, debate, and airing of emotion.
- 3) **Prepare participants** so they come to a meeting knowing
 - They will be able to contribute. The process should allow analysts, problem solvers, organizers, information synthesizers, etc., to contribute according to their individual strengths.
 - They will get what they need: clarity, a plan of action, a direction, etc.
 - Something positive will come from their investment of time and effort.
- 4) **Let participants know how each decision will be made.** The decision-making mode is a key to engagement. If your objective is to achieve buy-in, on the continuum of least to most successful the four styles are
 - *Directive:* Make a decision and announce it.
 - *Collaborative I:* Make a decision, announce it, and challenge others to change your view.
 - *Collaborative II:* Make a tentative decision and gather input to make the final decision.
 - *Consensus:* Participate in a process where everyone contributes to the decision and agrees to support it.

5) **Manage unproductive behavior.** One person or a clique behaving disruptively can drag down the whole team. These situations have to be managed on a case-by-case basis, whether through the use of group dynamics to change the offending behavior, the leader pulling aside and confronting the offender(s), or an established process.

Working with a coach to ensure that meetings are productive, engaging, and inspiring will help reduce the amount of time your team spends in meetings. ■

For more information about team coaching and other coaching services available through The Ayers Group, contact Joan Caruso, Managing Director, Organizational Effectiveness Consulting, at joan.caruso@ayers.com or 212-889-7788.

Gene Moncrief has more than 20 years experience in developing teams and team leaders as a coach, consultant, and workshop leader. She has worked with clients from a wide variety of industries and cultures.



IT COACHING (Continued from page 3)

system of a manager in this category because they value the work they're doing. So the manager thinks things are fine, reinforcing his or her view that people skills are unimportant. When we do interviews with reports and peers, we generally find out that things are far from fine. 360° structured interviews can be an especially important part of the coaching process with individuals who don't value the skill set you're coaching toward. These interviews yield feedback, particular incidents, and other data that are hard for the coachee to ignore.

Category Three—These tend to be people who were attracted to the field by a love of technology and weren't necessarily looking for growth, power, or position. Over time, however, their competencies grew and situations moved them along. Now they find themselves in CIO, CTO, or other senior positions for which they were never groomed or prepared.

In their new roles, they're managing up more and across to different constituencies on the business rather than technology side. They've entered a new peer group which includes former internal clients. Their new peers have different expectations with regard to demeanor and interpersonal behavior than their peers in technology did. To be effective, the people who find themselves in this situation need a set of skills and competencies that go beyond their technical abilities.

What are the takeaways from all this?

- 1) It's important to recognize that interpersonal skills can be developed if the individual recognizes the need and is properly motivated to change.
- 2) The organization needs to demonstrate that interpersonal skills are valued and as important to the job as technical skills. Performance expectations must be established, along with a system of rewards for improvement and consequences for negative behavior.
- 3) Talent management has to be a continuous process. It's not a good idea to promote first and fix problems with interpersonal skills later. You're simply rewarding and reinforcing undesirable behavior and sending a bad signal in the organization. ■

For more information about coaching and other OEC needs, contact Joan Caruso, Managing Director, Organizational Effectiveness Consulting, at joan.caruso@ayers.com or 212.889.7788. The Ayers Group is preparing a white paper on coaching in IT, which will be made available on request.

OEC ANNOUNCES NEW DIRECTORS

The Ayers Group is pleased to announce that it has added two Directors to its Organizational Effectiveness Consulting practice.



Rosemary Maxwell Lynch
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Rosemary Maxwell Lynch returns to her native New York after 25 years of working with corporations on the West Coast where she developed expertise in identifying and merging nuances of different geographic cultures that affect businesses. Throughout her career, she has focused on moving organizations forward by teaching managers to recognize behaviors that help achieve goals, as well as those behaviors that can serve as a deterrent to goal achievement. Her broad base of coaching and organizational projects includes clients in the financial services, health care, insurance, pharmaceutical, and tech sectors, as well as municipalities, educational institutions, and utilities. Rosemary completed a doctorate in organizational psychology and received a master's degree in counseling psychology, with a focus on organizational development.

Joseph Bruccoleri comes to Ayers with extensive experience gained in senior positions in the OEC practices of several global HR management services firms. Since 1984, Joe has acted as trainer, team facilitator, executive coach and consultant to organizations undergoing restructurings, divestitures, mergers, acquisitions, and changes in management and processes to upgrade leadership talent. He has worked throughout the U.S., Canada, and Latin America with companies in consumer products, pharmaceuticals, electronics, consumer health care, automotive, fragrance, direct mail, manufacturing and financial services. Joe has a master's degree in organizational psychology.



Joseph Bruccoleri
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"We welcome Joe and Rosemary," says practice head Joan Caruso. "Their addition is a direct result of the steadily increasing workflow we've seen during the past 18 months and our desire to continue providing the highest level of service in the face of this growth. Joe has assumed responsibility for the OEC practice in our New Jersey offices, while Rosemary and I share responsibility for the New York and Connecticut practices.

"Both also continue to be service deliverers, which is something new for Ayers. Until now, none of our consultants have been on staff. This does not reflect a change in our overall strategy or focus; it reflects the strength of their abilities and experience. We will continue to build and maintain our army of consultants, which balances generalists with specialists in a range of areas and enables us to provide the right consultant for each assignment." ■