



Clark & Reid

EXECUTIVE MOVING SERVICES

On the Move

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Clark & Reid Awarded Highest Honors by Relocating Employees

For its eleventh straight year, Clark & Reid is leading the industry with its award-winning services. In the Thirteenth Annual Nationwide Relocating Employee Survey®, Clark & Reid Company, Inc., captured the **#1 ranking in overall customer satisfaction**, received the highest percentage of moves rated 'Outstanding,' and also was awarded the highest 'Net Satisfaction' scores within the entire Mobility Supply Chain.

The Nationwide Relocating Employee Survey® was conducted throughout a twelve month period ending June 2007, and collected opinions from 5,127 transferees throughout the United States. The overall purpose of this survey, conducted by Alan Trippel Survey & Research, LLC,

is to report objective, unbiased evaluations from domestic transferees (or spouses) regarding their level of satisfaction with external relocation service providers used in the transfer.

This recent accolade comes just months after Clark & Reid was rated #1 in five major categories, including overall satisfaction, by Relocation Managers.

Having maintained this position for over a decade, the company has demonstrated its willingness and drive to lead the industry through award-winning services, dedicated personnel and long-standing traditions.

Second Annual Clark & Reid Advisory Council: Seed for Innovation

On September 24th and 25th, senior officers representing the entire Mobility Supply Chain came together for the second annual Clark & Reid Advisory Council meeting in Boston.

While the principal goal of this Council is to formulate ideas where a top-rated moving company such as Clark & Reid can generate continuous improvement in a highly evolving relocation market, impending changes to industry regulations



in addition to a number of trends being evidenced by industry professionals dominated the forum.

Since the inception of the Council last year, Clark & Reid has been actively evaluating and acting upon the challenges identified in the marketplace.

The 2006 Council session became the starting point for our Internal Outstanding Mover Awards, Quality Compensation for Front-line employees, a new Client Services talk track and the innovative Fusion Move, designed to increase capacity and quality.



Much gratitude is expressed to the following attendees for their time, innovation and commitment: **Carol Card**, Relocation Manager for FM Global, **Mark Olsen**, President of Parsifal Corporation, **Pat DeDonato**, Vice President of Global Supplier Relations for Cartus, **Stacey Myhro**, Vice President of Supplier Relations for Plus Relocation, **Mickey Williams**, President and CEO of Capital Relocation, **Tim Hughes**, President and CEO of Movers Specialty Services, **Alan Trippel**, President of Trippel Survey & Research, and **Karen Molloy**, Relocation Specialist for Pfizer.

Readers of this article who wish to discuss the specific findings of the meeting are encouraged to contact Chris MacKenzie, Vice President of Sales & Marketing at 800.358.3600 ext.2160.

The End of an Era; The Surface Transportation Board's Impending Decision

The broad scale impact of the Surface Transportation Board's decision to eliminate collective ratemaking could ultimately affect 1.4 million households and 2,388 movers and motor carriers with a variety of origin and destination services per year. The primary market affected will be the COD audience. We have been advised that current corporate agreements between clients and HHG professional movers, and agreements negotiated in the future may still use industry-accepted terms and conditions (including versions of 400-N or the newly created 600) with this ruling. In fact, the opportunity to create/customize/simplify agreements between HHG movers and clients that are not the result of collective ratemaking already exists, but seldom used.

One of the largest challenges for all is that this decision could ultimately make obsolete all movers' pricing software currently integrated into movers' pricing/invoicing system with no current alternative developed. This also affects clients with auditing capabilities designed to appraise the accuracy of their providers.

Despite the mechanical, system integration, and communication challenges presented by this decision, Clark & Reid embraces the opportunity to migrate to a creative, mutually beneficial and fair pricing system that simplifies the process to Corporate Accounts, Relocation Management Companies and, of course, transferees: We look forward to the innovation, creativity and simplicity afforded by this decision.

It is important to point out that the current Tariff format enables our clients to compare prices, rates and discount levels from a uniform foundation. Clark & Reid has developed some conceptual pricing models consistent with today's current methodology, (yet simplified), which should allow clients to compare estimates.

We currently recommend averting any radical deviations from the present format, which still enables our corporate clients to effectively compare charges, but also provides their constituents with proven unit costing details for accountability and auditing purposes. As previously noted, individual agreements between clients and HHG professional movers can adapt collective ratemaking formulas (with customized components) without deviating from the STB decision. Concurrently, we applaud a collaborative effort of those affected in the Mobility supply chain to eliminate the current deficiencies and maximize the opportunity for a more simplified, fair and equitable format for all involved.

Without an industry-standard format, we project that some current and future clients will wish to adopt a streamlined client-specific pricing formula, challenging the service providers to accommodate multiple blueprints within their systems. You can expect Clark & Reid to be a proactive leader for simplification and clarity.

Clark & Reid Receives Commitment to Excellence Award

Clark & Reid Company, Inc. was recently honored for outstanding performance by Cartus at its 2007 Global Network Conference, "Charting Our Future" held October 22-23 in Denver. Each year, Cartus recognizes the companies and individuals that have worked to provide extraordinary service to its international customers and clients.

Clark & Reid Company, Inc. was awarded the Global Network *Commitment to Excellence* Gold award for its exceptional service results. This award is presented to the Global Network service provider who demonstrates excellent knowledge, principles, trust and service as selected by Supply Chain Management.

Clark & Reid Introduces Utility Conversion Services



Clark & Reid is pleased to provide our clients and their transferees with a solution to the notoriously time consuming process of utility conversion. Aligning ourselves with homes.org, Clark & Reid now offers utility conversion services at no cost to our client or their transferee. This personalized transition assistance has been highly regarded and eliminates a necessary hassle with just one call.

offer assistance in the way of utility conversion. Phone, gas, electricity, cable, internet and home security and all other utilities requested are coordinated and activated on a predetermined date with only one call.

In addition to utility conversion services, Clark & Reid has extended its menu of services to encompass a selection of 'VIP Services' to ultimately simplify and streamline the relocation process from start to finish.

Prior to the move being performed, a Clark & Reid Utility Concierge will contact your transferees directly to

For more information regarding this service contact your Account Manager or call 800/358.3600.



Clark & Reid
INTERNATIONAL, INC.

by Neil Payne, Kwintessential. Communicating across linguistic and cultural boundaries is critical for today's international businesses, organizations and individuals. Kwintessential work with their clients to maximize their potential on the global stage through cultural awareness training, translation services, language tuition and multilingual website design. For more information visit www.kwintessential.co.uk

Cross Cultural Interviews

At this moment in time, the increase in cross border human traffic has meant that companies are no longer dealing with a homogenous native community from which they recruit their staff. Companies are now facing cross cultural challenges in how they recruit, manage and develop a multi-cultural staff. One area of note where HR and management are finding difficulties is in the interview room.

With companies recruiting from a pool of candidates from different nationalities, cultures and faiths the cross cultural interview is an area that must be analyzed properly if recruiters wish to capitalize on the potential available to them. This is necessary to ensure that candidates in cross cultural interviews are not discriminated against through misperceptions and poor judgments.

Interviews could be described as being similar to a play. All actors know their lines, cues and the appropriate corresponding behaviors. Interviewers expect model answers, so questions are anticipated and revised for by interviewees. However, the play only makes sense, in terms of getting the best out of the interview, when the actors involved share a similar culture. When interviews take on a cross cultural element, differences in how to act can cause misunderstandings. Such misunderstandings will unfortunately lead to interviewers wrongly rejecting candidates.

All recruiters share a common goal in wanting to hire the best. However, when cross cultural misunderstandings occur in interviews, this hinders the process of recruiting the best staff for the company. Learning to work with cross cultural differences in interviews ensures you get the best out of a candidate and do not allow cross cultural misperceptions to impede judgment.

The basis of incorporating a cross cultural framework of understanding in interviews is in overcoming 'assumptions'. Assumptions refer to several inter-related elements. Interviewers assume what should or should not happen, what is normal and abnormal, and what is correct or wrong. Assumptions also refer to what someone's physical appearance says about them, what their body language says about their confidence, how people communicate and how they present themselves. For example, a cross cultural interview is taking place between an English interviewer and a German interviewee. Fairly early on in the interview the interviewer starts to make assumptions regarding the person's character, personality and suitability for the post based on misperceptions of the German candidate's appearance, behavior and communication style. Although the interviewee is rather high-brow, blunt in conversation, formal and academic in demeanor this does not mean he/she is rigid, inflexible or reserved as the interviewer assumes. Rather, this is how the play is acted out in Germany. If the interviewer had been a bit more aware of German theatre (i.e. cross culturally aware), then possibly such assumptions would not have been made.

As we can see from the above example, assumptions can lead to interviewers making the wrong decision based on their

culturally insensitive assumptions. In this case, they could have potentially lost a genuinely positive addition to their company.

In addition to the areas mentioned in the example above, interviewers must also be aware of culturally ingrained assumptions made about areas such as eye contact, tone of voice, gestures, posture, showing emotions, the giving out of information and the use of language to name but a few. All have a cross cultural element that needs to be understood properly.

Eye contact is a sign of confidence and trust in the UK and other European countries. However, if a Chinese individual is being interviewed and maintains no eye contact does this equal them hiding something or being unconfident? No, because in China it is considered rude to maintain eye contact.

Similarly, to speak loudly and clearly may be construed to be a positive trait in the UK, but in many other countries such as Malaysia they believe speaking softly is a good quality.

In the UK and other 'western' nations, we communicate explicitly, meaning we divulge information beyond the topic at hand based on the premise the listener is unaware of background or correlating issues. Implicit communicators, such as the Japanese, divulge little as they believe the listener will be aware of such issues. A Japanese interviewee therefore is not being purposefully vague, but on the contrary assumes you understand what he/she means to imply.

To 'name drop' in interviews may be considered inappropriate for many recruiters in Europe, however in countries where family and community ties play a greater role such as in Mediterranean countries, to mention your relationship with someone of influence is natural.

Although Latin Americans are very expressive and emotional, this does not equal them being excitable and unstable and therefore unsuitable for professional jobs.

Language also plays a crucial role in cross cultural interviews. Where the interviewee's English is not strong, the use of metaphors, proverbs and colloquialisms will confuse them. Similarly, technical terms are not valid across borders. Where lengthy pauses are made by interviewees rather than assume they are playing for time or do not know the answer, the interviewer should assume they are searching for a word, phrase or merely digesting the information contained within the question.

The key point is that assumptions must be overcome if recruiters are to do their job effectively. All the above examples of misperceptions are based upon cultural assumptions as to what things mean. It is therefore critical that recruitment staff start to assess, analyze and overcome cultural assumptions through greater cross cultural awareness if they wish to do the best for their companies.

In today's globalized reality, organizations and companies need the creative and dynamic input from a culturally diverse staff. The only way to achieve this is to ensure that such staff are not being improperly discounted for positions due to cross cultural misperceptions. Once this is taken on board and acted upon, the play will again start to make sense to all involved.