OAD LLC is an international consulting firm with offices across North America and Europe. Specializing in organization development and organization behavior, our consultants have had senior executive experience, which allows them to understand the problems organizations encounter and provide appropriate and realistic consultancy support. After our seminars clients can use the OAD programs internally, and have ongoing access to a range of consultants.

**The OAD Survey**

Our core diagnostic is the OAD Survey. The Survey measures seven work-related personality traits and seven perceptions of how an individual believes he/she must behave in his/her job:

- Accommodating
- Reserved/Analytical
- Multitask/Change Oriented
- Delegative/Flexible
- Low Behavioral Versatility
- Emotional/Subjective
- Concrete Thinking

- Assertive
- Outgoing/Persuasive
- Patient/Systems Oriented
- Detail Oriented/Structured
- High Behavioral Versatility
- Stoic/Objective
- Abstract Thinking

The OAD Survey has been constructed and validated to meet the guidelines of the:

- U.S. Department of Labor
- U.S. Equal Employment Opportunity Commission (EEOC)
- Canadian Psychological Association (French and English)
- British Psychological Society

The OAD Survey is the only wordlist survey format to have met all these guidelines. The Survey is available in ten languages.

OAD scaling has eliminated gender bias and there is no evidence of ethnic or racial bias.
Organization Behavior

OAD measures work temperaments and behaviors both individually and collectively. In addition to discovering individual work styles, motivating needs, and aptitudes the Survey maps the overall personality – the corporate culture and subcultures – of an organization. This information provides executives with a diagram of present realities and a road map to identify needed proficiencies, manage change, dismantle bottlenecks, and create clear and executable actions.

Our seminars and programs determine how temperaments and behaviors affect organization structure - power relationships, team relationships, task execution, and reward systems. In the largest scenario OAD helps to identify cultures and temperaments that can execute the organization’s tactical and strategic plans.

Marginal performance, turnover, and the costs of hiring and training are estimated by the U.S. Department of Labor to be between 40 and 70% of the individual’s gross pay and benefits. Consider that a poor sales representative not only can’t close, but also “poisons” a territory for a successor. A poor executive not only creates turnover (often the best people leave first), but also creates confusion and disharmony, and can bottleneck or derail a business/strategic plan that cost years and millions to develop.

Leadership

Anyone who supervises the work of others is a leader. While spans of control differ and the nature of tasks range from the very concrete to the abstract, leadership styles create cultures, attitudes, and behaviors that either promote success or create obstacles. Our seminars identify the various leadership styles of your people - when and where they are effective - how to identify and develop potential leaders - how to introduce and manage change with various personalities and areas of the organization - where and why empowerment does and does not work.

Organization Development

Personalities affect the design and structure of organizations. It is not uncommon for an organization to have structures that actually inhibit or defeat stated plans, strategies, and productivity. Goal ambiguity and working at cross-purposes are the largest drains on efficiency, productivity, and progress.

How often do you feel progress is one step forward and two steps back? Do you understand what stage of development your organization is in? Where do you want the various components of the organization to go? How do they need to be staffed, structured, managed, and compensated? Does the organization require clarity and structure or an injection of a venturesome/risk orientation? Can you identify and map your organization’s dynamics... identify the bottlenecks and the productivity/profit points ... identify where change may be necessary or continuity supported ... develop human capital models to initiate, perpetuate, or maintain?
All seminars are designed to respond to the specific needs and issues of the participants. OAD Survey responses of employees are used to teach and illustrate the topics and issues covered, and, most importantly, ensuring that problem-solving discussions are reflective of each participant’s and organization’s realities. We long ago discovered that many management/organization theories fall apart when facing reality.

The OAD Seminar

This three-day seminar provides comprehensive knowledge of temperaments and behaviors in an organizational setting. Using employee OAD Survey results participants learn to:

- **Audit** – understand specific traits, behaviors, work styles, and motivating needs.
- **Diagnose** – analyze how and why people are adjusting their behaviors in response to work demands, corporate cultures and structures, and leadership styles and practices.
- **Plan** – compare these findings against the organization’s plans. Discover opportunities and challenges, and how to manage them.
- **Implement** – Organization and Human Capital practices that are executable.

These seminars are either “closed” whereby all participants are from one company, or “open” to participants from various companies.

Upon successful completion of this seminar participants are qualified to administer and use the OAD Survey within their organization.
The Leadership Seminars

Leadership Skills – Executive
The Executive Seminar integrates the OAD Survey results of the seminar participants and a sampling of the organization’s employees with issues and discussions covering:

- Effective Leadership Styles - they are situational and fluid.
- Sources of Power - the hero myths. The fallacies of empowerment. Fundamental orientations - risk versus safety. Fundamental styles - persuasion versus direction.
- Organizational Cultures and Subcultures - understanding them, managing them, changing them. The internal cultures versus marketplace demands.
- Organization Planning - comparing human capital realities against plans and goals.

Leadership Skills – Sales, Marketing, and Service Executives
The Sales, Marketing and Service Executives Seminar integrates the OAD Survey results of the seminar participants and a sampling of the organization’s employees with issues and discussions covering:

- Sales, Marketing, and Service – three different functions, three different personalities.
- Doorkickers versus Maintainers – yes, good sales reps are difficult people, and that’s good.
- Understanding - how to recruit, manage, motivate, appraise, and develop these individuals and groups.
- Creating Synergy, not Conflict – among these three functions.

Leadership Skills – Supervisors
The Supervisors Seminar integrates the OAD Survey results of the seminar participants and a sampling of the organization’s employees with issues and discussions covering:

- Supervising versus Leading versus Doing – making the transitions, understanding the roles.
- Understanding and Motivating – different personalities – above, below, sideways.
- Change – introducing and managing.
- The Natures of Organizations – why different areas must have different personalities.

Leadership Skills – Teambuilding
The Teambuilding Seminar integrates the OAD Survey results of the seminar participants and a sampling of the organization’s employees with issues and discussions covering:

- Understanding – various personalities. “I’m ok, you’re not, but that’s ok.
- Picking Teams - the basic requirements for ad hoc or permanent teams.
- Capitalizing - on the differing perspectives and needs of each team member.

Note: The LS seminars do not prepare or allow seminar participants to subsequently administer and use the OAD Survey.
“The OAD Seminar and our consultant brought into sharp focus problems we have been grappling with for a long time. The program identified our strengths and weaknesses and helped us develop game plans to move forward rather than running in circles.”

- President, Manufacturing Firm, Providence, RI

“OAD helped to show us how to stop shooting ourselves in the foot.”

- Senior Partner, Major Midwest Law Firm

“…We finally understood why good salespeople are often poor service people and vice-versa. People now play to their strengths and are appropriately supported.”

- Senior Vice-President, Insurance Firm, Chicago, IL

“We are a very lean organization. Our employment philosophy is to hire small numbers of high caliber people, so it’s critical we find the right person the first time. Selecting and retaining the right people has become easier and more accurate since we began using the OAD program.”

- Executive Vice-President of Operations, Information Technology Firm, St Louis, MO

“Management is all about understanding. Good management requires good understanding. The OAD system is the most powerful tool I have found to better understand and predict behavior in the workplace. It gives our team a real edge in making successful people decisions. I can’t imagine managing a business without it.”

- Vice-President, Technical Services Firm, Worcester, MA

“A team of our middle and upper managers has gone through the OAD Seminars, which enables our teambuilding to be more effective and scientific. OAD has improved the level of predictability when forming teams. It allows us to balance the personalities which increases the effectiveness of the team.”

- Vice-President Extrusion Division, Manufacturing Corp., Pawling, NY