



**SIENA CONSULTING**  
THE MANAGEMENT OF HUMAN CAPITAL

**Organizational  
Profile**



**SIENA CONSULTING** focuses on the management of human capital. We partner with our clients to implement strategic human resource-based solutions that meet the challenges of the ever-changing global business environment.

We have deep experience across both the private and public sectors in a wide range of industries from manufacturing to professional services, from finance to pharmaceuticals, from public safety to retail.

Our passion for customer service and collaborative approach has delighted our customers and resulted in long-lasting partnerships for over a decade.

## PHILOSOPHY

Siena Consulting is committed to the concept that “the people make the place.” In other words, we believe that an organization is a reflection of its people, and the success of the organization depends directly on the quality of its employees. Organizations have traditionally focused on areas such as process improvement, structure, and technology to compete in the business environment. However, in recent years, organizations have begun to recognize that their people are also a critical source of competitive advantage, without which the organization cannot achieve its vision and goals.

As experts recently stated, "Most other major components of competitiveness are universally available: Natural resources can be bought, capital can be borrowed, and technology can be copied. Only the people in the workforce, with their skills and commitment, and how they are organized, are left to make the difference between economic success and failure." Organizations have now recognized that they must have the "right" people with the "right" stuff in order to effectively compete in today's business world. To do so, organizations must focus on proper management of their human capital.

At Siena Consulting, we believe in partnering with our clients in the effective management of human capital. We are committed to developing and implementing cutting-edge, research-based business solutions that meet the specific needs of our clients. We have a history of developing long-term successful relationships with our clients and helping them leverage their organizations' people resources into a key competitive advantage.

# WHY SIENA?

**Tailored products and services.** Rather than relying on off-the-shelf solutions, Siena Consulting develops human resource products and services specifically tailored to meet the needs of your organization.

**Cutting-edge business solutions.** With our strong connections to the academic world, Siena Consultants are on the leading edge of applied research in Human Resource Management and Industrial/Organizational Psychology. We combine the latest research findings with a solid business-based approach into all of our products and services.

**Customer service.** Siena Consultants focus on developing long-term relationships with a core set of clients to whom we deliver high quality and value. Our clients trust us to do everything we can to serve their interests, resulting in a long-lasting, positive partnership that we can both take pride in.

**Top quality.** Siena Consulting is dedicated to delivering high quality products and services that have positive bottom-line impact.

**Value.** Siena Consulting takes a value-oriented, cost-effective approach that simultaneously delivers the highest quality products and services.

**Legal defensibility.** Siena Consulting has a great deal of experience in developing human resource systems that are legally defensible. We also have a strong track record serving as experts that successfully resolve employment litigation issues.

**Top-level consultants.** Clients can trust and expect that the same Siena Consultants proposing a project will actually do the work from conception to design and delivery.

**Diverse Client and Cross-Industry Experience.** Siena Consultants possess extensive experience working with a wide array of clients from both the private and public sector across numerous industries. We have in depth familiarity with industries that include manufacturing, telecommunications, financial services, pharmaceutical, and high tech. We also have vast experience working in areas such as government services and public safety. Our clients range from family owned businesses to global multi-nationals.

Many of our clients are household names such AT&T, Merck, and SC Johnson as well as public entities such as the State of Alabama, the State of Maryland, the Central Intelligence Agency, and the U.S. Department of Justice. Projects completed include:

- Competency Modeling
- Organizational Culture Diagnosis
- Culture to Performance Linkage Analyses
- Organizational Change Initiatives
- Organizational Survey and HR Audits
- Training and Development Programs
- Managerial Coaching & Development Planning
- Entry-level and Promotional Staffing Exams
- Validation Studies and Legal Expert Witness
- Structured Behavioral Interviewing
- Managerial Assessment Centers
- Performance Appraisal Systems
- Recruiter Training
- Strategic Customer Service Initiatives

For more information on past and current clients as well as services provided, please contact Siena Consulting.

Siena Consulting provides a wide variety of human resource-focused services designed to effectively manage human capital, including:

**Assessment and Selection.** Identifying top talent and positioning individuals into the proper roles needed to drive the business is a critical challenge for any organization. The best selection systems help identify not only the most competent employees, but those talented employees who will best fit the organization. Siena Consulting works with clients to develop and implement assessment systems for both employee selection and promotion across a wide range of jobs. We focus on creating staffing systems that are highly predictive, fair, cost-effect, and appeal to both the organization and candidates alike. To reach these goals, we leverage the most up-to-date research findings and the latest computer-based and video technology. Siena has a great deal of experience developing and evaluating a wide array of assessment devices including situational interviews, work simulations, assessment centers, role play interactions, in-basket exercises, biodata instruments, culture-fit surveys, and cognitive/personality batteries. We can deliver measures through web-based or traditional means depending on the needs of the client. Siena helps get the right people in the right place at the right time.

**Leadership Development and Succession Planning.** Today's organizations are increasingly experiencing a "crisis of leadership". That is, organizations often find that they lack meaningful and effective leadership across multiple levels and functional areas. Accordingly, leadership development initiatives are more important than ever. An effective

leadership development program is critical for attaining both long-term organizational objectives such as developing bench strength and creating succession plans, as well as addressing shorter-term needs like rapidly transitioning specific leaders into roles involving changing scope and responsibility. From first line management to members of the top management team, from high potentials to seasoned executives, Siena's management development programs are built to address the leadership challenges of today and tomorrow. Offerings include leadership talent assessment audits, developmental assessment centers, executive coaching, succession planning, and crisis leadership training.

**Performance Management.** Effective performance management systems link human resource practices directly to the organization's goals and business strategy. Siena's approach to performance management involves designing and implementing human capital management solutions that drive business results while simultaneously creating a culture of high performance. Our performance management programs are aimed at building individual and team competence, motivating employees to perform their best, closing skill gaps, and creating the organizational systems and resources needed to support top performance. We offer solutions such as job redesign initiatives, motivation and reward systems, performance appraisal instruments at the individual, team, and organizational unit level, multisource feedback instruments, training and development systems, and programs that link the organization's climate and culture to bottom-line outcomes.

**Organizational Effectiveness and Development.** Organizations currently face a competitive landscape and business environment filled with constant change and turbulence. To steer through these challenges successfully, an organization must keep its fingers on the pulse of its employees and gather the information required to diagnose and address emerging issues and problems. At Siena Consulting, we use multiple approaches to ensure that organizations understand their core strengths and vulnerabilities and are equipped to meet critical external threats and opportunities. Key service offerings include organizational effectiveness/employee opinion surveys and focus groups, human resource and organizational culture audits, service quality assessments, environmental scanning initiatives, organizational learning and knowledge management systems, “Best Company” audits, and change management systems.

**Litigation Support Services.** In today’s litigious environment, organizations often need help navigating through the maze of employment-related lawsuits to ensure that their human resource practices are job-related, fair, effective, and mitigate adverse impact. Siena Consultants have a great deal of experience successfully serving in landmark lawsuits in a variety of capacities such as trusted, neutral court-appointed outside consultants, expert witnesses representing plaintiffs or defendants, and expert witnesses for agencies such as the United States Department of Justice. Siena Consulting provides guidance, technical recommendations, and the design and delivery of human initiatives in both consent-decree and

active employment litigation contexts. For clients interested in reducing their exposure to potential future litigation, Siena also conducts legal standards compliance audits of an organization’s human resource practices relating to hiring, promoting, evaluating, rewarding, and training employees.

**Training and Development.** The only thing that is constant in business is change! And the only way for companies to deal with constant change is to continuously learn, both on an individual and organizational level. In order to help organizations promote continuous learning, Siena Consulting provides services such as designing, administering, and evaluating training programs, providing employee coaching and development services, building and implementing feedback instruments, and providing system-wide training on designing and delivering human resource practices such as employment interviews and appraisal systems.

**Strategic Competency Modeling/Job Analysis.** High-impact human resource practices can only be as good as the job analysis information on which they are based. In order to create the foundation for the design and delivery of the best human resource systems, Siena Consulting performs job analysis activities such as conducting needs analyses, collecting strategic job information, identifying critical job-relevant tasks and knowledge, skills, and abilities (or competencies), and developing cross-organizational competency models targeting key organization-wide initiatives such as leadership, customer service, and teamwork.



## OUR TEAM

Siena Consulting was founded by its two current principals, Kenneth Yusko and Harold Goldstein, who both have over fifteen years of independent consulting experience in the areas of industrial/organizational psychology and human resource management.

*The Siena team includes some of the field's most recognized authorities on assessment & development, leadership, managerial development, and teamwork.*

**Harold W. Goldstein, Ph.D.**

**Kenneth P. Yusko, Ph.D.**

**Paul J. Hanges, Ph.D.**

**Marcus W. Dickson, Ph.D.**

**Julie S. Lyon, Ph.D.**

**Laura A. Stagner, M.A.**

## CONTACT US

Siena Consulting currently has offices in New York, Washington D.C., and Princeton, NJ.

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