

CAREER MANAGEMENT INTERNATIONAL

SUSAN SILVANO, A PIONEER IN HER PROFESSION, LOOKS AT the future of the American worker from a perspective of 20 years of experience in career counseling. “The single most important professional skill of the next decade will be the ability to repackage yourself at will, to make a new career path when *you* choose.” And she leaves no doubt as to her firm’s ability to impart

this skill.

Founded in Houston in 1976 as a specialized provider of career transition services, Career Management International (CMI) has become a major human resources consulting firm with offices across the United States. Ranked among the 100 fastest-growing Houston companies in 1994, CMI has become a model for swift, decisive adaptation to constantly changing market trends.

“Right now, for example,” says Susan Silvano, “corporate human resources departments are very interested in seeing employees take greater control over their own career development, while keeping them under the company roof, if at all possible. One hard lesson of the ’80s was that it was very wasteful to terminate valuable experienced em-

ployees, only to have to hire and train others later. Now the trend is to try to keep your people, re-deploying them elsewhere within the company.”

But corporate transformation remains a bumpy road for most American companies, and layoffs and downsizing are no less traumatic today than they were a decade ago. CMI’s outplacement services provide a sensible, positive, and humane approach to organizational change. Senior CMI consultants work with legal and human resources staffs throughout the downsizing process to arrange staff training, internal and external communication, and a full range of career transition services and support for the outplaced employees.

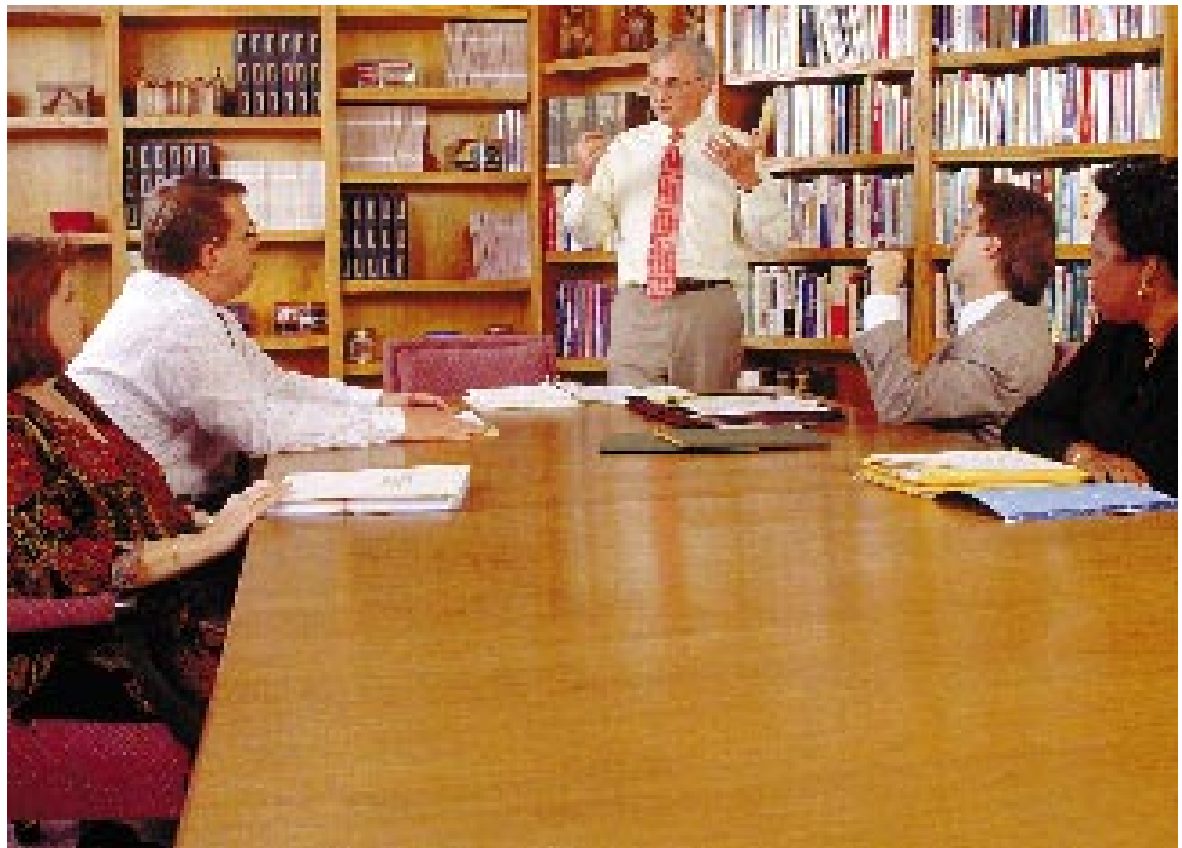
As the city watched news broadcasts about the closing of the *Houston Post* in April 1995,

for example, CMI was already offering outplacement and counseling services to the 1,900 people who suddenly found themselves unemployed. Within six months, 80 percent had either found new positions or had made a decision to retire permanently. Over a 20-year period, CMI’s placement rate has consistently averaged an outstanding 92 percent.

“We don’t mess around,” says Susan Silvano. “Seriously, it’s not about giving people offices to use, or just finding them a job. It’s about showing people how to determine exactly who they are and what they have to sell. And *then* showing them how to set their sights on a goal and *go* for it.”

CMI’s client list includes major corporations in the petrochemical and utility industries as

A SPECIALIZED PROVIDER OF CAREER TRANSITION SERVICES, CAREER MANAGEMENT INTERNATIONAL (CMI) HAS BECOME A MAJOR HUMAN RESOURCES COUNSELING AND CONSULTING FIRM, OFFERING A VARIETY OF WORKSHOPS AND SEMINARS TO ITS CLIENTELE.



▼ MIKE DUHON PRODUCTIONS



RICHARD AND SUSAN SILVANO REVIEW CMI'S NEW SCHOOL TO WORK PROGRAM (TOP LEFT).

well as hospitals and health care organizations, educational institutions, publishing companies, and manufacturing businesses. Among the familiar names are Exxon USA, Dow Chemical, Public Service of New Mexico, Lockheed Corporation, Marriott Hotels and Resorts, Kelsey-Seybold Clinics, John Hancock Insurance, North Forest Independent School District, NASA, and the Texas Youth Commission.

Another division of CMI provides customized training seminars, retirement preparation, executive coaching and change management, policies and procedures manuals, and conflict resolution programs. The firm has developed a number of innovative team building tools, such as its Team of One™ program. "With Team of One™, you get to know yourself first. Then you see how you relate to other parts of the group with which you work," says Susan Silvano. "Today teams change constantly, so it's important to know who you are, what you have to contribute, and how you relate to others."

Another of CMI's developments has blossomed into an attraction on the World Wide Web. Kingdomality™, a personality preference profile designed by CMI, attracted 20,000 "hits" in its first week on the Web, and now routinely captures the attention of 800 to 1,000 Internet users each day. Kingdomality™



CAP™, AN INNOVATIVE AND INTERACTIVE CAREER PLANNING PROGRAM DEVELOPED BY CMI, HELPS THE USER DETERMINE THE CAREER PATH TO WHICH HE OR SHE IS BEST SUITED (BOTTOM LEFT).

expresses complex psychological profiles in a very user-friendly way. Based on medieval archetypes, Kingdomality™ helps individuals and team members to see themselves more clearly, better understand the differences among people, and appreciate the importance of personality differences to the success of the team.

Kingdomality™ is included as part of the Career Alignment Profile™ (CAP™), an interactive program that helps the user determine the career path to which he or she is best suited. "CAP™ sorts out real interests, natural abilities, and individual personality traits," says Susan Silvano. "It's a good tool for students designing a course of study,

or for a company's employees to work on their own career plan. It also has the great advantage of being adaptable to any company."

CMI's programs have been strongly influenced by the firm's three directors: Susan Silvano; her husband and partner, Richard Silvano; and Dr. John Foreyt, all of whom share backgrounds in psychology and education.

"We don't give people anything," says Susan Silvano. "We help them discover what they've already got. There are few things as rewarding as helping people see their own hidden potential, then watching them set goals and achieve them. We just show them how to find and use what's been there all along."