



Ayers Report

SPRING 2004

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

LANDMARK BUILDING IS NEW HOME TO AYERS' NEW YORK OFFICES

After 28 years in one location, The Ayers Group has relocated its headquarters offices to the historic Chrysler Building.

"The face of outplacement is changing," says Bill Ayers, founder and CEO. "The needs of clients and candidates have evolved. Information technology has become an important tool in the job-search process. This move allowed us to start fresh and map facilities that meet those needs rather than trying to force-fit existing space. And we're in a beautiful, high-security building even closer to and directly accessible from Grand Central Station. That was an important consideration."

The firm continues to occupy the same square footage but has consolidated its footprint on one floor instead of the four it formerly occupied. "Having all our facilities on one floor increases the amount of informal networking among the candidates at all levels," says Terry Ebert, Managing Director of Career Transition Services. "That expands the networking circle for many of them—especially the most introverted—and makes it easier for the successes of some candidates to inspire others. At the same time, it affords our consultants and executive team a greater opportunity to interact informally with candidates, which is valuable for everyone. And it allows us to work more efficiently with our Ayers colleagues."

Among the amenities of the new offices are expanded meeting room capabilities and a CyberCafé. This candidate work area features Internet-enabled PCs equipped with Microsoft Word, Excel, PowerPoint, and Microsoft Access,



PRESIDENT'S LETTER

HR PROFESSIONAL, COUNSEL THYSELF!

My letter in the spring 2003 issue of the *Ayers Report* commented on the deep levels of uncertainty, anxiety, and demoralization we were seeing among human resources executives. The best way to stave off a serious illness is to deal with symptoms as they arise, and knowing that HR takes care of everyone but no one takes care of HR, we challenged you—our colleagues in HR—to start taking care of yourselves.

A year has passed and it's clear to us that the symptoms not only persist, they have, in many cases, gotten worse. This concerns us deeply. This is not a time for you to be neglecting your needs. Although job growth remains slow, recent surveys indicate CEOs are ready to start hiring again.

After a long, traumatic period of downsizing and running thin, you'll be engaged in upsizing and dealing with retention and replacement issues as employees bolt for greener pastures. And you'll be coping in general with organizational change. HR most likely will not be the first function to staff up, so you'll continue to do the work of multiple people. You may yourself be tempted to jump the fence but take a good look before you do: the grass is just as parched on the other side.

We at The Ayers Group are here to support you. The 28 years of success we've enjoyed are the result of being attentive to your needs

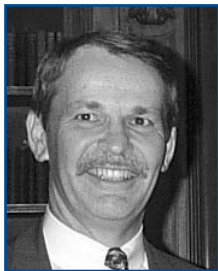
UPCOMING EVENTS

June 1 — "College Day" sponsored by The Ayers Group

June 2 — Leadership breakfast seminar featuring William Weldon, Chairman and CEO, Johnson & Johnson

STAFFING/IT CONSULTING—

MARKET TURNAROUND REQUIRES NEW MINDSETS



Bob Deissig

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“There’s a lot of activity in the marketplace, both here in the tri-state area and abroad,” says Staffing Services President Bob Deissig, who notes that Ayers’ new London office is currently working on some 500 openings in financial services and technology.

“We’re engaged in searches from the managing director level down,” adds Managing Director Harry Plastik, who oversees the new office. “It’s becoming even more of a seller’s market, and highly qualified individuals are now seeing that they have choices—a condition that hasn’t existed for several years.”

Long-term relationships established in New York are resulting in new business for the firm on the other side of the Atlantic. “Ayers has been retained on an exclusive basis to help a fixed-income trading firm reshape front-office application development in its London office,” says Managing Director Bill Kirk. “We’ve been helping a global banking firm staff up its electronic equities trading effort in New York and have been asked to do the same in its London office.”



Bill Kirk

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Another factor contributing to the activity in London is a technology overhaul of the UK’s National Health Service. “Consulting firms will be

doing much of the work, and we have relationships with most of the firms that have pieces of this £10 billion project,” Bob Deissig comments.

STEPPING UP THE PROCESS

With the turnaround at hand, those in hiring mode need to adapt to a new set of circumstances caution Ayers Group Staffing Services executives. “Candidates are still

being interviewed deeply into the organization,”

Bob explains. “Even companies for which risk-taking is a major part of business are often risk-averse when it comes to making

hiring decisions. That

may have worked when jobs were

scarce and job seekers abundant, but as things open up, we’re seeing more and more candidates receive multiple offers. Employers that can’t decide on a timely basis will start to lose good people.”

Managing Director Donna Held is seeing similar wariness in IT consulting. “There’s some interest in consulting but still not indicative of a major recovery. When companies do need someone, the decision-making process is just as long and cautious as before.”



Donna Held

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She does note that one consulting service is increasingly popular. “As consulting rates have come down, companies are interested in having someone like us evaluate, consolidate, and manage their relationships with direct-bill and independent consultants. We renegotiate fees, replacing consultants if need be, take over the billing/payments, and ensure that consultants are in compliance with tax laws. Clients win by getting the most competitive terms and reducing liability and administrative overhead.” ■

“There’s a lot of activity in the marketplace...”



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To keep a finger on the pulse of its constituencies, The Ayers Group conducts an online survey in each issue of the *Ayers Report* e-newsletter. To participate in the current poll or view results from previous polls, visit www.ayers.com.

AYERS AND CPI— AT THE INTERSECTION OF HIGH TOUCH AND HIGH TECH



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Maintaining momentum is crucial to successful career transitioning. Recognizing that technology can turbocharge the process, The Ayers Group and Career Partners International (CPI) have introduced a series of Internet-based resources designed to serve as a high-tech complement to the high-touch career consultant-candidate relationship.

The CPI Career Portal is a powerful personal-transition facility that enables candidates and consultants to partner interactively and remain in touch 24/7 while allowing candidates to work at their own pace and on their own schedule.

“The Portal provides single log-in access to all of CPI’s assets globally. It’s well beyond what anyone else in the industry has,” says Terry Ebert, Managing Director of Career Transition Services at Ayers. Among its standard features are tools for personal assessment, résumé building, interview preparation, and networking; interactive exercises that help candidates prepare to market themselves to potential employers; and access to proven job-search resources and résumé banks.

As with CPI’s other Internet-based smart solutions—such as the CareerAdvantage interactive research system introduced late last year—the Career Portal can be customized to the user. “We can add modules tailored to a candidate’s specific program,” Terry notes. “And like all our other online tools, it is secure and can be accessed from anywhere in the world at any time.”

Joining the Career Portal and CareerAdvantage in the augmented online resources toolkit is CandTrak™, a proprietary candidate tracking and business management system that allows Ayers consultants and their CPI partners to input and retrieve up-to-the-second data in real-time from anywhere in CPI’s global network.

“CandTrak makes it easier to administer multi-site projects—national or international,” Terry observes. “We can track the progress of all the candidates a client has assigned us regardless of where they may be, which is an advantage to multinational clients. It helps us to ensure candidates are receiving every component of their programs, analyze program effectiveness, and report to clients on a very timely basis. We can also use it to create trend reports

by industry, geography, or other criteria. Superior reporting has always been one of our competitive advantages, and now that capability is stronger than ever. Streamlined processes, improved communications, and more effective collaboration result in reduced costs; seamless, quality delivery; and better service for candidates and clients.” ■

SUCCESSFUL LANDINGS



As the economy continues to improve, Ayers’ outplacement team is seeing fewer downsizings and more landings. Following are a few of the more recent success stories.

- While searching for a new position, the former CTO of a global financial institution volunteered to serve on the board of a small wireless company looking to expand service. The firm, a Mobile Virtual Network Operator, subsequently acquired the marketing rights of a Japanese company with financial problems. Tapping the executive’s experience in managing a broad spectrum of technology in the international arena, the board appointed him as president. He has taken on the challenge of launching the MVNO’s new Japanese business sector.
- An Associate Attorney from the New York office of an international law firm hoped to land as Assistant General Counsel in a locally based corporation. Mounting aggressive networking and recruiter-contact efforts over the course of his three-month program, he received an offer from a company headquartered in Manhattan, negotiated the desired compensation package, and took on his new responsibilities in February.
- A senior technology executive from a multinational financial services firm recognized the need to expand his search horizon. Deciding to target hedge funds, which gained \$60 billion in assets last year, he worked with his Ayers consultant and research analyst to identify prospects. After three months, the candidate landed an excellent position that matched his previous compensation.

Out of respect for their privacy, candidates are not named in the Ayers Report. To arrange to speak with any of these candidates regarding their job-search experiences, please contact Doug O’Connor at doug.oconnor@ayers.com.

“RE-TENSION* IN THE GLOBAL ECONOMY”

PANEL DISCUSSION PROVIDES CAUTIOUSLY

“There’s just enough optimism in the air and uncertainty on the ground to cause some confusion,” said Bill Ayers in welcoming more than 160 guests to a panel discussion on “Re-Tension* in the Global Economy.” “We’re here to try to clear away some of the smoke about the economic recovery.”

The Ayers Group hosted the event, held at the Union League Club in Manhattan on January 14, to provide perspectives that would assist HR and IT professionals in preparing for and leveraging the turnaround.

A SOCIAL SEISMIC SHIFT

Discussion moderator Robert Dilenschneider, CEO of The Dilenschneider Group, began by noting the enormous impact the issues under discussion will have on the upcoming elections and how critical the role of managing human talent has become. Summarizing his own recent conversations with members of the press and financial community, the PR executive cited several factors that are shaping the work environment:

- High levels of cynicism, anxiety, and mistrust fostered by terrorism, war, and erosion of freedom in the name of security
- A national obsession with youth, appearance, and material goods
- An emphasis in business on growth through M&A activity rather than innovation
- A shift from working 9 to 5 to 24/7 365 days a year
- The elevation of celebrities in place of heroes

Indicative of a seismic shift in American society in recent years, these trends affect the outlook for employment, the economy, and the future, he said.

JOB CREATION AND THE ECONOMIC OUTLOOK

Kathleen Camilli, the US Economist for Credit Suisse Asset Management in New York, provided a two-decade overview of the US economy followed by an upbeat view of what lies ahead: a post-recession boom with substantial rates of real growth.

According to Ms. Camilli, there was substantial job creation last year but because it occurred in small to medium-sized enterprises it slipped under the radar of mainstream employment surveys. Although offshoring of IT service jobs will continue, technology implementation in the white-collar service sector should create jobs. Health care, construction, leisure and hospitality, educa-

Re-Tension*

1. *ability to retain valued employees when each new battle for top talent resurfaces*
2. *recurring stress...the nervous strain and voltage that flow from the uncertainty accompanying an economic recovery*

tion, and personal services are among areas where growth should occur.

Ms. Camilli expressed no concern about the weakness of the dollar, noting that the US continues to drive the global economy, although China is coming to the forefront. For the US to remain competitive, she said, we need to take measures that include:

- Establishing in-house corporate “universities” to retrain employees (e.g., Cisco Systems)
- Raising the bar for excellence in math and science beginning in elementary schools
- Demanding accountability from schools funded with public money
- Building financial education into elementary and secondary school curricula

NEW URGENCY FOR THE HR FUNCTION

In an increasingly competitive environment, innovation is critical and must have a global footprint according to Michael Carey, Vice President of Johnson & Johnson. Capturing the highest caliber talent from around the world and helping organizational leadership achieve a global mindset are increasingly necessary for business success—and challenges for today’s global HR professional.

Mr. Carey, who most recently served as J&J’s Corporate Vice President of Human Resources, indicated there’s an emerging sense of urgency for the HR function to help deliver global growth. Functional expertise alone is no longer sufficient. To anticipate and respond proactively to business and organizational demands, HR leaders must understand the business and its marketplace, direction, and strategy and align human resources strategy accordingly. He noted that business acumen

UPBEAT OUTLOOK

is a top attribute of successful HR leaders but also stressed the need to establish personal credibility. Much is expected of us, he observed. It's not an opportunity but a responsibility.

Referring to recent corporate scandals, Mr. Carey emphasized the importance of driving the people agenda without so much focus on aggressive growth that we lose sight of the need to ensure everyone's alignment with a value system. When people are attuned to the vision, values, strategy, and direction, know their roles, and have a feeling of relevance, they become a motivated, engaged workforce that will help the organization grow and prosper.

DISCIPLINE IN IT

It's a great time to lead the technology function, according to Dennis Callahan, CIO of Guardian Life Insurance Company of America. As the chaotic events of 2000-03 gave rise to discipline in corporate IT, technology has shifted from pariah to strategic asset. Although IT has become a commodity, the innovative vision for its application leaves room for differentiation. Companies that get it right continue to have a competitive advantage.

The IT executive noted that tech spending is on the cautious rise and the job market is gradually heating up. Offshoring continues, with a domestic pushback by government and labor. China, Russia, and Eastern Europe are becoming serious players. In terms of applications, he predicts that Voice Over Internet Protocol will become mainstream, video ubiquitous, and we'll see a Web-services revolution—assuming security issues can be resolved. The emphasis on risk-management will be unrelenting, with greater board involvement in IT.

Mr. Callahan cautioned that IT must maintain discipline if it is to retain credibility with partners on the business side. Facing up to offshoring will require a new model for developing the next generation of IT leadership, with integrated business/computer science degrees and serious internship programs as standards. As the economy and job market improve, retention of valuable human assets will require us to develop, challenge, and motivate people to achieve and move up to the next level.

After the discussion and the vigorous, wide-ranging Q&A that followed, one attendee summed up the event by observing that although the speakers were informative on their topics, the synergy of the three was even more powerful. ■

J&J CHAIRMAN TO HEADLINE AYERS' NEW LEADERSHIP SERIES

In an environment that is more competitive and global than ever and at a time when customers and shareholders have never been savvier, cycle times shorter, and public pressure for transparency more intense, companies need leaders who can rise to the challenge.

Leadership development has long been a focus of The Ayers Group's Organizational Effectiveness Consulting practice. On June 2, we will launch a series of invitational breakfast programs featuring leaders from a variety of fields who will talk about their lives and careers, sharing insights about the evolving role of leadership. Our first distinguished speaker will be William C. Weldon, Chairman and CEO of Johnson & Johnson.

Johnson & Johnson tied with IBM for first place in *Chief Executive* magazine's second annual ranking of Top 20 Companies for Leaders, published in October. Mr. Weldon, who became top executive of the 117-year-old company two years ago, is the driver of J&J's aggressive effort to groom new leaders—a challenge in a decentralized company with more than 200 operating units and over 108,000 employees worldwide. An exemplar of leadership himself, he recognizes that developing leaders internally is crucial to a company's ability to compete successfully. ■

LANDMARK BUILDING

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printer/copiers, and soon to come: flat-screen monitors. Secure wireless connectivity enables candidates and visiting clients to access the Net using their own laptops and other wireless devices.

"Internet access is a necessity to our candidates, as is a comfortable environment for networking and a friendly exchange of information," says Doreen Weismantel, the firm's Director of Administrative Services, who was charged with developing the facility.

"In our new facilities, it's easier than ever for candidates to check email, make use of the Internet Resource Center to access our subscription databases and do research online, and tap our other online resources, including the new CPI Portal and CareerAdvantage tools. We have a technician on site to help candidates maneuver through the system and ensure that everything is in good working order. The coffee is always fresh and hot. We want our candidates to have a productive and enjoyable experience."

Says CEO Ayers, "It all adds up to one thing: a reaffirmation of our commitment to providing clients and candidates with exceptional service." ■

PRESIDENT'S LETTER

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and the issues and challenges you face every day and adapting our practices as they change. Over the next quarter, you're going to be hearing from us, one on one. Our goal will be to discover:

- What is causing you anxiety, stress, pain
- What your plans, goals, and aspirations are
- What you're doing for yourself
- What you need from us

While we certainly can help you, you need to help yourself as well. Here's a basic prescription that can serve as a starting point.

- Don't neglect your physical health. Exercise, maintain a reasonable diet, and get enough sleep.
- When worries build up, don't hold them in. Talk to someone.
- Find a program of stress-management strategies that works for you.

- Participate in HR networking groups/professional associations.
- Stay current on new HR competencies and programs.
- Reevaluate your career direction based on the future focus of the HR function.
- Meet with your Ayers Business Development contact, who can share what other HR professionals are doing, introduce you to new networking contacts, and in some cases reconnect you with former colleagues.
- Network within your own organization to keep your finger on the organization's pulse, remain visible, and scope out possible advancement opportunities.
- Evaluate how you and your communications style are changing as the environment changes. We've got tools that can give you feedback along those lines.

Remember, you don't have to wait for us to get in touch with you. You can always reach me at bill.ayers@ayers.com. ■

STAFF ANNOUNCEMENTS

- The Ayers Group is pleased to welcome Dennis Flanagan as Chief Operating Officer. Dennis—who has spearheaded annual double-digit revenue growth, increased market share, and sustainable profitability wherever he has worked—most recently served as President and CEO of Sengen, a software development company. Prior to Sengen, as President and CEO of OKI DATA Americas, Dennis led revenue growth at the Japanese-parented division from \$180 million to greater than \$500 million in the Americas. He also led the team that acquired OKI DATA Corporation's largest European distributor and assisted it in building a \$500 million division. During Dennis's tenure, the Japanese printing and facsimile company grew from \$280 million to \$1.2 billion worldwide. His background also includes leadership positions at Texas Instruments and Memorex/Burroughs. Dennis is on the board of Quinnipiac University, Samaritan Hospice, and the Computer Technology Industry Association.
- Dr. Peter Olsinski, Senior Vice President, has added process quality assurance to his portfolio of responsibilities in Ayers' Outplacement Division. Peter closely monitors candidates' activities to ensure they are making the most effective use of the resources offered by Ayers (e.g., seminars, office space, administrative assistance) in fulfilling the steps in their personalized outplacement programs. He also manages the monthly reporting process by which client companies are kept abreast of the progress of former employees in outplacement at Ayers. This value-added process, which benefits both candidates and client firms, is part of the firm's efforts to maintain the high standards of excellence that have become its trademark.
- Meg Paradise has joined the firm as Vice President, Business Development in the New Jersey market. During the past 15 years, she has partnered with senior management at client companies to provide support on workplace issues, including career transition, leadership development, change and talent management, succession planning, and organizational performance. Most recently, Meg was an executive consultant at a global career-management services company where she developed business opportunities, managed large-scale projects, and delivered client services. Among the companies she has worked with during her career are Ford, PepsiCo, Kawasaki Motorcycles, and AT&T Solutions. ■

In her article in this issue of the *Ayers Report*, Joan Caruso discusses the trend toward specialization in coaching. Here are some examples of the niches coaches are choosing for themselves.

JANE WASHBURN

In 25 years as a senior executive and in coaching as well, I have witnessed the frustration many women experience when they can't realize their full potential in the workplace.

To be successful, women need to be able to promote themselves to hiring authorities, bosses, colleagues, clients, and prospects. But many are uncomfortable with this concept, unsure of how to go about it without seeming to be too brash or boastful. I've seen bright, accomplished women become unnecessarily insecure when they need to foster relationships with business prospects or the boss's boss. To meet their unique needs, I coach female executives in personal-brand and business development.

A personal brand is necessary for articulating who you are and what you stand for in the eyes of your internal and external networks. You can't "sell" yourself until you thoroughly understand that. I help women identify their communication goals, realistically assess their core competencies, and then craft a positioning statement that articulates their unique value propositions. If a female executive wants to be rewarded as a results-driven leader or as an innovative problem-solver, for example, she needs to continuously reinforce that image visually, vocally, and verbally.

In most businesses, the people with power are those who deliver incremental business to drive growth. In today's environment, enterprise survival requires executives to be rainmakers, but many women simply are not confident in that role. I coach female clients on how to adopt a business advisor's attitude. This means moving beyond a focus on your technical capabilities and specific service to identify a client's broader needs and bring in the resources to help address them. This takes the relationship to a new level, building trust and fostering loyalty.

Once this mentality is established, I work with the executive to create focused business objectives and strategies for such areas as networking and negotiating to drive the actions/reactions that lead her to new-business wins.

Jane Washburn is an Ayers executive coach/consultant who has provided strategic counsel across a broad array of industries. Her background includes extensive corporate sales/marketing experience in financial and professional services.

JOE TOMASELLI

The skills that will matter most for leaders in the next few years are interpersonal competencies. Executives more often run into problems over issues relating to interpersonal effectiveness or emotional competencies rather than functional skills. Those charged with executive development need to address this area creatively to help executives achieve their full potential.

A key outcome of coaching is often a change in self-concept. We achieve this by helping clients gain deeper self-awareness and equipping them to deal effectively with the ambivalence of subordinates, unspoken rivalries of peers and superiors, and complexities of the workplace. The key is a customized comprehensive assessment, which provides a lens through which clients can clearly see strengths, weaknesses, and barriers to change. Once they better understand themselves, they can more fully realize personal capacities and achieve integrity in relationships.

A comprehensive assessment process integrates performance-related skills and competencies and emotional competencies, looking at how they interrelate and match up against job criteria and the company's mission, vision, and values. The process accelerates understanding for coach and client, helping both consider the impact of styles, proclivities, and patterns in the client's work environment and create a development plan to facilitate desired change.

Whether the client is a high-potential being groomed for greater responsibility, a seasoned pro in need of focused support to improve skills and effectiveness in tackling business challenges, or a team seeking to enhance synergy, assessment is a powerful tool used in a safe climate with support. I've widened the process to include learning that reveals the client's values, which inform attitudes and behavior. Together, we leverage values and strengths to effect desired behavioral change. When you do this with a team, deeper awareness cascades and generates power within the organization.

Once people really see themselves through the assessment lens, you have their attention. Then you can identify one or two key areas to focus on and develop a strategy and actionable plan for achieving sustainable change.

His experiences in the pharmaceutical industry and as an entrepreneur and a senior HRD/OE executive have helped make Ayers coach/consultant Joe Tomaselli an expert in facilitating transformational change in executives and organizations. ■



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MATCHING COACHES TO COACHING NEEDS— CREDENTIALS, CHEMISTRY, AND COMMON INTERESTS

Successful coaching shares something important with a successful dating service: both depend on creating the best possible match. Force-fitting a coach to a coaching need is as chancy as throwing two people

together simply because they're single. Success is far more likely if the parties have something in common to create a bond and if the chemistry is right. The more you understand about the two individuals, the more effective you can be in making the relationship work.

At Ayers, we are very careful in mapping and matching coach-coachee profiles. Achieving the right fit involves:

- **Establishing a coachee profile**—Every coaching assignment begins with a process of gathering information about the person to be coached. Depending on the nature of the engagement, this may be done through interviewing or questionnaires. Because we coach by objectives, we try to get as specific as possible about what the person needs to get from the coaching experience. The match has to take into account the objectives as well as the coachee's personality and what it will take to enhance his or her receptivity, improving the likelihood of a successful outcome.
- **Selecting coaches with the appropriate background and expertise**—We look at whether the assignment requires a coaching generalist, who can focus on a variety of things, or a specialist. Then we turn to our deep bench of carefully vetted coaches who meet our rigorous standards.
- **Looking for a connection**—As we review the profiles of the coachee and the targeted coaches, we look for common factors that have the potential to create the kind of connection that generates good chemistry: a hobby, an interest, a life experience, etc.

One trend that has worked to our advantage in making effective matches is the gravitation of coaches to areas of specialization. Our coaching team balances coaching generalists with specialists in a wide variety of areas. Some work best with and thrive on solving interpersonal relationship

and communications problems. Others focus on assessment coaching—helping determine whether an executive has the potential to take the next step or which path is best for a high-potential executive with multiple options—or transition coaching—helping senior people grow into leap-of-scope assignments quickly.

Some specialties revolve around team building: senior-executive teams (including boards of directors), sales teams, and also corporate start-up or spin-off situations. We recently called on our specialists from the latter category to work with a group charged with carving a particular function out of the client's corporate divisions and creating a new business dedicated to that function.

We also have coaches who specialize in working with executive women. We recently heard from a client that would like to create separate coaching, mentoring, and training programs for key high-potential female executives. Twenty years ago, the thinking was to avoid development experiences that were exclusively for women. Now that women have achieved critical mass in the workplace, employers are looking at their distinct needs, which has given rise to a coaching specialty.

Good coaching focuses on what's important to the individuals to be coached, so they know their time is not being wasted. By marrying careful coachee profiling and a deep bench of coaches who meet high standards and have expertise across a broad spectrum of areas, we can create relationships that ensure the best possible result. ■

To learn more about our programs, please call:
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