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Yes, but who will give the boss the news?

Researchers at the University of Akron and Michigan State University have created a tool to figure out whether your boss is a jerk.

The researchers devised the Workplace Arrogance Scale, or WARS, which they say can help identify arrogant bosses before they have a negative impact on their companies' bottom lines.

The University of Akron's Stanley Silverman, who will present the findings this week at the American Psychological Association convention in Orlando, said the scale is the first of its kind and can help managers quantify exactly how arrogant someone might be.

Does your boss demonstrate different

behaviors with subordinates and supervisors? If so, that could mean trouble, said Mr. Silverman, who also is dean of the university's Summit College and University College.

Another question deals with whether the boss discredits others' ideas during meetings and often makes them look bad.

Sure, it might seem obvious, but the WARS scale offers managers another tool to gauge performance, Mr. Silverman said. If arrogance is left unchecked, he said, it could lead to organizational dysfunction and high employee turnover.

"You'll always have people who are arrogant and are successful," Mr. Silverman said. However, arrogant bosses often don't reach their full potential.

"They're very skilled in certain things, but it almost gives them a ceiling." — **Timothy Magaw**

Rivals need not seek Skoda's marketing help

Accounting, business and financial advisory firm Skoda Minotti has an interesting new breed of clients paying for its marketing services: other accounting firms.

No, Skoda is not helping market its Northeast Ohio competitors. But since last year, it has added to its client roster a half-dozen accounting firms in other markets, for which it's doing work ranging from branding to web design and development.

Hayflich & Steinberg CPAs PLLC in West Virginia hired Skoda a few months ago to handle the marketing involved in a merger that's transforming it into Hayflich Grigoraci PLLC. Kevin Highlander, a partner of taxation for the firm, explained why.

"They just have a greater understanding of our needs right out of the gate," Mr. Highlander said. "We don't have to explain our business to them."

Like many of Skoda's accounting firm clients, Hayflich connected with Skoda's marketing arm, Strategic Marketing LLC through the BDO Seidman Alliance. The alliance helps regional accounting firms leverage each other for resources.

So, would Skoda entertain doing marketing for local competitors? No, said Jonathan Ebenstein, managing director of Strategic Marketing.

"They're on their own," he said. — **Michelle Park**

Financial aid for Legal Aid

While it doesn't come close to closing a gap caused by years of dropping revenues, a hefty increase in private donations this year to The Legal Aid Society of Cleveland is a welcome development for the nonprofit.

Between Jan. 1 and July 1, the local Legal Aid received 376 individual gifts totaling \$70,000 — a 35% increase in donors and a 108% jump in dollars donated compared to the like period in 2011, said Melanie A. Shakarian, Legal Aid's director of development and communications.

As Crain's reported in June 2011, Cleveland's Legal Aid Society, like those in other cities, is suffering revenue losses because what was once its largest source of operating funds — interest earned on some fees that Ohio attorneys place in trust accounts — has dropped significantly as interest rates have plummeted and stayed historically low.

Revenue that the Legal Aid Society of Cleveland receives from IOLTA, or interest on lawyers trust accounts, had fallen by 2011 to \$728,000 from \$3.38 million in 2007, when interest rates hit their latest peak.

"We hope interest rates will improve for IOLTA soon, but in the meantime we are honored by the growing support from our legal community," Ms. Shakarian said. — **Michelle Park**

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