

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

Over the last fourteen years, we have asked recruiters for the key characteristics they are sent to “find” when given a search assignment, and the top three traits every single year are always **leadership, industry-specific experience and functional expertise.**



There are literally thousands of people and companies who make their livings trying to understand what leadership is and how to grow it, nurture it, develop it, implant it, copy it, manufacture it, buy it, sell it, etc.

But how do you find something you can't fully define? If you're like me, you know it when you see it; but there are tangible qualities too, such as how well they perform the three critical things they get paid to do — **hire, fire and evaluate.**

At the risk of being overly simplistic, the rest you can learn from books and on-the-job experience. Said differently, leaders are judged by their ability to make judgments (often subjective), which are always open to interpretation and argument.

And who is to say what's right or wrong but they have to make the judgment nonetheless and then be able to take the heat from those who disagree. In short, they must take a stand for a belief.

Not easy stuff. I invite you to contribute your thoughts on leadership to my blog, *Six-Figure Learnings* (www.execunet.com/davesblog).

Sincerely,

Dave

Dave Opton
ExecuNet Founder & CEO
www.execunet.com/davesblog

Why Job Hunting Shouldn't Take a Holiday

By Marji McClure

Tis the season for job hunting? For many job seekers, the holiday season is typically looked toward with dread, as it usually represents time lost in the job search process. But the best gift job seekers may be able to give themselves this time of year could be a combination of strategy and persistence because recruiters and employers may be more focused on filling positions than candidates think.

Recruiters, human resource professionals and career coaches agree that hiring may slow during the last two months of the year, but it definitely doesn't stop. Opportunities do exist for candidates willing to stay in the game and find them.

Confidence During the Holiday Season

Those Who Are Confident/Very Confident that the Executive Employment Market will Improve in the Fourth Quarter

	2004	2005	2006
Senior Executives	14%	20%	30%
Search Firm Recruiters	67%	64%	71%

Source: ExecuNet

Reduced Competition, Increased Opportunities

Rick Taylor, SPHR, president of Ratliff & Taylor Inc., an executive search firm based in North Olmsted, Ohio, says that the pool of candidates does tend to be a bit smaller during the holiday season because many companies delay downsizings until after the New Year. “But it is a much more assertive group that is seeking new employment,” notes Taylor, also an ExecuNet meeting facilitator in the Cleveland region.

It is a group that can take advantage of positions that can open at a moment's notice. “Even if my internal job opens are low, I have to keep my finger on the pulse of what candidates are available,” says Jill Franzon, human resource manager for Stamford, Conn.-based International Meetings & Science, a medical education and communications company. “Internal situations can change any minute, and it is always best to have a

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FastTrack Programs
November and December 2006
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 11/14 — **Market of One: How to Prepare For Your Next Move** — Karen Armon
11/15 — **Discover Letters & Emails: Getting the Attention You Want** — Judy Rosemarin
11/16 — **Guerrilla Marketing for Consultants** — Michael McLaughlin
12/5 — **Introduction to Behavior-Based Interviewing** — Louise Kursmark

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http://www.execunet.com/e_resources_purchase_desc_nm.cfm

Networking Meetings
November 2006
Hosted by ExecuNet Facilitators

- 11/13 — **Boston Sr. Executive Roundtable** — Pam Lassiter
11/13 — **Detroit** — Marge Larsen
11/13 — **Miami/Coconut Grove** — Jeannette Kraar
11/14 — **Washington, DC Sr. Executive Roundtable** — Peter McCarthy
11/14 — **Wilmington, DE** — Russ Dunn & Rick Hays
11/14 — **Sacramento** — Wilcox Miller & Nelson
11/14 — **Seattle** — Susan Stringer
11/14 — **Phoenix** — Fred Coon
11/14 — **Providence** — John Decker
11/15 — **Portland, OR** — Jean Walker
11/15 — **Philadelphia Sr. Executive Roundtable** — Ed Kelleher
11/15 — **Philadelphia** — Ed Kelleher
11/16 — **Columbus** — Janine Moon
11/16 — **Minneapolis** — John Wetzel & Barbara Johnson
11/16 — **Princeton/East Brunswick** — Rod Colon
11/17 — **Denver** — Karen A. Armon
11/17 — **St. Louis** — Jim Clarkson
11/17 — **Detroit Sr. Executive Roundtable** — Marge Larsen
11/17 — **Seattle Sr. Executive Roundtable** — Susan Stringer
11/21 — **Cleveland** — Rick Taylor
11/21 — **Houston** — Michael J. Grove
11/21 — **Hartford** — Howard S. Bader
11/21 — **Irvine (Orange County)** — Mark James
11/21 — **Westchester/White Plains** — Nancy Hutter
11/22 — **Toronto** — Martin Buckland
11/23 — **Toronto Sr. Executive Roundtable** — Martin Buckland
11/28 — **Chicago** — Melody Camp
11/30 — **Columbia, MD** — Ed Loucks
11/30 — **Dallas** — Bob Hueglin

Registration information can be found at members.execunet.com/e_network_results.cfm

Your Career Advisor

How Executives Can Love Networking

By Gail Sussman Miller

Step into this picture for a moment... you are about to walk into a networking event, in a room filled mostly with strangers, to get a lead on that elusive ideal job you want. You are nervous. You are worried about saying the right thing. You hope your breath smells good enough. You hope that you are good enough. Will you do it "right" and finally end the misery of forcing yourself to attend these events to find a job?

Does this sound like you? Notice how this picture makes you feel — all the pressure and all the rules.

On a scale of 1 to 10, how much do you love networking? Yes, love! A ranking of 1 means you'd rather volunteer for a free root canal from a dental intern. A 10 means you love connecting with people everywhere; standing in line at Starbucks or in an elevator or while sitting in your dentist's chair! Write your ranking down now, before you read the rest of this article.

Read on. I'll show you how to move beyond your obstacles to achieving business and personal growth through a broadened mindset and new guidelines. Imagine being someone who views networking as an easy, natural extension of who you are and what you like to do. Get ready to increase your confidence and comfort with networking.

The Power of Networking

Wherever you are on the 1 to 10 scale, many business experts agree and evidence shows that networking is the number one way to accomplish goals — especially your career and business goals. It's a great way to reduce research and "cold calling." With an open, observant mind, networking can lead to door-opening introductions, new ideas, collaborations and unexpected opportunities.

What is networking, anyway?

Many envision walking into a Chamber of Commerce event with 100+ people or association meetings or other scheduled events with lots of strangers. For some it's attending a social mixer where people make small talk and tolerate the evening, waiting to leave after they get their quota of business cards in their pocket. How do you define networking?

What are your challenges to networking? Perception and unwritten rules contribute to creating uncomfortable obstacles to fully leverage this powerful activity. Some worry about how to start (and end) conversations; what to say; if they are interesting enough; or fear rejection, even as executives. Perhaps you believe you have to be an extrovert to succeed, must impose on others, or give a forced sales pitch. That's not very inviting. That root canal is looking more and more appealing, right?

An informal poll of ExecuNet members revealed these top obstacles to networking. What are yours?

- Making time to network
- Competing for similar positions
- Being "out of practice"
- Thinking their networks have disintegrated
- Feeling disconnected
- Not knowing how to start
- Being shy or introverted

Let the Reframing Begin!

Let's start by redefining your characterization of networking and rules you've heard or made up about networking. Try on my definition for a moment and these three steps.

Networking is connecting with like-minded people for the greater good.

1. It's making new acquaintances, building meaningful connections, and going deeper with existing relationships for the sake of a

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Your Career Advisor Continued from page 2

common objective. Now stop reading a moment.

2. Rename “networking” and toss out that term and all your old limiting beliefs and rules as you read this article. Call it “connecting” or another action word that fits you.
3. Think about your motivation to network. What information or resources might you need to make an improvement in some area of your life? What if connecting with other people helped you get there sooner and more easily?

See if you notice a shift in your attitude about networking with this new definition, new name and possible outcomes. You are on your way.

Ten Obstacle-Busting Tips and New Rules

Here are some tips and philosophies to help you start your own obstacle transformation now. Don't know how to start networking? Notice the guidelines that you relate to the most, write them down, and use just one in your next encounter.

Start by making an assumption that **everyone is special** and has something to offer. Be curious and make it your goal at a networking event to find out one unique thing about each person you meet.

Keep in mind a **mental shopping list of all the things you need** in all areas of your life. Perhaps you need a new plumber, a recommendation on a computer, an introduction for a job, a new client, ideas for a great vacation spot. See everyone you meet as an opportunity to learn and find answers. Every time you connect with people, you are networking.

Worried you won't be interesting

enough? **To be interesting, be genuinely interested in others.** They will appreciate your attention and be drawn to you.

Be generous and other-oriented.

Listen and ask to determine people's needs and see how you can be a resource or connector. Give first rather than being out to “get” something. Practice giving without expecting anything in return.

Start conversations comfortably in two easy steps. First, say “hello.” Then find out what you have in common. “Have you ever attended this business group before?” “Do you know the bride or the groom at this wedding?” “Are you familiar with the speaker at this event?”

Be prepared to ask powerful questions that **move past small talk**, one of the things people often dislike about networking. Ask, “What is most important to you?” about a topic you are discussing. Imagine how satisfying you will feel if you ask, “What is your greatest satisfaction in your work?” or “What is your biggest challenge?” and see if you can help. Even if you are in a room with other people competing for the same opportunities, it will be your authentic self that makes connections real, meaningful and memorable.

Be unattached to the outcome, which removes pressure. Define your own idea of success at a networking event and make it fun and easy; say hello to at least three people, have one meaningful conversation, ask one person for something you need.

Networking doesn't always have to involve meeting new people. It's never too late to reconnect with old school buddies, former coworkers or employees, board members or customers. They've been just as busy as you and it's flattering to be remembered and thought of.

News Flash! **You don't have to**

attend another networking event ever again! This is great news if you are shy or introverted or just don't like large gatherings OR if time for networking is at a premium. Ask for and offer introductions, meet with people only one-to-one. Create your own “event” every time you meet people — whenever and wherever your life takes you.

Transfer skills, knowledge and attitudes from an activity you really love doing to networking. For example, let's say you like reading books. At the next networking event, imagine the people in the room are books you haven't read. Find out the subject of their story, skim their table of contents in a brief conversation, and see if their story line and characters interest you to read more. Use the same curiosity to choose people for connections as you would choose a book in a store with thousands of titles.

Success Story

Here's a great success from Daniel Baeten, a participant of my “How to Love Networking” ExecuNet workshop, held in Chicago (March 2006). In this workshop, the guidelines are enhanced with a fun four-step process that focuses on Tip #10; it transfers skills and success from an activity participant's love to a personalized networking metaphor.

Dan says, “Thinking of networking as connecting with people to discuss subjects of interest, I am now networking formally and informally on a daily basis. The reward is to learn more about people I know while they learn more about me.” While Dan's goal in networking was to find a new position, he found “there are many other benefits gained along the way” and it has been “an asset in all facets of my life” like the discovery of a new customer!

A deeper change was in Dan's mindset. And the good news is, networking led to the discovery of an opportunity he landed! His networking contact put strong recommendations into the hiring authority on his behalf. Dan says it all, “I now view networking as a lifestyle change.”

Gail Sussman Miller, of Inspired Choice, teaches women solopreneurs how to love obstacles and overcome them with ease. Gail offers “How to Love Networking” workshops that deliver immediate results by increasing confidence, comfort and success, so you network naturally as an extension of who you are and what you love to do. These are offered onsite and by telephone, for individuals and groups. Learn more about her approach and read a few success stories at inspiredchoice.com

Job Hunting

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handle on the situation.”

If any of these positions are critical to a company's operations, it's not out of the question for holiday season job seekers to officially secure a new job before the first of the year. “Most companies with ‘acute need’ positions to fill will seek to get their offers out to the final candidates so they can start work on January 1,” says Mark James, CPC, president of San Diego, Calif.-based Hire Consulting Services LLC and an ExecuNet meeting facilitator.

Overall, the occurrence of a slowdown in hiring depends on the industry, company and overall health of the economy, says Meg Montford, chief coaching officer of Kansas City, Mo.-based Abilities Enhanced. “I'll never forget one December when I was working as a recruiter many years ago and I had the biggest sales-generating month of the year, actually of my entire four-year tenure as a recruiter,” recalls Montford. “As with all job search activities, there are no absolutes.”

Still Open for Business

While many organizations do slow their hiring during the holiday season, other processes also slow during this time. It also means that the hiring managers who have not left town on vacation may have more time to talk about employment opportunities. It's possible to get some face time with

Your 2007 Job Search Checklist

While November and December can be productive months in terms of job hunting, it's still wise to spend the last couple of months of 2006 preparing your strategy for 2007. Mark James, CPC, president of Hire Consulting Services, LLC, offers the following suggestions to create a solid new year strategy.

- Update your résumé and cover letters
- Research 30 to 60 new target companies in your industry
- Contact 20 new recruiters that specialize in your discipline and industry
- Conduct salary research to determine your worth
- Rediscover your competencies, skills and behaviors through comprehensive assessments
- Improve your interviewing and salary negotiation skills
- Consider hiring a professional career coach
- Start a new diet and exercise regimen

these individuals that you may not get during busier times of the year.

“Very few organizations actually close during the holidays and it may be one of the best times to find people available with more willingness to take time for conversations, especially informational interviews,” says Janine Moon, master certified career coach with Columbus, Ohio-based CompassPoint Coaching LLC and an ExecuNet meeting facilitator. “Even if organizations aren't technically in a hiring mode, most good leaders keep their eyes open for talent regardless of the season, and may, at year-end, be quite open to talking about expectations and new directions for the next year.”

They will especially be more willing to talk if their budgets have been approved and they are confident they will be hiring in the new year, adds Taylor. “Strategic managers may also realize that

turnover is usually high after the holidays, and they may want to build up their database of potential replacements, if needed,” Taylor says. “We tell our outplacement candidates that they should really work hard during the holiday season to, hopefully, get their new job in January or February.”

Franzon agrees that holiday job seekers increase their chances of getting their résumés seen and securing interviews. “For those candidates waiting for a bonus or an evaluation, they can interview in December but request a January start date,” Franzon says. “This way, they get the best of both worlds.”

Moon says one of her favorite holiday stories involves an individual who attended ExecuNet meetings for several months. He abruptly stopped right after the holidays before returning in early spring to reveal the secret to his job hunting success. “It seems that he saw nothing to lose by taking advantage of the traditional ‘down time’ in many organizations over the holidays,” says Moon. “He decided he would go door-to-door, with targets in mind, and ask to see hiring managers or HR directors. He found many people in and had a number of conversations during the holiday ‘down time.’ He got a job offer from one of his visits because of his timing and his initiative. He didn't know what he might find, but he made the most of the possibilities.”

Networking Holiday-Style

If anything, the holiday season offers more opportunities to network than other times

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A Slight Shift in Company Priorities

Companies often have other priorities, in addition to hiring, at the end of the year. Organizations that end their fiscal year on Dec. 31 are typically concerned about closing their books, and hiring practices can temporarily take a back seat.

“They are focused on closing business and making their numbers at the end of the fiscal year, and there is little one can do to take the focus off business and put it onto hiring,” says Carol Schultz, principal of Select The Best I, LLC, an executive search firm based in Parker, Colo. “Companies are judged by revenue attainment, not the number of hires they can acquire.”

Companies also delay hiring for reasons not unique to the holiday season. In fact, notes Schultz, she has learned that delays in hiring revolve less around the time of year and more around timeless issues, such as the sense of urgency by a client to fill a position.

Candidates' own motives certainly contribute to a slowdown in the market as well. Since most companies who reward employees with bonuses do so at year's end, many employees choose to wait for the check before they make a move. Thus, the number of available candidates during the holiday season is reduced.

Job Hunting

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of year. Holiday parties can be an ideal setting to make valuable connections in the job search. “Networking is very natural over the holiday season,” says James. “It brings us in contact with people we don’t see very much during the year: former work colleagues, neighbors, relatives and old friends. Sometimes you get a greeting card from someone you lost track of — that’s the perfect time to pick up the phone and reach out to get reconnected.”

Getting reconnected during the holidays will help job seekers if their job search moves into the new year. “These people can all be very influential members of your network, and once you’ve reconnected over a holiday get-together, you can naturally follow-up to ask for more specific job search advice and connectivity assistance,” adds James.

While attending these functions, it’s important to remain positive. A festive attitude will only help you yield the results you wish. “Avoid the ‘bah humbug’ routine,” advises James. “Your transition success outlook and optimism will draw more positive results from the people you meet, and they will naturally try to help and offer advice, leads and referrals. If you are comfortable with your situation, then your audience will be too.”

“It’s also an opportunity for the seeker to focus on what he or she is grateful for and ask others the same,” adds Moon. “This provides a little different context in which to meet and network with others.”

Maintain Your Momentum

It may be difficult to stay focused on job search-related tasks, such as networking, during the holiday months. But it is vital to keep that job search strategy intact during this time. “By keeping up their

Holiday Networking 101

Networking never takes a holiday, and the season is actually the perfect time to connect with the contacts you’ve made over the years.

“It’s a time to create foundations for new relationships for the new year and strengthen [old] relationships,” says Ilise Benun, author of *Stop Pushing Me Around: A Workplace Guide for the Timid, Shy and Less Assertive* and founder of Hoboken, N.J.-based Marketing Mentor.

Benun offers the following tips for successful holiday networking:

- Engage in smart talk. Ask strategic questions that will help you get to know people and know them better. “Ask people how their year was,” says Benun. “Learn what was important to them — what were their goals [personally and professionally]? What are their plans for 2007?”
- Set the foundation for follow-up. “Make sure in your holiday conversations you’re looking for content you can follow-up with,” says Benun. “You need to follow-up with something specific [such as a job opening] in January.”
- Send out holiday cards — but make them unique to you. “They have to stand out and if possible, make them as personal as possible,” says Benun. “It shows you have taken the time, and it shows you care. People respond to that.” Always write a personal note inside. Add a small gift card, if possible. “People don’t throw [gift cards] away, and they remember where they got them.” Benun adds.
- Don’t send e-cards. “It says ‘I’m lazy,’” says Benun. “Something tangible is more effective.”
- Use holiday parties effectively. Don’t drink too much. If you bring a spouse, friend or partner to a party, prepare them with information about who’s who at the event and don’t let them serve as your promoter. “Your partner should not lobby for you.” Lastly, make an effort to approach people you would not have access to otherwise [such as a company CEO].

schedule and even increasing it, job seekers will be ahead of others who look at this time as less value,” says Moon, who adds that it can represent an ideal time to reach out to company decision-makers who may be more accessible during the holiday months. Moon suggests calling these individuals early in the day and late in the afternoon, when they may actually answer their own telephones.

Moon also suggests enlisting the help of an accountability partner during the holidays. “Whether it’s a coach or another job seeker, focusing on the search as a project — one with timelines and objectives and teammates — will keep us more motivated than when we try to go it alone.”

Celebrate Your Progress

If you don’t find many opportunities

within your field during the holiday season, don’t let it diminish your motivation. “Give yourself permission to take a vacation from the job search and its stress,” says Montford. “Holidays provide enough stress anyway without adding the job search angst. Find meaningful and inexpensive ways to celebrate the holidays. Remember that giving presents is so much more about expressing love than material worth.”

Moon concurs. But she says that while job seekers should allow themselves to slow down during the holidays, they must do it judiciously. “Identify the ‘slowdown’ days or afternoons and use them as motivation to stay in action and ‘work the plan’ even when it seems that no one else is working during the holidays,” says Moon. “It is a perfect time for job seekers to identify what they are grateful for in their lives, and to make a list and share it with others. Somehow, sharing gratitude is uplifting and it often helps us shift to the positive — something that always helps in staying or becoming motivated and being at peace during the season.” ■

Expert Resources:

- Jill Franzon, International Meetings & Science (aboutimsci.com)
- Mark James, Hire Consulting Services LLC (hireconsultant.com)
- Meg Montford, Abilities Enhanced, (abilitiesenhanced.com)
- Janine Moon, CompassPoint Coaching LLC (cpcoaching.com)
- Carol Schultz, Select The Best 1, LLC (selectthebest.net)
- Rick Taylor, Ratliff & Taylor (ratliffandtaylor.com)

Ask the Expert

Turning Frustration into Strategy

In this excerpt from a recent ExecuNet Forum conversation, a member expresses dissatisfaction with his job search and is looking for advice on how to get “unstuck.” ExecuNet Forum moderator and San Diego networking meeting facilitator Mark James responds with some action steps. [Some content has been edited.]

ExecuNet member Randy W: I am quite frustrated and need some help. I have 10+ years experience leading management consulting engagements, and 10+ years as an institutional sales trader (the last five years running a trading desk). I have experience in sales, operations and general management.

I reside in Dallas. My last position moved the trading desk to New York City. However, having lived in Dallas for 35+ years, I decided to stay here. We parted ways, very amicably, on Dec. 31, 2005.

I have found the job market tough and quiet for the better part of 2006. I could use some suggestions, advice, etc. on how to proceed. Thanks.

Coach Mark James: Sorry to hear your search is stuck. Put these eight steps to work right away to increase your chances of getting your search back on track to land the right job.

Your Professional Objective

The first step in the job search process is to determine your ideal position. Being able to concisely define and articulate your desired job description makes it easier to plan and prioritize your search. It also helps others understand how they can help you. Essentially you must outline your professional objective by describing your ideal job.

Your Job Search Marketing Plan

Ideally this should be a single page that addresses the who, what, where and how of your search.

Who: List target industries; identify and rank desired company characteristics (such as culture, size, products and/or services).

What: Position titles, roles and responsibilities, accountabilities, and

a degree of autonomy.

Where: Include geographic considerations and travel requirements.

How: Tap into your network for generating leads and referrals. Leads can come from school and company alumni groups, industry executives and board members, investment and accounting firms, and management consultants. Learn how to utilize executive search firms and tap into the hidden job market. Warning: Never rely exclusively on Internet job listings and want ads for job search success!

How Else: Get some personal business cards printed up and attend the events that make sense. The local ExecuNet networking meeting is a good place to start. Seek out the related Chamber of Commerce events with good speakers that will draw the local leaders.

Develop a Target Company List

This is an offshoot of the previous tip. It's a good idea to make a list of specific companies in industries that meet your geographic and business criteria. Such lists can stimulate the thinking of your contacts by giving them concrete names to work from. Basically, it helps unleash the power of your network.

Aggressively Networking Works!

Don't make your search a secret. Networking is still the most effective way to find a new position. Make a list of everyone who could possibly help your search — former colleagues, classmates, neighbors, your vet, etc. Prioritize the list according to your Job Search Marketing

Plan. Start at the top and get the word out. Respect individuals' time; try to get three additional contacts from each person you talk to; identify actions and follow-ups; offer to reciprocate; and keep your network up-to-date.

Market Your Credentials

Is your résumé well developed to conduct a professional job search? If not, get professional help to update this critical document. Your résumé is a product description of your capabilities as an executive. So how is this product marketed? Surely not with a form cover letter. Think about résumé distribution in much the same way that you would approach product marketing. Do your homework to understand “customer needs;” grab your audience's attention; articulate a compelling value proposition; create a sense of urgency; and distinguish yourself from other “products.”

Learn to Interview Effectively

You must be able to identify and express your strengths, skills, competencies and value as they relate to an employer's needs. Anticipate perceived problem interview questions and be ready to discuss your “Positioning Statement” (two-minute elevator speech) and “Exit Statement” (why you are looking for a new job) to help you separate yourself from the competition during face-to-face and phone screening interviews.

Manage Your Search Like You Would a Business

Establish and monitor deliverables on a weekly basis. Ask some trusted friends to serve as your personal “Board of Directors,” to provide ongoing

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The leader of ExecuNet networking meetings in San Diego, Mark S. James is a Certified Personnel Consultant (NAPS-1998) and the president and founder of Hire Consulting Services, LLC (hireconsultant.com). He may be reached at mjames@HireConsultant.com or 760-230-4301.

Books Worth Your Time

Are There Any Good Jobs Left?

Are There Any Good Jobs Left? *Career Management in the Age of the Disposable Worker* by R. William Holland tackles the issue of the evolution of jobs and how companies leverage the newly emerging global workforce. “Our experiences demonstrate how easily one can be misled when using old paradigms to understand the new phenomena,” states Holland.

Q. What prompted you to write *Are There Any Good Jobs Left?* and why do you think your message is important?

A. The idea came to me after having been a senior executive in both the outsourcing and the outplacement businesses. I saw both sides of the coin — moving jobs off-shore and helping displaced people find new work. Some had been downsized three and four times and were beginning to ask if there are any good jobs left? I found that how people answered this question left them either with feelings of empowerment or victimization.

R. William Holland, author of *Are There Any Good Jobs Left? Career Management in the Age of the Disposable Worker*, has had a rich career filled with significant accomplishments as a scholar athlete, award-winning educator, senior human resources executive with high profile companies, line executive and business owner. Bill is the founder and principal of R. William Holland Consulting, LLC (rwilliamhollandconsulting.com) a firm specializing in career management for individuals and groups seeking professional employment opportunities and career maximization in today’s work environment.

Ask the Expert

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encouragement and a sounding board for you during your search. Consider hiring a career coach to help you set realistic, tangible goals for your search, and to hold you accountable and focused on the day-to-day blocking and tackling of a structured Job Search Marketing Plan.

Take Time for Other Priorities

Looking for a job is a full-time job.

The empowered went into their next positions understanding there were no guarantees and their jobs were secure only so long as it made economic sense for their companies. The “victims” kept looking for the good jobs of the past — ones seemingly with security, company paid health coverage and pension programs and promises of career opportunity. The former group had an easier time finding new positions and appeared less anxious about being unemployed.

We are in a period of transition in which the traditional elements of the good jobs we once knew are eroding; And my message to people is that above all else, understand what is happening in the world of work today because it will help you develop the appropriate mind-set for survival and prosperity.

Q. In the book you wrote, “How we go about planning careers and looking for work is influenced by the global economy, not necessarily dominated by it. If trends hold, that will soon change”.

Finding the right job takes time; and while it’s important to keep moving forward, it’s also important to be patient. Focusing 100 percent of your waking attention on a job search may burn you out. It’s essential to stay refreshed by doing some activities outside of your search. Join a local community board. Volunteer some time to your favorite charity fundraiser. Spend quality time with your friends and family. Exercise regularly. Read several self-help books. Re-evaluate your retirement planning with

What exactly is the dynamic between globalization and disposability?

A. Technology made doing work anywhere in the world possible. However, globalization is making it imperative. Work today is becoming weightless and involves the manipulation of data rather than things. Data can be stored, shipped and manipulated anywhere by anyone who has access to a computer and the Internet. Instantaneous global communication and data manipulation allows jobs to move to their most economically rational locations. When this kind of activity becomes a best practice in any particular industry, companies are obliged to follow or risk losing their ability to compete.

In my book, I wrote about some engineers whose jobs were outsourced to India. Here, outsourcing was cheaper and came with better customer service. By having capacity in different time zones, design changes could be worked on 24/7 and delivered to the customer the next day. As overnight service became an industry best practice, the engineering firm was obliged to follow.

Workforce redeployment is an essential ingredient of a global economy. As jobs move to their most economically rational locations, workers feel a greater sense of disposability.

Q. You make the statement: “We need to rethink the job search and career planning process developed during

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an investment advisor. Take some time for yourself and improve your life.

Good luck and good hunting! ■

ExecuNet’s Forum is the online community area of the site where members can meet and help one another network their way into their next assignment, or share information and experiences. [Access the Forum under “Connections” or go to http://members.execunet.com/e_unnet.cfm]

Your Career Advisor
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Final Key Point and Call to Action

Choose to operate from a state of abundance (love) vs. a state of scarcity (fear). As you walk into a networking event, observe whether you feel distrustful, suspicious, tense, pressured to perform, resentful or desperate. Simply notice and do not judge

Books Worth Your Time
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the early years of the outplacement industry...How we construct our résumés, connect ourselves to the marketplace of jobs and otherwise manage our careers needs revision.”
Where do we start?

A. Start with understanding the mega trends of our time and ask the question, “What are the implications for me?” It will likely lead you to some unconventional wisdom not readily available in the traditional literature. Here is some advice that has worked:

- Do not avoid applying to companies simply because they outsource and downsize from time to time. They may actually be more competitive and stable than their competition.
- When putting your résumé together start with and emphasize what is of importance to those who might hire you and not with what you have done most.
- When thinking of their next careers, some people start with what they are most passionate about. I say start with

yourself. Then practice our reframing exercises. Focus on connecting. Remind yourself of things in your life for which you are grateful, how your life is rich, and ways you and your talents are special. Choose to be open, welcoming, compassionate, generous, relaxed and optimistic.

Reassess Your 1 to 10 Ranking!

You are now armed with a new definition and name for networking, new rules

what you are good at. You have a much better change of making a go of something for which you have the talent.

- If you feel compelled to accept a position that is less than a perfect fit, is it morally acceptable to start looking for a better fit? In today’s environment, that is a requirement, not a question. Both companies and individuals can jeopardize their reputations (brands) in the marketplace by acting irresponsibly. Guard against that. But treat the issue more as a matter of brand management rather than of personal morality.

Q. You recommend that job seekers focus on the value they can create for target employers instead of simply pitching their past accomplishments or work history. What suggestions do you have that will help a job applicant refocus their search toward value creation initiatives?

A. They need to understand the context in which jobs exist today and figure out what the implications are. Because of globalization, the business environment

and personalized approaches. On our scale of 1 to 10, how much do you *love* networking *your way*? Notice any changes in your score, in your perspectives, and the way you feel as you think about networking. Celebrate your accomplishment. You’ve succeeded at busting obstacles, reframing and renaming. Now it’s time to take your show on the road. Happy Connecting! ■

today is more competitive than ever; and companies are anxious to hire people who can tip the competitive scale in their direction. In addition, hiring the wrong people is costly in terms of management time, lost opportunity, organizational dysfunction and expense. Employers are therefore looking for people whose backgrounds and past experiences most readily translate into success on the new job. Invariably, this means the employer must do the translation between what you have done and what they want you to do. Starting to build your résumé with what companies are looking for rather than with what you have done, puts you more in control of the translation process than would otherwise be the case.

In practical terms this means that if in your past jobs you can identify several things you were good at and the company to which you are applying is particularly interested only in two or three, your résumé needs to reflect their priorities rather than yours. ■

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