

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

Like many of you around this time of year, I look back and try to synthesize the key themes. At ExecuNet, we saw record-high confidence levels and a significant increase in job postings, amidst a continuous stream of reports from executives that they have landed new positions.



Executive confidence showed year-over-year strength. When asked whether they expected improvement over the coming six months, on average 39 percent of executives expressed that they were very confident or confident compared to 35 percent in 2005. September was the strongest month in 2006, with 51 percent of executives reporting high confidence in the next six months.

In 2006, recruiter confidence was almost off the charts, firmly lodged in the mid- to upper-70 percent range — except for March and November when it topped 80 percent. Recruiters, on average, expected 23 percent growth in search firm assignments when looking forward over three months. In 2005, just 14 percent growth was expected.

These stats will be accompanied by many others as we develop our 15th *Executive Job Market Intelligence Report*, where we survey the ranks of corporate leadership, senior HR professionals and search firm recruiters to get a full-spectrum forecast for 2007. If you get this survey in early January, please take the time to respond — your opinions will provide insight and help guide others toward the professional success they seek.

Finally, since this is the last issue of *CareerSmart Advisor* for 2006, I'd like to thank you for being part of the ExecuNet community. On behalf of myself and our entire staff, have a wonderful new year.

Sincerely,



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

Career Resolutions for Any Time of the Year

By Robyn Greenspan

While career management is an ongoing process and not a seasonal activity, the new year typically marks a time for reflection, and many take the opportunity to lay the foundation for hopeful achievement and goal realization. Whether you are contemplating a position upgrade or continuing a job search, some of the leading career professionals and experts in executive success have contributed fresh-start strategies to kick off 2007 — that can also be used year-round.

Maggie Mistal, certified career coach, speaker and radio host of “Career Talk with Maggie” on Martha Stewart Living Radio SIRIUS 112 (MaggieMistal.com) “Write down your career goals for the new year and be as specific as possible. Don't just write, ‘Get more work/life balance.’ Rather, put in details about how, who and what will make balance possible in your hectic schedule.

A more specific and therefore achievable goal would be, ‘Work with my team to design my schedule and theirs so that I can be home for dinner with the kids two nights a week.’ Communicate your goal to those who need to support you in achieving it. Let your staff know that you will be available for them, but you'd appreciate their help in keeping your new schedule. You might even inspire some of them to find more balance in their own lives/careers.

If your career goals are substantial such as, ‘Branch out on my own this year,’ visualize yourself in the position already. Imagine what a day in the life will really be like once you've achieved your goal. Picture the details in your mind's eye — where you are working; what your office looks like; what you are doing during your day; who is working with you; what are others saying about your new venture. Make it a point to hold that detailed image in your mind for five minutes a day. And keep a notebook, you'll be surprised how all the right ideas, resources and support will come your way to help make your dream a reality.

Write out your definition of career success for 2007. Weed out others' expectations and judgments and focus on what you truly want this year. Success is most often measured by salary, title, level. However, success can be defined by the quality of relationships you maintain, the number of successful people you've mentored, or the impact your work

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FastTrack Programs
January 2007
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 1/17 — **The Next Level** — Scott Eblin
- 1/23 — **Market of One: How to Prepare For Your Next Move** — Karen Armon
- 1/24 — **Guerrilla Marketing for Consultants** — Michael McLaughlin
- 1/25 — **Converting Interviews to Offers with DISC** — Linda Dominguez
- 1/30 — **How to Land the Job You Want When You are Over 50** — Jean Walker
- 1/31 — **Introduction to Behavior-Based Interviewing** — Louise Kursmark

Register today to guarantee your participation in the programs of your choice! Call ExecuNet's Member Services at 1-800-637-3126 or visit www.execunet.com/fasttrack.cfm

Don't Miss our Library of On-Demand Programs:
http://www.execunet.com/e_resources_purchase_desc_nm.cfm

Networking Meetings
December 2006/January 2007
Hosted by ExecuNet Facilitators

- 12/11 — **Miami/Coconut Grove** — Jeannette Kraar
- 12/11 — **Detroit** — Marge Larsen
- 12/12 — **Washington, DC Sr. Executive Roundtable** — Peter McCarthy
- 12/12 — **Wilmington, DE** — Russ Dunn & Rick Hays
- 12/12 — **Providence** — John Decker
- 12/12 — **Seattle** — Susan Stringer
- 12/13 — **Cleveland Sr. Executive Roundtable** — Rick Taylor
- 12/13 — **Stamford** — Howard S. Bader
- 12/14 — **Minneapolis** — John Wetzel & Barbara Johnson
- 12/14 — **Palo Alto** — Linda Holroyd
- 12/14 — **Atlanta Sr. Executive Roundtable** — J. Patrick Haly
- 12/14 — **Dallas** — Bob Hueglin
- 12/15 — **Detroit Sr. Executive Roundtable** — Marge Larsen
- 12/15 — **St. Louis** — Jim Clarkson
- 12/19 — **Westchester/White Plains** — Nancy Hutter
- 12/19 — **Cleveland** — Rick Taylor
- 12/19 — **Irvine (Orange County)** — Mark James
- 12/19 — **Hartford** — Howard S. Bader
- 12/20 — **Philadelphia Sr. Executive Roundtable** — Ed Kelleher
- 12/20 — **Philadelphia** — Ed Kelleher
- 12/21 — **Princeton/East Brunswick** — Rod Colon
- 12/21 — **Columbus** — Janine Moon
- 12/28 — **Atlanta** — J. Patrick Haly
- 1/3 — **Cincinnati** — Mike Lynch
- 1/4 — **Southern Wisconsin** — Clara Hurd Nydam
- 1/4 — **San Diego/Carlsbad** — Mark James
- 1/5 — **San Francisco/East Bay** — Susan Chritton & Gordon Dupries
- 1/8 — **Boston Sr. Executive Roundtable** — Pam Lassiter

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

Your Career Advisor

Making it Happen: A Successful 2007

By Linda R. Dominguez

We are poised to once again travel down that road paved with courageous, challenging and well-intended New Year's Resolutions. We promise ourselves to find a job we love, save more money, be better organized, exercise more, stop smoking, be happier, be a better husband/wife/partner, make new friends, get a raise, write a book — the list goes on and on.

“

Before you can begin a fresh new year, you must clean out the old dusty stuff.

”

Perhaps in years past you've set aggressive New Year's Resolutions, all but forgotten by March. This year can be different, by simply changing a few things you can stop the cycle of broken promises. The following tips will not only help get you started, but will also guide you to success.

Finish the Unfinished

Before you can begin a fresh new year, you must clean out the old dusty stuff. Perhaps you are aware of things that happened during this past year that you regret, conversations that remain unspoken, or situations you could have handled differently. You may be thinking,

“Oh, that's not important,” but you'd be amazed at the amount of personal hard drive space that is consumed by these incomplete situations. Time to defrag your brain — to move on, make a list of the unfinished conversations, and identify those things that need to be said — sometimes just writing them down takes care of it, and sometimes you need to actually hold a conversation. You may simply need to forgive yourself (or others) — or maybe you need to communicate your regret to others — you'll know which to do. Life is just too short to hold on to this stuff, and it gets in your way of reaching your goals, so deal with it!

Recognize Accomplishments

Now that you've created a clean slate, it's time to appreciate all of your accomplishments of 2006. Think of everything you did in the past year — what goals did you reach, what did you learn, what new friends did you make, what new skills did you develop, what bad habits did you shed, what standards did you set, what relationships did you cultivate, and what resolutions from 2005 did you keep? These, and other things, are accomplishments deserving of acknowledgement. Don't forget to recognize the people who made a difference in your life, including those who may have assisted you with those accomplishments. If you haven't thanked them for their assistance, now's the time!

Develop Goals and Be Specific

A common mistake when setting goals,
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Linda R. Dominguez is an author and principal of Executive Coaching and Resource Network, where she consults with the Fortune 500 on performance management and strategy. She is the ExecuNet FastTrack presenter for the best-selling webinar, *Converting Interviews to Offers with DISC*. Learn more about Linda's expertise at Executive-Coaching.com

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personal or career, is skimming on the details. This can cause problems when we need to share these goals with work colleagues, significant life partners or even to ourselves. Detailed goals help you stay on track, ask for support and reach your goals. So, instead of saying, "I'll get a new job this year," try being more specific, for example, by creating clear-cut steps and actions that you can calendar. Try upgrading your resolution to, "In January I will begin researching geography, industry, company and individual information for my job search. In February I will begin networking to develop relationships with the people who are in a position to hire me. In March..." By writing your goals in detail, you can more easily identify and calendar the activities required, more easily measure your progress, and change course when necessary.

Be Realistic

While your goal or resolution most certainly can be a stretch for you, it must not be impossible — try choosing ones that are achievable. Be realistic, and challenge yourself on what you can accomplish in one year. Set each goal or resolution for yourself, based on your own values (rather than the expectations of others).

Be Committed to Your Goals

A solid commitment — or dedication to make it happen — is necessary for success. Imagine yourself accomplishing the goal by visualizing your success, and try

using positive achievement statements, such as: "I will achieve my goal." Reframe your self-talk from, "I won't eat junk food all year" to "I am a person who eats a healthy diet." Since you are what you think, form a picture in your mind of having what you want, and then think the thoughts to create it.

To Break a Bad Habit, Understand the Benefits of the Old Behavior

If you are trying to break an old, bad habit, and have tried to change this behavior in the past without success, it may be that the old behavior was giving you some benefit that your brain just isn't ready to give up. Take for example, the resolutions to "quit smoking." For some people, smoking makes them relaxed; so the reason for the behavior is a good one (comfort and relaxation), but the behavior itself is harmful. Help yourself stick to your resolution and achieve your goal by finding alternate methods to get the benefits of the old behavior (comfort and relaxation) from another, more healthy source, and then make certain that these healthy sources are incorporated into your new goal.

Keep Track of Your Progress

The more monitoring you do and feedback you get, the better you will do in reaching your goals. Sharing your goals with others, and maintaining a record of your activities and progress, will let you know when you need to change course, move more quickly or remove barriers. Create a file to save your notes — you can refer to them when you need a little boost. They'll be helpful,

too, when it's time to create your goals for 2008.

Don't Give Up

Many of us fail because we expect too much, too soon. Change is a process, and big changes require time. Some experts say it takes 21 days for a new activity to become a habit. It may take six months for the new activity to become part of your true character. Be patient with yourself and remain focused on your target. Identify any potential barriers that may get in your way, and create coping mechanisms for yourself when they crop up. If you fall off track, identify the hurdle you must overcome, acknowledge the difficulty of your tasks, and get back on target.

Get Help and Support

Especially for personal goals, ask for support from those close to you — but if they can't support you, ask them to keep it to themselves. This is a real lesson in teaching others how to treat you: give yourself permission to get what you need to reach your goals.

Success!

Once you have written your goals and calendared the tasks and activities required, put your notes in a place where you can review them every month. You will be able to recognize when you are on or off track, and what course corrections need to be made.

Ultimately you can use this file of thoughts, hurdles and successes to acknowledge yourself at the end of 2007...as you look back over an extraordinary year. ■

Executive Toolbox

FastTrack Steps to Career Success

If you've ever wished you had a step-by-step job search and career advancement tutorial, ExecuNet's OnDemand FastTrack Programs provide a virtual road map for career management.

The programs, presented by industry experts, executive coaches, thought leaders and authors guide senior-level

executives through the winning tactics that will help them become more effective at managing their own careers.

Since you may not have had time to attend the live events, we've looked over some recent programs and summarized their key messages. Taken in chronological order, they will lead you through all

the pertinent stages of your executive job search.

Step 1 — Start with a Great Executive Résumé

"A great executive résumé tells the truth, the whole truth, but the relevant

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Resolutions

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has on your community.

What will you be most proud of achieving when the year comes to a close next December? What do you want your work to say about you — not just what you've done? You don't need to save the whales this coming year, but it might be time to better connect the work you do everyday to what's most important to you."

Linsey Levine, principal, Career-Counsel and ExecuNet networking meeting facilitator in the New York metro area (4CareerCounsel.com)

"I use a set of questions (not sure where it originally came from because I've been using it for 7+ years), but people find it helpful in evaluating the year, and making plans for the next year.

- What did I learn?
- What did I accomplish?
- What would I have done differently and why?
- What feels incomplete?
- What were the top three most significant events in the past year?
- What did I do right (feel particularly good about)? What were my greatest contributions?
- What things were the most fun?
- What were biggest challenges, roadblocks and difficulties?
- How am I different this year than last?
- For what am I particularly grateful?
- What is ONE important thing I will accomplish next year?"

Mark S. James, CPC, Hire Consulting Services, LLC and ExecuNet meeting facilitator in San Diego

(HireConsultant.com) "Here is a great exercise to help you plan your life and career in 2007. Set aside a couple hours to relax and mentally walk forward from the beginning of last year in January 2006. Write down on a separate sheet of paper everything that occurred as a significant event or personal shift from your prior life and career. I call this my 'Acknowledgements and Accomplishments' list and I give specific, measurable results when

applicable. Spend an hour or more on this portion of the process alone, as it can be incredibly uplifting and validating.

Complete the following questions on a separate page to itemize and quantify/qualify your answers:

Of the 2006 accomplishments that pleased you the most, what elements did you have in place so that you could accomplish these things?

Of the obstacles/fears you overcame/challenges you faced, what motivated you to break through them? Who celebrated with you?

Of the business or career situations that changed/improved, what made the difference?

Who knew about the ways that you surprised yourself or others?

Mistakes that you tried out in 2006 that you do NOT want to repeat: Who will hold you accountable? What was disappointing? What can you do to avoid repeating similar disappointments? Who knew the depth of your disappointment?

Who or what stretched you the most? Who or what brought you the most delight/laughter/love?

What are your major life and career goals in 2007? Who will hold you accountable to your newly established goals in 2007?"

Gina Potito, consultant with Drake, Beam, Morin and ExecuNet meeting facilitator in Tampa (DBM.com)

- "Invest in quality personal business cards that include your contact information and function.
- Script out and polish your introductory or elevator speech that answers the question, 'Tell me about yourself.'
- Create a list of at least 25 people to reach out to and network with.
- Create a list of at least 30 companies/organizations to target.
- Screen and work with two to five executive search firms/recruiters that are top in your industry.
- Ask all your contacts for more networking contacts, companies to target, and recruiters to work with....and watch your network grow."

Judith Glaser, CEO and president, Benchmark Communications, Inc. (BenchmarkCommunicationsInc.com)

"Vital Conversations are the heart of all transformation...connecting with others on what is important to them — and then bridging to what is important to you — creates deeply important relationships based on mutual support. Most of our opportunities for future growth come from people knowing what we love, and love to do, and remembering it.

Start a diet of 'vital conversations' every week. This not only nourishes your soul, it opens up a universe of new ideas, opportunities and vistas that might never come to us if we were purely focused on our own interests."

Judy Rosemarin, founder and president, Sense-Able Strategies and ExecuNet's New York City meeting facilitator (Sense-AbleStrategies.com)

"If you're looking to move up, keep a log of your successes as they accumulate so that you are always on top of your self-esteem and can share those successes with the key people who need to know.

Your work does not or cannot speak for you. You need to speak for yourself, so volunteer for new cross-team work or task forces so that you increase your visibility through being in contact with those who might not know your value.

Value others and they will value you. Keep peer relationships strong, because all too often people manage up and down but forget the power of the peer.

If you're moving in, get a sense of the culture before you knock over the china. Even if you are hired to make changes, take the time to get to know who the movers and the shakers are. Also, act more as a curious consultant and solicit information from and develop relationships with others who you can turn into allies when you need to make the changes.

Take the time to appreciate what has gone before you when you enter your next job.

Before you move out, use my 3x3 rule. That is to make sure that each week you get in touch with three people with

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Resolutions

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whom you have not spoken in three months. That is the fastest way to get your network reinvigorated and up-to-date with you and your expertise. If you do the math, 12 contacts a month equals 144 contacts yearly!

Know what your key and critical criteria are for the next move before you are seduced by a new job offer. If you know what you will accept and what you will reject, then decisions will be easier for you.

Be able to describe your value in at least three different ways so that you can meet different people and opportunities differently. The true elevator speech is one that allows you to speak to someone getting on at the 14th floor differently than when someone gets on at the 3rd floor!”

Hayes Reilly, president of executive search consulting firm Hayes Reilly Associates, LLC (HayesReilly.com)

“If you are looking for a new position, the answers to these questions may be helpful to you:

- Take time to reflect. Who are YOU?
- What is YOUR personality?
- What can YOU do better than 10,000 people?
- What have people said you are good at since you were a kid? Did you listen? Are you listening now?

The average person has 200 people in his/her personal and business network. Do you have all of them on your contact list? In a database? Have you called all of them? Have you asked for advice, asked for a reference?

Get the job by having the right résumé. Use the rule of one page for every five years in the workforce, stopping at four pages. Don't try to squeeze to one or two pages. Call to get a meeting rather than just sending a résumé. Tailor your résumé for each specific position.

Label your résumé files — SMITHjohnHRExec, for example — when e-mailing to prospective employers. Or, SMITHjohnMANUFExec — depending on your functional background.

The 10 Commandments for Executive Career Transitions

1. Look at your own career momentum and assess how far it will take you and how soon. Identify roadblocks within your own company and how you can overcome them, with performance, relationships and finesse.
2. If you feel stagnant in your career, identify opportunities that are not apparent (there are always plenty of them around!) and make a case for getting them assigned to you. This shows initiative. Such an accomplishment will allow you to use one of the most compelling verbs on a résumé: Initiated!
3. Once you cross the mid-management threshold, it is less about your technical skills and more about the relationships and alliances you build. Many with highly technical backgrounds fail to recognize this. Try to understand different agendas and see how you can collaborate to build consensus that serves the company's customers.
4. Look at the industry trends and see if you are keeping up with them in your current job or if you need to move to another area of responsibility. Do not let your false sense of loyalty to your employer or boss get in the way of your own welfare.
5. If you identify an outside opportunity and find that you lack certain qualifications to jump, use your existing job to seek the assignments that get you the needed expertise, and then prepare yourself for the move. Such opportunities are always out there. Write your résumé in advance and seek out those assignments. In fact, your advance résumé is to chart out your career track and then seek assignments to make it happen. This now puts you in the driver's seat.
6. If your company is in turmoil, it affords unprecedented opportunities for personal development and growth. Seek out tough assignments and make sure that you package them on your résumé appropriately. There is nothing more compelling about a candidate whose leadership story narrates how things were hopeless, how she was determined to make them otherwise, and succeeded.
7. Prepare a forward-looking résumé and show your value in undeniable ways. A forward-looking résumé articulates your value proposition for tomorrow based on your genius (Unique Skills) and leverages your “brand.” An unbranded résumé that is backward-looking (a Jurassic Résumé) is not worth its salt.
8. If you are removed from dealings with customers, find a reason to initiate dialog and discover what everyone else has missed. If asked correctly, customers love to talk about what they are missing; and if your company can deliver that, you become a hero. Imagine how great this bullet will look on your résumé.
9. If you seek a higher position, start behaving as if you already have attained it and influence those around you to respond to your leadership. Once you are seen as the putative candidate for that job by those around you, getting the title merely becomes a formality.
10. Most professionals do not get what they seek because they do not clearly know what they want. Be clear about your objective and do not hesitate to publicly state them.

Source: Dilip Saraf, principal, Career Transitions Unlimited (7keys.org)

Rehearse for the interview and be comfortable with your answers. Be able to give a 15-minute overview of your career starting with your first position. Be ready for “Take me through your background.”

- Wear a dark suit and white blouse/shirt even to places that are business casual.
- KNOW the company and the position — understand what job responsibilities are most important.
- Articulate (weave into the flow of the interview) how you've done very

similar things that are expected in the new company.

- Give specific information about situations where you added value.
- DON'T RAMBLE — just answer the question.
- Have some ideas to ‘take the pain away’ from the hiring manager.”

Karen A. Armon, CEO and founder, Alliance Resources, LLC and ExecuNet's Denver meeting facilitator

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Executive Toolbox

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truth,” says Louise Kursmark, experienced résumé writer, author, founder of Best Impression Career Services, Inc. and presenter of the program, *Seven Strategies to a Great Executive Résumé*. “You need to highlight your successes and downplay, work around and carefully position information that could harm you.”

Kursmark recommends including a strong introduction and a focus on achievement. Strong attention to detail, tone, length and formatting are critical items that often get overlooked, and Kursmark says the whole résumé package must be compelling and complete in order to get read.

Executive résumés should be aesthetically pleasing, but Kursmark warns not to get involved in over-designing the document. “You want the formatting of your résumé to be useful, not pretty. Formatting enhancements will guide the reader through the document.”

Résumé Review Checklist:

- Start with a strong, focused introduction
- Focus on achievement
- Summarize scope and responsibility without getting bogged down
- Take a strategic tack
- Use formatting to enhance readability
- Show you understand what is important to your audience

As a free bonus with this program, you'll also receive a copy of the book, *Executive Job Search For \$100,000 to \$1 Million+ Jobs* by Louise Kursmark and Wendy S. Enelow.

To learn even more about how the written word can open professional doors, attend *Discover Letters and E-Mail: Getting the Attention You Want* — Judy Rosemarin's program that will help your electronic communications command more attention.

Step 2 — Build Your Brand

Now that your résumé is in order, how do you use that document to become well-known in your network and business community? FastTrack presenter and Executive coach Nick Papadopoulos (“Coach Nick”) of Sky's The Limit outlines the key steps in creating a personal brand that will yield you quick recognition from colleagues and associates.

“If you're like me, you go with the name you know, the one that means something to you,” says Coach Nick. “When you have the ability to decide in a few seconds — this is brand equity.” A strong brand gets you to pick among a group of choices. You can brand yourself to stand out among current and future job contacts.

According to author and marketing authority Philip Kotler, branding is a seller's promise to consistently deliver a set of services, benefits and features to the buyer. “Personal branding” is how you

look, what you say, how you say it, the image, emotion and thought you invoke in the other person.

Good methods for identifying your personal brand are asking people who know you what they think of when they hear your name. Or a thorough self-examination of your brand could entail an open-minded look at the types of things people often look to you for help, advice or suggestions. Are you the one that always fields questions from friends and colleagues about a particular subject?

Papadopoulos' program, *Branding Yourself in a Buyer's Market*, will not only help you craft a message that represents you, his five-step plan will lead you through execution and visibility to your target audience.

Step 3 — Bring Your Brand to Market

A résumé and a personal brand won't get noticed if you don't have a strategic marketing plan that gains you exposure. Steve Conner of The Business Resource Link takes executives through the components of a self-marketing plan, details on how to prepare a business fit presentation, and how to successfully sell yourself.

“In order to be successful in today's economy, you have to be able to market yourself as a big ticket item,” says Conner in his program, *Market Yourself! You're a Big Ticket Item!* It's important to demonstrate your worth, as senior leadership has become a commodity. “Are you the lowest cost or the best value?” Conner asks.

Conner says that by integrating case studies into a self-marketing presentation senior-level executives can build on the foundation that they are often the solutions to various business challenges because of the deep breadth of experience and critical thinking skills that come with long work histories.

Thinking of yourself as a high ticket item will also help to shape your networking action plan and your more formal business fit presentation. Conner gives an example of how the big ticket approach worked for one executive:

“A candidate was interviewed for

FastTrack Programs OnDemand:

The OnDemand programs are the recorded counterparts to our popular interactive FastTrack webinars, which have provided executives with comprehensive strategies for every major component in the career success spectrum. The OnDemand versions enable busy executives like yourself to time-shift the programming, allowing you to watch and learn at your leisure.

Your OnDemand purchase entitles you to view the program as many times as you like over a 10-day period from any desktop or laptop with an Internet connection. Included with your purchase are the program slides and an executive summary, serving as timeless references for your OnDemand experience. Many programs are also accompanied by the presenters' best-selling book.

Our live FastTrack online programs continue to be available, and a full schedule of events can be found at http://members.execunet.com/e_network_results.cfm.

The library of OnDemand programs is continually updated. Check frequently for the latest offerings: http://members.execunet.com/e_resources_purchase_desc.cfm.

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a job that was budgeted for \$175,000. He was making \$285,000 and wasn't going to accept less than \$215,000. He FedExed his proposal with an outline of his strategies and proof of his business value. The hiring manager was so impressed he said, "If you can do half of what you propose, we'll give you \$215,000 this year and \$285,000 next year, because we'll know you are worth it."

Step 4 — Take Your Marketing Strategy to the Next Level

Building on the wildly successful "Guerrilla Marketing" book series, marketing guru Jay Conrad Levinson and international executive recruiter David Perry lead executives through renegade techniques that take job-seeking activities to the next level in *Guerrilla Marketing for Job Hunters*.

"Guerrilla," says Levinson, is "going after conventional goals with unconventional means."

"If you know what you want, guerrilla marketing can help you get in front of the people you want," says Perry.

Perry and Levinson discuss how to change the rules and position yourself so that your résumé gets attention and your e-mails get action. Also, Perry takes the audience on a deep dive on the Internet by unveiling the online tools that ferret out information that other job seekers can't uncover. "For guerrillas, the hidden job market isn't really hidden," says Perry.

Perry not only demonstrates the value of the Internet for active job searching, he describes how your online image should be crafted so you can be found by recruiters. "Make sure you can be found online and make sure it reflects your best. The Internet is where you make your first impression. Google yourself frequently," recommends Perry. "I've seen people lose jobs for off-color comments they have made on newsgroups. Continue to monitor the search results that others will see."

The program is designed with suggestions that will immediately quick-start your guerrilla strategy. For example, Perry

suggests that you draw up a list of the 20 companies you would like to work for and then send an e-mail to everyone you know and ask them if they know anyone at any of the companies. "Ask them to forward your e-mail message to 10 more people and within four cycles you would have reached 10,000 people," notes Perry.

David Perry is not the only "Guerrilla guru" on the roster of on-demand programming. If you're considering entrepreneurship among your career options, Michael McLaughlin wrote the book (with Levinson) on how to operate a profitable consulting business. The 90-minute program, *Guerrilla Marketing for Consultants*, will provide strategies for growing established consultancies and a framework for those who are contemplating a consulting career. The book, *Guerrilla Marketing for Consultants*, by Jay Conrad Levinson and McLaughlin is included for free with this program.

Step 5 — Prove that Gray Matters

This popular program, *How to Land the Job You Want When You're Over 45*, features Jean Erickson Walker, EdD, a professional executive career counselor with expertise in working with the 45+ executive, and author of *The Age Advantage*, *Making the Most of Your Midlife Career Transition*.

Before midlife professionals can begin to counteract the subtle bias and misperceptions about age, they must do a thorough self-assessment and take control of "You, Inc." If you don't know who you are, Walker says it is impossible to effectively sell yourself into an organization.

The evaluation will yield a package of strengths and characteristics that only come with the wisdom and experience executives over 45 possess. For example, midlife professionals are often found to be more committed to company goals, more reliable, and they carry greater credibility with stakeholders, says Walker. Furthermore, older workers are less impulsive, and they nearly always make the right decision. "And when then don't, they always have a back-up plan," notes Walker. "In the long run, organizations

are going to save time and money with experienced employees."

Walker addresses common mistakes that executives make to "un-gray their résumés," such as omitting education and work history dates. Those types of tactics suggest that you have something to hide, and you aren't proud of your earlier achievements.

"They will know your age as soon as you walk in the door," reminds Walker. "If you don't look and sound like your résumé portrayed, it damages credibility. If your résumé seems like you are 32 and you walk in and you are 60, you won't look like they expected."

"If you don't get the job, it won't be because of age discrimination, it will be because you were deceitful," Walker warns.

Step 6 — Find Your Hidden Network

William C. Belknap of Performance Leadership demonstrates how your contacts can extend beyond your fingertips if you dig a little more deeply. In this 90-minute presentation, *Winning Networking: How Great Contacts Become Great Offers*, Belknap walks you through your personal and professional contact databases to reveal the hidden network of opportunities that lurks beneath.

Not only will Belknap help you to look for contacts, he will recommend key methods for successfully connecting. Belknap's challenge of a vigorous mental "contact-hunting" exercise is accompanied by details of working scripts that executives can use when making networking calls and leaving voicemail messages.

Hidden Networking Contacts:

- Holiday card list
- Sororities and fraternities you and family members have belonged to
- Your accountant, real estate rep, attorney, banker or brokers
- Third-party leasing companies
- Consultants you have used
- Seminars or conference attendee list

Once you have extended your networking reach, Belknap follows up with recommendations for maintaining

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good list hygiene and keeping connections engaged. “It’s important to keep your network fresh. Contact members of your network at least once every three weeks. But don’t call ‘just to say hi.’ That’s a waste of time for both of you. Make the call meaningful and informative for your contact.”

If you want to learn how to network from the world’s most connected person, attend Keith Ferrazzi’s on demand program, *Never Eat Alone*, which offers techniques for building and maintaining genuine relationships with even the most powerful executives. Ferrazzi’s best selling book, *Never Eat Alone*, is included for free with this program.

Step 7 — Smile When You Dial

Even the most successful executives can encounter stage fright when they have to contact people they don’t know. Adding job transition into the equation is only likely to produce even more anxiety.

Armed with your robust list of contacts from Bill Belknap’s *Winning Networking* presentation and Ferrazzi’s tips from *Never Eat Alone*, Coach Nick brings you to the execution phase, countering all the fears associated with cold calling.

“I’m not going to tell you that cold calls are fun,” says Coach Nick in his *Warm Up to Cold Calling* presentation. “But I will tell you that they play an important role in your job search.”

Using five steps, Coach Nick helps you lay the foundation, craft your “elevator speech,” create opportunities without a résumé, design compelling messages, and launch a phone campaign.

Name of the Game: Want a quick tip that will increase your return calls by 20 percent? “Make the last word you use when leaving a message the person’s first name,” advises Coach Nick. Example: “Bill, please let me know the best way to present solutions to you during the third quarter. Look forward to it, Bill.” Coach Nick says this simple tactic has improved his odds of getting a return call. “People love to hear their name.”

“

If you want to learn how to network from the world’s most connected person, attend Keith Ferrazzi’s on demand program, *Never Eat Alone*.

”

Coach Nick also identifies the patterns and habits of executives, making it easier for you to avoid voicemail and gatekeepers and allowing you to speak directly with your targeted contact. Among his tips for making lasting connections:

- Call early, late and Friday afternoons
- Turn the gatekeeper into an ally by asking them what they would do to reach the boss
- Never say “I” during the opening statement, focus on the person, not yourself

Complement Coach Nick’s program on cold calling with one that will show you how to create powerful relationships with online tools. In the online program, *The Virtual Handshake*, author Scott Allen reveals the 10 simple steps executives can use to radically improve business networks online and then convert those electronic relationships into strong personal relationships. When you attend this meeting, you’ll receive a free copy of the book *the Virtual Handshake, Opening Doors and Closing Deals Online* by David Teten and Allen.

Step 8 — Make Friends with a Recruiter

Once you’ve confidently mastered the art of cold calling, you may be eager to start dialing up some recruiters and networking with them. But Dave Dart, managing partner of Morisey-Dart Group and presenter of *Establish “Real” Relationships with Executive Recruiters*, suggests that executives be well-prepared to exchange information.

Information is currency to a recruiter; and since Dart says that he spends rough-

ly four to five hours per day on the phone, he rarely has time for calls that won’t ultimately benefit his clients or his business. A well-defined message that outlines your needs, along with valuable information that Dart can use to place other candidates, will establish the framework for a long-lasting and mutually beneficial relationship.

“Recruiters need to understand who you are, what is important to you, and what you want as a candidate,” says Dart. “If a recruiter knows you well and knows the market space, they can better help you.”

“Developing your message and getting it into the hands of recruiters is just one step,” continues Dart. “You need to get hold of recruiters’ messages. You become apostles for one another, carrying the message forward. A huge network with no viable opportunities is just a network, not a resource.”

Dart also offers tips for differentiating your cover letters and résumés in recruiters’ inboxes so they compel action and follow-up. But, warns Dart, if they don’t fully match posted job descriptions — don’t bother. “If candidates haven’t taken the time to read the job description and tailor the cover letter, recruiters and hiring managers don’t have the time to consider them,” says Dart.

Above all, Dart says that there are five key factors that have to be the foundation for a reciprocal relationship:

1. Credibility
2. Respect
3. Professionalism
4. Communication
5. Trust

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Step 9 — Ace the Interview

Effective résumé and networking strategies should have led you to interviews with target companies, where you get a live and interactive stage to display your talents. This program, *Winning Interviews: Converse, Connect, Convince*, conducted by executive coach Judy Rosemarin of Sense-Able Strategies, Inc., is a comprehensive journey through the executive interview process, with insight on what hiring managers are looking for and how to favorably position yourself.

At the senior-executive level, companies are looking at candidates as problem-solvers. The more effectively you can convey your knowledge of the business challenges and the potential solutions, the more memorable you will be among the field of candidates.

“Do as much research as possible on the firm, the person, the marketplace. It will help you be informed and interesting,” suggests Rosemarin. “The whole concept of interviewing is not about you — it is about the interviewer and the needs and nightmares of the organization.”

Rosemarin explains how to finesse your style to suit the different personalities of interviewers and the types of interviews you may encounter. Your adaptability will result in deeper engagement with the interviewer, which will likely lead you up to the next round.

“It’s not about getting jobs, it’s about getting to the next interview,” says Rosemarin. “It’s your job to make the interviewer feel comfortable enough to move you on to the next interview.”

Seven Ways to be Convincing

1. Tell the truth
2. References
3. Communicate clearly
4. Be enthusiastic
5. Be specific
6. Know your salary position before you interview
7. Focus

Expert Resources:

- Louise Kursmark, Best Impression Career Services, Inc. (YourBestImpression.com)
- Nick Papadopoulos, Sky’s The Limit (SkyTheLimit.com)
- Steve Conner, The Business Resource Link (TheBRLink.com)
- David Perry, Perry-Martel International (PerryMartel.com)
- Michael McLaughlin, *Guerrilla Marketing for Consultants* (GuerrillaConsulting.com)
- Jean Erickson Walker, EdD, Pathways/OI Partners, Inc. (TheAgeAdvantage.com)
- William C. Belknap, Performance Leadership (BillBelknap.com)
- Keith Ferrazzi, FerrazziGreenlight (FerrazziGreenlight.com)
- Scott Allen, *The Virtual Handshake* (TheVirtualHandshake.com)
- Dave Dart, Morisey-Dart Group LLC (Morisey-Dart.com)
- Judy Rosemarin, Sense-Able Strategies (Sense-AbleStrategies.com)
- Linda Dominguez, Executive Coaching and Resource Network (Executive-Coaching.com)
- Karen Armon, Alliance Resources, LLC (AllianceResources.net)

“Tell me about a time when...” If you’ve ever heard those words from a hiring decision-maker, you’ve undergone a behavior-based interview. At the executive level, recruiters want to hear more than a recitation of your résumé during the interview; they want demonstrations of your critical thinking and leadership skills. *The 12 Secrets of Behavior-Based Interviewing*, presented by Louise Kursmark, contains expert instruction on how to successfully respond to behavior-based questions along with how to conduct these interviews when you’re doing the hiring. You’ll also receive a free copy of the book *How to Choose the Right Person for the Right Job Every Time* by Louise Kursmark and Lori Davila.

For executives who want the added competitive edge, Linda Dominguez’s *How to Convert Interviews to Offers Using DISC* aptly illustrates how to communicate more effectively and use your personality as an influential tool. The program includes a free personal DISC assessment that will help you discover your own and identify your interviewer’s communication style. By understanding the DISC elements, you’ll be better equipped to create chemistry with different personalities and interview more successfully.

Step 10 — Stay Noticed

Like gardens, careers are cultivated and nurtured to withstand seasonal changes; and Karen Armon, founder of Alliance Resources, LLC, illustrates the

importance of long-term career management in *Market of One: How to be the “Passive Candidate” Everyone Seeks*. Armon explains how to strengthen and grow a professional network that could lead to new business relationships — and even new jobs.

“Your personal career management is like a personal business strategy,” Armon says. When you think of yourself as the owner of a powerful business — YOU — you can gain control over your professional destiny.

With branding techniques and strategies that yield high visibility, Armon demonstrates how you can position yourself to attract opportunity and gain exposure to key decision-makers. The program also reveals how to launch a stealth job search designed to get you noticed by network but not your current employer.

In six carefully strategic steps, Armon demonstrates how you can use your name alone to get doors to open and opportunity to reveal itself. “Give more and expect results to follow” Armon says is the critical component to the campaign. “Give your brilliance to your network, so they recognize and remember you.”

The Golden Nuggets of Networking

- Professional associations
- Vendors
- Partners and customers
- Community and charity groups
- Company marketing and public relations events ■

Resolutions

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(AllianceResources.net) “Make time to network with your top 30 advocates (those who can and will do something for you when you need it) every 30 days in a neutral fashion. Social networking is the source of innovation and growth, and people who are willing to advocate for you are those who believe in you.

Read and expand your horizons beyond your functional role, including topics such as leadership ethics, character and morals. Leadership is nothing without a moral compass, and an ethical center from which character is built. Without character, leadership is just management.

Give time to your family first, but don't lose sight of your community involvement either. The fabric of our society is built upon people who care and who are involved — personally.

Stay healthy — spirit, soul, body, financially and socially — and get rid of anything that is a distraction. Without a healthy and vibrant self, with the awareness of what's important, can cause you to end up in a dead-end life, as well as a dead-end career.

Learn to say 'no' and don't feel guilty about it; we all have boundaries, even in our careers. Respect is gained, not by our continued tactical achievements, but by taking a stand and accepting the consequences — both good and bad. Take responsibility for them both.

Find out what you want to do and what you love to do; these are the keys to success and significance — and they continually change over time. Many have no idea what they are motivated by and few understand how they've become successful. Constant renewal of your inner drivers will mean you must make choices, but without them you are guaranteed to become stuck.

Move away from what you have to do to survive and what you should do to maintain what you've got; these are killers to your motivation and soul — and if you don't eliminate them, you will be hindered from finding new levels of success. Life is a set of constant choices filled with risk. To hang on to what no longer works for you is to admit that you aren't willing to risk — and that's a sure sign that you aren't leading yourself, as well as others.”

Jeannette Kraar, career coach. Performance Management International and ExecuNet's Miami networking meeting facilitator (ManageYourSuccess.com) “Create a strategic career plan (short, mid-range and long-term) that maximizes your strengths and is aligned with industry trends.

Develop a focused marketing plan that unifies your professional expertise with optimal career criteria that includes industry and market knowledge, preferred corporate culture, geographic preferences and specific target companies.

Build a strong network of other professionals, vendors, competitors and

customers who can provide a broad spectrum of insights and referrals.

Do your homework because research is key — get credible information on the market, the industry and target companies. Accumulate a database of valuable research tools. A few good ones are:

- www.primeresource.com/prime-business-resources.htm
- www.ceoexpress.com
- businessintelligence.ittoolbox.com
- www.inc.com/inner100/index.html”

George Bradt, managing director, PrimeGenesis (PrimeGenesis.com)

“Take charge of your own on-boarding into a new role and manage it as a process with discrete steps. Get a head start on on-boarding because preparation breeds confidence.

- On-boarding starts before the first contact between a company and a candidate with role, need, personal assessments.
- Candidates sell; companies assess and buy between first contact and offer.
- These roles reverse after the offer as smart leaders use the time before acceptance to mitigate organizational, role and personal risks.
- Conduct pre-boarding conversations with key stakeholders.
- Complete the following in your first 100-days: clarify imperative; implement milestone management practices; charter sub-teams to deliver early wins; get the right people in the right roles; manage communication to seed the new culture.” ■

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