

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

I've been very interested lately in entrepreneur G.L. Hoffman's blog, *What Would Dad Say*. I find myself visiting the site for Hoffman's writing and humor. He's always sharing bits of wisdom along with advice for job seekers and HR professionals alike.



One his most recent posts, "How to Be More Likeable: 10 Things to Do Today," offers some valuable advice for leaders. Hoffman notes how your likeability has a lot to do with your success or failure as a leader.

I recommend you check out the blog (<http://blogs.jobdig.com/wwds>) when you have a chance. But if you don't have time to read the entire post, I would like to share that top 10 list with you here:

1. No left turns.
2. Be engaged, passionate.
3. Be of good humor.
4. Assume goodwill.
5. We all like compliments.
6. Control your insecurities.
7. The trick to listening: Listen, acknowledge and add something of value.
8. Flexibility.
9. Manners, grooming, language.
10. Humility is endearing.

These are all very valid suggestions, and it makes sense that your employees would like you more if you display some of these traits at your desk. Everybody likes someone with a good sense of humor; and being flexible and open to new ideas will certainly help you score points with your team. Try adding some of these to your leadership repertoire and see what happens.

Sincerely,

Dave

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

Making an Industry Transition

By Marji McClure

There is no question how much executives with specific industry experience are valued. Companies who employ these experts typically do what they can to keep them, and competitors vie for their services.

According to search firm respondents of ExecuNet's most recent *Executive Job Market Intelligence Report* (EJMIR), the top three most critical characteristics/skills they seek in candidates include leadership skills, industry-specific experience, and functional/technical expertise.

Not surprisingly, search firms (and their client companies) stick to that criteria most of the time when seeking new talent. EJMIR data also reveals that fewer than 20 percent of searches in 2007 were filled by candidates outside of a search firm's client's industry.

But companies can also truly benefit from the expertise of an individual who brings experience from a different industry. It requires that hiring executives learn how to determine which candidates have the background skill set to effectively make that transition.

At the same time, executives interested in making a transition to a new industry must understand how to make a strong case for such a move. They must be able to make a connection between their current industry and a new sector and demonstrate their value to prospective employers. Identifying transferable skills is the first step in building that connection from one industry to another.

What are the Most Transferable Skills?

Obviously, the most transferable skills — those that are valuable for an executive to possess regardless of industry — are general management skills.

Among those competencies, according to New York City-based executive coach and founder of Lee Hecht Harrison, Bob Lee, are:

- **Supervision:** set expectations and standards; give feedback and praise; help with development.
- **Management:** planning; controlling; team management; budgets; meeting management.
- **Leadership:** sense of vision; willingness to calculate personal and organizational risk; generate willing followers; protect the group; give them hope.

Continued on page 4

Insider Insight Risk and Security Management: Professional Development Through Academic and Vocational Training ...	2
Learnings from Landings From Elevator Pitch to Salary Negotiations, Preparation is Crucial	3
Your Career Advisor Moving Up, Up and Away: Negotiating Career Moves that Involve Relocation	6
From the Forums When and How to Follow-Up on a Job Opportunity	7

FastTrack Programs
October 2008
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 10/10 — **FREE PROGRAM FOR MEMBERS** —
Top 5 Executive Career Micro-Trends —
Karen Armon
- 10/16 — **Market Your Potential, Not Your Past** —
Karen Armon
- 10/17 — **FREE PROGRAM FOR MEMBERS** —
Telephone Interviewing: Get the 411 —
Linda Van Valkenburgh
- 10/23 — **The 12 Secrets of Behavior-Based
Interviewing** — Louise Kursmark
- 10/24 — **FREE PROGRAM FOR MEMBERS** —
Compensation: How Hard Can You Push?
— Pat Schuler

Register today! Call ExecuNet's Member
Services at 800-637-3126 or visit
www.execunet.com/fasttrack

Networking Meetings
October 2008
Hosted by ExecuNet Facilitators

- 10/1 — **Philadelphia Sr. Executive Roundtable** —
Ed Kelleher
- 10/1 — **Philadelphia** — Ed Kelleher
- 10/1 — **Cincinnati** — Jennifer McClure
- 10/1 — **New York City** — Judy Rosemarin
- 10/1 — **New York City Sr. Executive Roundtable** —
Judy Rosemarin
- 10/2 — **Southern Wisconsin** — Clara Hurd Nydam
& Tom Senge
- 10/7 — **San Diego/Carlsbad** — Mark James
- 10/8 — **Cleveland Sr. Executive Roundtable** —
Rick Taylor
- 10/8 — **Toronto Sr. Executive Roundtable** —
Martin Buckland
- 10/8 — **Greensboro** — John O'Connor
- 10/8 — **Stamford** — Linda Van Valkenburgh
- 10/9 — **Atlanta** — J. Patrick Haly
- 10/10 — **Parsippany** — Linsey Levine
- 10/10 — **Tampa Bay** — Gina Potito
- 10/13 — **Miami/Hollywood** — Jeannette Kraar
- 10/13 — **Detroit** — Marge Larsen
- 10/14 — **Phoenix** — Fred Coon
- 10/14 — **Orlando** — Catherine Coates & Mike Murray
- 10/14 — **Seattle** — Susan Stringer
- 10/15 — **Hartford/New Haven** — Paul Mathews
- 10/15 — **Charlotte** — Merton Marsh & Michael Hall
- 10/15 — **Montreal** — Martin Buckland
- 10/16 — **Princeton/Lakewood, NJ** — Rod Colon
- 10/16 — **Pittsburgh/Cranberry Township** —
Donna Korenich
- 10/16 — **Indianapolis** — Romona Camarata
- 10/16 — **Palo Alto** — Bobbie LaPorte & Linda Holroyd
- 10/16 — **Seattle Sr. Executive Roundtable** —
Susan Stringer
- 10/16 — **Minneapolis** — John Wetzel &
Barbara Johnson
- 10/16 — **Vienna/Tysons Corner, VA** — Peter McCarthy
- 10/20 — **Boston** — Marg Balcom
- 10/20 — **Raleigh/Durham** — Stuart Levine

Registration information can be
found at [members.execunet.com/
e_network_results.cfm](http://members.execunet.com/e_network_results.cfm)

Insider Insight

Risk and Security Management: Professional Development Through Academic and Vocational Training

By Mike Blyth

The security and risk management industry is expected to be valued at more than \$300 billion by 2010, with the US and UK accounting for more than 70 percent of the world's commercial security services. As such, the importance of risk and security management within the commercial sector is growing rapidly, reflecting the need to mature and consolidate what has typically been an overlooked and undervalued field of expertise.

One way in which to further elevate the value of the senior security professional or Chief Security Officer (CSO) within a corporation is through education. Risk management in terms of acquisition strategies, financial controls, business enterprise and program management have long been subject to tested industry standards, with associated accreditations within specific sectors. Yet, until recently, the security sector has been largely undefined with limited (if any) industry or government oversight and quality assurance.

Two routes (outside of industry experience) are available for a security executive's further development within this multidisciplinary sector: academic and vocational training. Both routes provide avenues through which to expand sound management and technical expertise, as well as better position CSOs to be a strategic voice and focal point for corporate decision-making, thereby making them more credible advisors and decision-makers within an organization. Both of these

approaches also assist CSOs in moving up the value chain within their company — often without a career break — consolidating experience with accreditations to reflect both practical knowledge and strategic thinking.

Opportunities Through Academic Advancement

Academic advancement through risk and security management degrees run by universities, such as Loughborough's security management post-graduate program, provides strategic-level insight into risk and security management. Such degrees can help broaden the CSO's perspective from more functional and management-orientated capabilities to strategic planning and risk conceptualization in what is often a more functionally-orientated industry sector.

This enables CSOs to better leverage a wide range of expertise when advising CEOs and program management on the social and criminal risks that might face construction tasks within urban areas, or the risks posed and discussed through special interest group studies when considering highway development planning.

Academia also presents different ways of perceiving and articulating ideas, and can bring new innovations outside typical industry approaches. Such programs can also be useful in evidencing theoretical concepts to executive boards by providing a reference point and evidence chain to support more nebulous concepts and rationales. Academia can support the structuring and presentation of higher

Continued on page 3

Insider Insight

Continued from page 6

level information and thinking, which more vocationally focused approaches may not address and should be considered a tool to support practical expertise and tactical requirements across a broad spectrum of security and management related areas.

The Value of Vocational Advancement

Vocational training, such as the ASIS Board Certified Protection Professional (CPP) qualification, also provides considerable value to those executives seeking a comprehensive and granular-level understanding of the wide spectrum of industry technologies and practices. Such courses broaden a CSO's understanding of the security industry as a whole, whether gaining a more detailed appreciation of legal practices, investigations, or physical and technological security measures.

Vocational training enables CSOs to speak with greater authority on the more technical aspects of specific industry areas and can be considered a practical tool to developing pragmatic understandings and approaches in order to better advise corporate leaders on how to address and manage specific company risks. Vocational training complements professional experience and evidences evaluations and decisions through tested systems and methodologies, rather than purely on professional judgment.

Establishing Credibility in the Industry

Professional experience, past performance and capabilities aside, academic and vocational qualifications support security industry leaders in illustrating their rationales to corporate boards — both practically as well as conceptually. Such academic and vocational training brings a proven awareness of business needs; financial decision-making; legal practices; psychological and sociological perspectives to risk and crime; contingency planning and crisis response; crime prevention; business recovery; due diligence and screening; leadership approaches and intra-company communications; physical security and fraud; criminology; information security; security and risk management; and the mechanisms by which to conduct efficient research into these areas of expertise and present concise and compelling recommendations to executive leadership.

In a culture where knowledge and capabilities increasingly require accreditation, such pursuits should be considered an investment, both personally and professionally, as well as a method by which to support the security and risk professional by providing an organizational convergence point for business success.

Practically, academic and vocational training also strengthens and broadens the practitioner's industry knowledge

and capabilities, offering new ways to think through issues, as well as innovative ways to present ideas and information. Such professional development also enables the CSO to better bridge the gap between the tactical and strategic corporate needs. Finally, professional development courses make for better corporate risk and security solution architects, with a proven reference point to substantiate rationales, recommendations and decisions.

The Convergence of Value

Academic and vocational development should be considered complementary, one supporting strategic and conceptual development, the other developing a more comprehensive understanding of technical security products and industry methodologies. Both approaches offer ways by which highly experienced and proven security professionals can seek to concurrently expand knowledge and expertise, gain greater credibility within corporate boardrooms, and achieve accreditations to match existing professional competence. ■

Mike Blyth is a former major in the Royal Marine Commandos and director of risk consulting for The British Security Group, a risk management company. He is also the author of Security and Risk Management: Protecting People and Sites World Wide. Blyth can be reached at mike.blyth@thebritishsecuritygroup.com

Learnings from Landings

From Elevator Pitch to Salary Negotiations, Preparation is Crucial

First impressions are definitely very important, especially when it comes to the job search. That's why the foundation of successful job hunts is a strong résumé that effectively communicates your qualifications and value proposition to potential employers.

This was not a fact lost on ExecuNet member Dan Bender, when he conducted his own search for a senior-level

position in human resources. "The quality of your résumé is very important," says Bender. "I sought advice from my network contacts, as opposed to résumé professionals, but everyone contributed to my work in progress."

While Bender was satisfied with the résumé he presented to hiring managers, he says that taking more organized steps even earlier in the job search process

would have been helpful as well. If he could change anything about that part of the process, Bender says he "would do a more thorough job of defining my objectives and working on the two- to three-minute elevator presentation," he says.

Bender also stresses the importance of being prepared for every step of the job search, from those initial components

Continued on page 8

Industry Transition

Continued from page 1

Some of the most transferable job functions and industries include finance, human resources and information technology, says Steve Kendall, president of Lithia Springs, Ga.-based Management Recruiters of Atlanta West Inc. He notes that sales and marketing skills are transferable, although knowledge of a product or market is typically needed.

“As you move higher in the organization, above the functional level into general management, skills become increasingly transferable,” says Kendall. “General Managers deal with larger, strategic issues and are less involved with the details within the company. The C-level managers (chairman, CEO, CFO, COO) can often successfully contribute to companies that are quite different from each other.”

Developing Your Own Transferable Skills

If you’re considering an industry change, you know it’s a challenging endeavor. How can you become the candidate a company selects and have the opportunity to make an impact in a new sector? Experts agree that executives need to take an active role in developing the skills they need to effectively transition to a new industry.

“When given the opportunity to take on more or new functional areas, do so,” suggests ExecuNet member Jeff O’Hare, an SVP at a multibillion business process outsourcing organization who has worked in a variety of industries — from government to financial services to real estate. “Stretch yourself every chance you get and embrace getting out of your comfort zone. Never stop learning; stay open to new ideas and don’t cross the line from confidence to arrogance (thinking you know everything).”

O’Hare says that he finds a service that condenses business books into short summaries very helpful, as he hones his leadership skills. “Each executive should do what works best for him. The key is to never stop learning and growing your skills,” says O’Hare.

ExecuNet member Pat Delohery, who has transitioned into several new

Can a Recruiter Be Your Ally?

If you’re trying to transition to a new industry and need a champion for your cause, don’t count out recruiters to help communicate your viability to clients who could truly benefit from what you have to offer.

Steve Kendall, president of Management Recruiters of Atlanta West Inc., says he will try to explain to hiring company officials how a candidate’s skills could benefit the organization. “These may not be immediately apparent to the hiring company,” says Kendall. “At times, a lack of [industry] experience can actually be an asset if the company is truly open to completely new ideas and taking a new direction.”

Kendall says that if a candidate has adapted well to new companies or positions in the past, he passes along such information to hiring companies. Another way for recruiters to make a connection between the company and a candidate is to learn “the biographies of key people in the hiring company,” suggests Kendall. “Where did they come from? Candidates who have a similar background are easier to sell.”

Carol Ponzini, senior associate for Korn/Ferry International, says that recruiters will present candidates without industry experience, unless clients tell them otherwise. But such candidates must have strong skills in other areas. For instance, Ponzini says that she is currently working on a professional services search in the financial services software sector; the successful candidate for her search needs professional services and software experience.

“If they were exceptionally strong in the other requirements (outside of financial services), such as having managed a larger P&L than needed; having grown a professional services group significantly; lots of global experience; having overseen technical support and managed services for at least five years; and having extremely strong communication and management skills, we might present them to the client,” says Ponzini.

industries, including manufacturing, insurance and banking, agrees. “An executive must take time to expand his knowledge and add/enhance his current skill sets,” Delohery says. To accomplish that, Delohery read publications, such as *The Wall Street Journal* and *Fortune*, as well as industry-specific publications. Delohery also took online classes and workshops and attended lunch-and-learn online presentations to help gain more knowledge about the new industry.

“You should know who the movers and shakers are, both the people and the companies,” says Carol Ponzini, senior associate for Korn/Ferry International. Ponzini also suggests targeting hiring managers via phone or email with a résumé and cover letter that describes how you can provide value to their organization. Experts agree that networking with individuals who currently work in your desired industry can be extremely helpful.

“Someone who already knows, likes and trusts you is much more likely to ‘take a chance’ and give you an opportunity — even if the new role is a bit of a stretch,” says Ford Myers, M.Ed, president of Haverford, Pa.-based Career Potential LLC.

Perseverance is Key

ExecuNet member Elaine MacGilfrey says that her industry transition was a challenging one. But she notes how she learned from each step in the job search process and built upon that knowledge to land a position she wanted. When she didn’t receive many responses from recruiters, MacGilfrey studied job descriptions and requirements of industries and companies. Management consultants helped her determine what was most attractive about her résumé. “I focused on a few companies that I believed I could transfer my skills to, and I created my own profile within these companies’ websites,” she explains.

When a candidate with industry experience was offered a job instead of her (after two rounds of interviews), MacGilfrey documented more of her experiences, identified her challenges and practiced her interviewing skills. “I was able to convince two recruiters over the phone that I was the right person for the job, got the interviews and got the job,” says MacGilfrey. “Preparation, practice and perseverance is what got me the job.”

MacGilfrey is currently in the

Continued on page 5

Industry Transition

Continued from page 4

business services industry as a program manager with Honeywell, after working in a variety of different industries, from telecommunications/software to credit card financial services and travel.

Build on Today, Focus on Tomorrow

Gradually transitioning into a new industry could be an easier path to take than making a drastic change to a seemingly unrelated industry. Still, it's important not to lose sight of the skills that got you where you are today and don't necessarily abandon what you already know.

Alicia Rodriguez, principal of Sophia Associates Inc. in Maryland, says that she finds that executives who seek her services for an industry transition are "looking for work that is better integrated into their lives or that brings more meaning to their lives. I tell them to use their experience as a springboard to the future," says Rodriguez. "There is no need to diminish or hide that experience."

Penelope Trunk, CEO of Brazen Careerist and a syndicated columnist, suggests looking at the intersection of the skills you have and taking a piece of your current position and combining that with a new career choice in order to make a successful transition.

However, Trunk also adds that career transitions should really be a work in progress. "We're figuring out our lives as we go, and we need an elevator pitch wherever we are in our lives," says Trunk. "It's our elevator pitch for ourselves. You should be thinking career change every day, because every day you check in and say, 'Is this right for my life today?'" Successful industry and career transitions

require that constant commitment.

Leslie Ungar, president of Ohio-based Electric Impulse Communications Inc., stresses that executives must make that investment in themselves if they want to further develop the skills they need to make such transitions. "Stay current," she says. "I believe a 21st century mindset is very different from the mindset of an executive 40 years ago. Don't let yourself get dated."

Changing Your Hiring Mindset

When identifying appropriate candidates, hiring executives need to be able to determine which skills are required and which can be taught during the onboarding process and beyond. Technical skills can be learned, while character traits cannot, notes Myers. In addition, it is more difficult to identify talent than it is to find trade skills, he adds. "Therefore, the smart employer hires for character, potential, intelligence, motivation — and then provides the resources to bring the new employee up-to-speed with the specific skills that are necessary to do an exceptional job," says Myers.

To determine if a candidate possesses such traits, hiring executives just need to ask, he adds. During the interview, ask how a candidate dealt with a particular issue by looking for answers to these questions, suggests Myers:

- How did the person think?
- What steps did he or she take to resolve an issue?
- To what extent did the person solicit the help of other team members or leverage available resources?
- What sort of results did the candidate consistently produce?

"By asking accomplishment-related questions like these, employers can get to the heart of the matter and decide if

they're sitting across the desk from the right candidate," says Myers.

Open-ended interview questions cannot only help determine if a candidate is qualified for a particular job, but also if he will be a solid fit with the organizational culture, adds Rodriguez.

It's also crucial that a hiring executive know exactly what he needs from a successful candidate. "All actual leadership skills are transferable," says Ungar. "The real question is what skills are of most value to your company at this time? It is all about the match, the fit."

Benefits of Broadening Your Hiring Criteria

Sometimes, a company's industry knowledge requirements are broader than the hiring executives think. Kendall suggests taking a closer look at what industry your company really participates in. "If you are looking for manufacturing or R&D personnel, good people could come from companies that don't directly compete with the hiring company," says Kendall.

Kendall adds that when hiring sales and marketing professionals, individuals who sell to the same customers (but aren't direct competitors) are worth checking out. "They've spent years learning your market and can be taught product knowledge," he says. "Even if you did hire someone from a direct competitor, you'd still have to teach them your product line."

Kendall notes how outside candidates have the potential to bring ideas that are new to a particular industry. His firm has helped facilitate the hiring of two candidates that did just that. One was a senior marketing executive who transitioned from the soda industry to auto manufacturing. "The auto manufacturer's problem was that a major model was perceived as a car mainly driven by realtors or old people," explains Kendall. "This person knew the marketing that would appeal to a younger audience and thoroughly researched what they wanted in a car. It didn't happen overnight, but this model is now considered an exciting vehicle, backed up by dramatically different advertising, bought by younger people, and sales have exploded." ■

Expert Resources:

- Steve Kendall, Management Recruiters of Atlanta West Inc. (steve@mraw.net)
- Bob Lee (BobLeeCoach.com)
- Ford Myers, M.Ed, Career Potential LLC (CareerPotential.com)
- Carol Ponzini, Korn/Ferry International (KornFerry.com)
- Alicia Rodriguez, Sophia Associates Inc. (Sophia-Associates.com)
- Penelope Trunk, Brazen Careerist (BrazenCareerist.com)
- Leslie Ungar, Electric Impulse Communications Inc. (ElectricImpulse.com)

Your Career Advisor

Moving Up, Up and Away: Negotiating Career Moves that Involve Relocation

By Charmaine McClarie

You're offered a great promotion, and then learn the catch: the job is more than 1,000 miles away from home. In today's global and mobile economy, relocation promotions are increasingly common and critical to job longevity and upward mobility.

Are you prepared to make the most of a relocation promotion opportunity when it comes knocking at your office door? Here are some essential considerations and tips for negotiating this career move and strategies for setting yourself up for success in your first 100 days in a relocation promotion.

Negotiating the Terms of the Relocation Promotion

Excitement around the promotion and anxiety around the move often detract executives from thinking through what they'll need to set themselves up for success in their new roles. The reality is, there is much to be negotiated. In addition to compensation and benefits, a relocation package must be agreed upon either after the terms of the promotion have been decided or as a condition of the promotion.

Before the negotiation, decide what you need to make the move as successful as possible. Do you need your administrative assistant to move with you for a month? Do you need assistance with the relocation of an ill or elderly parent? Or language and intercultural services? Perhaps you need job placement assistance for your accompanying spouse or partner. Think widely, creatively and constructively about your specific needs.

According to Caroline Kenyon, vice president of human resources at Pacific Sunwear, there are four essential factors to understand about a relocation 1) know your company's relocation policy; 2) respect your company's relocation

“

Think widely, creatively and constructively about your specific needs.

”

policy and philosophy (this is not the time to get greedy); 3) work through the relocation process with the professionals; and 4) during negotiation, begin with the deal-breakers, not the minor points.

Make it clear that the resources you seek are necessary for you to make strong headway in the first 100 days in this new position. There should always be a compelling business reason for your request. If you want to set up a series of trips out to your new location before you make the move to build relationships and begin working with relocation specialists, you should introduce this request by framing how these trips will help you to transition more quickly into your job when it officially starts.

Considerations in the Current Housing Market

These days, companies are offering — and you can ask for — creative forms of housing assistance, such as:

- Paying real estate agency and closing fees of your existing home.
- Providing a favorable loan for the purchase of a new home.
- Granting a lump sum for temporary housing.
- Agreeing to buy back your existing house from you if it does not sell within the agreed time.

Carefully consider the implications of these different arrangements, though. The lump sum offer has solid appeal in

its simplicity, the freedom it offers, and the enticement of a big check that you can do what you want with — yet many executives underestimate their housing expenses and spend this money before they've secured their permanent housing. Generally, you shouldn't accept the big check unless you feel extraordinarily confident that you'll get housing before you need it, and at a reasonable price.

Similarly, with the buy-back option, your house is guaranteed to sell, but usually only at the average appraised rate rather than your asking price. In the current housing market, the gap between appraisal and asking prices may be smaller, but the amount of time it takes to sell is longer. Research carefully the average time to sale for houses in your area, explore the longest timeframe you can agree upon before the company buys back your house, and consider your options for temporary housing in between.

The best preparation for negotiating the housing assistance component is definitely research. Think through your best case and worst case scenarios around real estate — and treat both as very viable realities. Ask yourself, “What will it take to move without incurring out-of-pocket expenses? What happens if our house doesn't sell within nine months?” Couple what you know about where you're moving from with information about the new market you're moving into to determine the housing assistance that makes sense.

Prepare to Land on Your Feet

Once you've got the negotiation of the logistics down, your attention should turn to how to set yourself up for success. As you're preparing for the move, develop a 100-day plan that consists of the following steps:

- **Rebuild your network.** Ask your existing contacts (within and outside

Continued on page 8

From the Forums

When and How to Follow-Up on a Job Opportunity

ExecuNet's Forum is the online community area where members can meet and help one another network their way into their next assignment or share information and experiences. [Access the Forum under "Make Connections" on the ExecuNet member homepage.] In this excerpt from a recent Forum conversation, the question about follow-up protocol is discussed. [Some content has been edited].

ExecuNet member Melissa Paulik:

I have been interviewing for a really interesting opportunity at a company that I used to work with (as a business partner) a few years ago. I know many of the 13 people I interviewed with. I know the person I would be reporting to fairly well. I am qualified, and I believe the interviews went well.

I know the company has narrowed it down to me and one other candidate. I also know that the other candidate is someone I know, but I don't know who. I have a very strong idea though, and she would also be good in the role. I have an advantage of broader experience and more responsibility. She certainly meets the qualifications, but has the added advantage of being a friend of the hiring manager.

While I don't believe the hiring manager would make the decision based on friendship — maybe that's naïve, but just bear with me — I certainly understand that if he sees us as equal candidates, it could push her over the top. He specifically said in our final interview that he's never had a role where he had two candidates who were so well-qualified.

They were supposed to make the decision last week, but I haven't heard anything yet. However, there was a major conference last week, so I can understand the decision being delayed. Unfortunately, there's also the chance that the other candidate was at the conference, which certainly puts me at a disadvantage. In case you're wondering, it would not have been possible for me to go to the conference, as it wasn't an open event.

Since I haven't heard anything, and it was just too easy to offer the role to the other candidate, I suspect I am "runner-

“

I am a firm believer in what goes around, comes around. First, the person hired may not do a good job. You never know. Suggestion? Keep in touch with the manager. Second, if you handle this very professionally, something else may turn up in that same company, and you are in the ideal position.

”

up.” I suppose I should send a quick note to say, “Hey, I'm still very interested.” But, I don't want to force them into telling me “no,” just in case she turns it down. (Don't you just hate being the second choice?)

However, it seems that not saying anything could make it seem like I am not interested and make it even easier to offer the role to the other candidate! I think I may have answered my own question. But if you have any opinions, I'd still appreciate hearing them.

ExecuNet member BobB: Sometimes we over-think why we are not communicated with. I would follow-up with either a phone call or email expressing your

interest and letting them know that you hope to hear from them soon.

It's better to contact them than wait for them and assume, all day long, the worst.

ExecuNet member RLSmith: By all means, communicate your continued interest. I suggest handwriting a personal note to the decision-maker concluding with the statement, “I want this job.” Perhaps reference a high point from your résumé or note from the interview as a reminder of why you are the best candidate. No need to be wordy with the note. If you subscribe to a business journal, search for recent articles and include one with your note. Better yet, tie one or more of your strengths to the article. It worked for me.

ExecuNet member DevLeader: I firmly feel it is better to over-communicate than under-communicate. What do you have to lose by following up? If the answer is “nothing,” it would be better to hear it than to keep guessing. What do you have to lose by not following up? You might lose your place in their minds. Since your competition is a little closer through personal connection, that person will likely not lose her spot. So, by all means, follow-up!

ExecuNet member Gary Greenhalgh: If you did not get the job, my suggestion is to walk away, but leave a very professional, “I hope to work with you in the future” communication. These are very difficult to write, but are essential. I am a firm believer in what goes around, comes around. First, the person hired may not do a good job. You never know. Suggestion? Keep in touch with the manager. Second, if you handle this very professionally, something else may turn up in that same company, and you are in the ideal position. ■

Learnings from Landings Continued from page 2

(the résumé and elevator pitch) to interviewing and job offers. He notes that ExecuNet was a valuable resource, through its job postings, publications and other resources, and that he used the Internet as a research tool. All of this work helped Bender with both in-person and written communications throughout the job quest.

“Always send a thank you note to everyone you meet,” says Bender. “Conduct your due diligence as early as possible

to arm yourself with data for interviews, references and final negotiations.”

Still, even with all of the bases covered regarding preparation for the new employment journey, Bender cautions fellow ExecuNet members not to count on any position until the I’s are dotted and the T’s are crossed. “Never think an opportunity is a lock until you receive an offer and formally accept it,” advises Bender.

Overall, Bender says he was surprised that many of the retained search consultants he encountered weren’t more supportive of his efforts. He says that

they didn’t always follow through on communications. However, Bender adds that the exception was the consultant who placed him in his new position. “She was extremely professional, thorough in her preparation and details, and made me feel like she was representing me in the process,” he says.

When Bender found the right opportunity at a company with nearly 2,000 employees, the process did anything but stall. “Timing is everything,” he says. “When the right fit came along, it moved very quickly.” ■

Your Career Advisor Continued from page 6

the organization) to refer you to people you can connect with once you’re there. Building new networks, professional and personal, is a must.

- **Polish your image.** The move means a new chance to make first impressions. Invest in a few new signature pieces instead of packing up worn clothing.
- **Build witnesses for the work you’re about to do.** Ensure you receive an organizational chart for all the functional groups during your onboarding. Then leverage it. Get introduced to key people in various departments whose support and assistance you may need at a later date. Ask them to introduce you to other people you should know (in a snowballing fashion). This will help you to build witnesses for the work you’re about to do, and to be seen and heard as a leader from the outset.

- **Learn the politics.** Who will be your advocates within the organization? Who are potential resistors — and when can you meet with them to begin to break down barriers?
- **Identify your priorities.** Select your first win: that first thing you want to go in and do that will produce visible short-term results. Choose a project that will showcase or employ your unique strengths and that is relatively non-controversial.
- **Observe first, and then act.** Before you act, focus on listening and observing the dynamics of your new workplace and any situation or issue that you’ve been brought in to address. It may be the same company, but your new office is a different village, with its own rhythm, values, ways of doing things and politics. Too many executives try to come in and fix or change things before they really understand how things work.

New positions that change where you fall on the organizational chart and the geographical map have a unique set of challenges and opportunities. If you arrive in your new job and realize there are additional resources and assistance that you need, ask for them. You negotiated based on the theory of the new job, but the reality may be different. The bottom line: It’s in both your and your employer’s interests that you get the resources you need in your first 100 days to do your job exceptionally well. ■

Charmaine McClarie, an executive coach and president of the McClarie Group, leads executive development programs that build competitive advantage for organizations. Her strategies have been featured in publications worldwide, including The New York Times, the London Financial Times, and People magazine. McClarie’s clients include Fortune 500 companies seeking to develop and retain their future leaders. She can be reached at McClarieGroup.com

CareerSmart Advisor

Strategies & Solutions for Your Career Success

Founder & CEO: David Opton

Executive Editor: Lauryn Franzoni

Editor-in-Chief: Robyn Greenspan

Editor: Marji McClure

Copy Editor: Carol Hamilton

Layout/Design: 5050Design.com

A biweekly publication of ExecuNet, the premier executive job, career and networking organization for senior level executives with salaries in excess of \$100,000.

ExecuNet
295 Westport Avenue
Norwalk, CT 06851
Phone: (800) 637-3126
E-mail: info@execunet.com



© All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying and recording, or otherwise without the prior written consent of ExecuNet.

www.execunet.com