

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

I just returned from the Human Capital Institute (HCI) Summit in Chicago, a well-attended event with notable speakers — Dr. Richard Florida, Dr. Peter Cappelli, Dr. Noel Tichy, Dr. Sidney Finkelstein, and many other experts. Despite the prevalence of doctor-titles, the event focused on workers, not patients, along with the current talent management mindset that could benefit from some strong medicine.



Essentially, what I took away from the event was not necessarily a new concept, but one that I am pleased has a platform of outspoken evangelists. Success is not necessarily created by technology, economy, competition or any other factors. It's all about leadership and how leaders react to the marketplace and the degree they are able to convey that vision to the enterprise.

Furthermore, whether you think the war for talent is caused by demographics, economics, globalization or some other emphasis, it's important for organizations to recognize — if they haven't already — that a lot more people are working to live as opposed to living to work.

The other exciting thing that happened in the last weeks is ExecuNet's strategic alliance with Landed Radio (landed.fm). Produced and hosted by Peter Clayton, the broadcasts are timely, actionable and specifically targeted toward executive career development.

Whether you listen online or on your MP3 player, you'll find these thought-provoking interviews to be another resource in your career advancement tool kit. You can find ExecuNet's Career Expert Podcasts produced in partnership with Landed Radio here: http://members.execunet.com/e_careerexperts.cfm

Sincerely,

Dave Opton
Founder & CEO
ExecuNet

Fearlessly Facing Networking

By Robyn Greenspan

You've updated your ExecuNet member profile; posted in the online Forum; and even participated in a virtual meeting. Now that you've gotten comfortable behind the screen, it's time to take your networking skills offline and meet valuable contacts face-to-face.

Search firm recruiters and corporate human resources professionals overwhelmingly agree that successful executives have rich networks, and more candidates are found through networking than any other job-searching activity. Therefore, executives who are "out there" — visible and engaged — have a higher probability of connecting with the influential people who will not only help them land their next job, but also aid any future career advancement and business development activities.

What You Have Versus What You Want

The essence of face-to-face networking doesn't differ much from virtual connection — both interactions broaden your relationship base and generate karmic benefits. "To get, we must first be able to give," serves as the philosophy espoused at the New York/Tri-State area meetings co-facilitated by Nancy Hutter and Linsey Levine, as well as the underpinning to all networking success.

"One of the most factors critical to success in any kind of networking, whether for job search or business contacts, is to think about what you have to offer to others while networking," suggests Clara Hurd Nydam, meeting facilitator in Wisconsin. "Before going to any networking meeting, whether a group event or a one-on-one meeting, you need to give serious thought to what and who you know that might be useful to others. Be prepared to share contacts and ideas. You don't have to solve the other person's problem, but you should walk away from the meeting with an understanding of what would be helpful to the people you talked to."

Before walking through the door of your first facilitated event, Mark James, who runs meetings in San Diego, recommends attendees ask themselves, "HOW can I help the group or individual and HOW can the group or individual help me?"

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FastTrack Programs —
April 2006
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 4/18 — **Seven Steps to a Great Executive Résumé**
— Louise Kursmark
- 4/19 — **Winning Interviews: Converse, Connect,
Convince** — Judy Rosemarin
- 4/20 — **Winning Networking: Great Contacts
Become Offers** — Bill Belknap
- 4/25 — **Guerrilla Marketing For Consultants**
— Michael McLaughlin

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

Networking Meetings —
April 2006
Hosted by ExecuNet Facilitators

- 4/18 — Wilmington, DE — Russ Dunn & Rick Hays
- 4/18 — Hartford — Howard S. Bader
- 4/18 — Irvine, CA (Orange County) — Mark James
- 4/18 — Houston — Cecelia Rose
- 4/18 — Seattle — Susan Stringer
- 4/18 — Cleveland — Rick Taylor
- 4/19 — Philadelphia Sr. Executive Roundtable
— Ed Kelleher
- 4/19 — Philadelphia — Ed Kelleher
- 4/20 — Dallas — Bob Hueglin
- 4/20 — Columbia, MD — Ed Loucks
- 4/20 — Minneapolis — John Wetzel & Barbara Adams
- 4/20 — Washington, DC — Peter McCarthy
- 4/20 — Southern Wisconsin — Clara Hurd Nydam
- 4/21 — Seattle Sr. Executive Roundtable
— Susan Stringer
- 4/24 — Orlando — Gina Hall
- 4/24 — Raleigh/Durham — Stuart Levine
- 4/25 — Chicago — Melody Camp
- 4/25 — Washington, DC Sr. Executive Roundtable
— Peter McCarthy
- 4/26 — Toronto — Martin Buckland
- 4/26 — Denver — Karen Armon
- 4/27 — Columbus, OH — Janine Moon
- 4/27 — Atlanta — J. Patrick Haly
- 4/27 — Palo Alto, CA — Linda Holroyd
- 4/28 — St. Louis — Jim Clarkson
- 4/28 — Detroit Sr. Executive Roundtable
— Marge Larsen

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

:: Noteworthy

The Demographic Dissolve

By Robyn Greenspan

There are currently five generations in the workforce: the Elders, older Baby Boomers, young Baby Boomers, Generation X, Generation Y, and the youngest Ys — the Millennials — who just got their MBAs. This diversity, which can invigorate the workplace in new and exciting ways, can also bring unexpected challenges.

Understandably, each group needs something different to be inspired to their full potential, be productive and succeed, but our research — both scientific and anecdotal — reveals a demographic dissolve. Employees are finding that work is not a substitute for life, but something that should augment the richness of experience that occurs outside the office walls.

A significant number of our senior-level executive membership report that compensation is often not the primary motivator for accepting a new position or remaining in a current one. The negligible impact on family time, the value they derive from meaningful work, and their availability to their local community are all factored into a personal equation that can often override dollar signs.

These intrinsic values — the things that executives often finally realize after a long period of financial success — are the very same things that younger generations and future leaders come into the workforce already treasuring. Workers of all ages are favoring greater work/life balance, but for different reasons: the more senior working generation have paid their workplace dues, while the junior leaders are not willing to make the same sacrifices to employment they've seen their parents undertake.

Also, the business universe is on the cusp of a great transition — from productivity driven industrial age thinking to an emphasis on the information and knowledge worker — and those who know how to leverage

human capital will be the ones who affect the greatest change.

One of the questions in our recent *2006 Executive Job Market Intelligence Report* survey asked executives what their top business priorities were for the coming year and which will most affect their performance. While direct profitability related goals, such as growing revenue and managing company plans and objectives, topped the list and talent management activities lagged, there were some notable differences among the age groups:

- “Managing and developing the people on my team” was of the highest priority to 25-to-40-year olds and the lowest to 41-to-50-year olds.

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Workers of all ages are favoring greater work/life balance, but for different reasons.

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- “Recruitment of talent” ranked highest among the 25-to-40-year olds.
- Those over the age of 61 placed a greater importance on “retaining key talent in the organization” while 25-to-40-year-olds ranked that activity the lowest of all the surveyed age groups.
- The 61+ age group ranked “managing a multicultural workforce” higher as a business priority than the other age groups — two-and-a-half times more than the responses of the 25-to-40-year-olds.
- “Investing in new technology” was critical for 25-to-40-year-olds and more than two-and-a-half times the responses of the 61+ group. ■

Insider Insight

Vital New Players Set for Corporate Teams

Looming Decline of Talent Sparks Interest in Strengthening the Executive Bench

By Vince Papi

Over the next two decades, the nation's labor force will undergo dramatic changes that will leave many companies and organizations wondering, *how strong is our executive bench?*

According to the US Census Bureau, our labor pool will grow as little as 16 percent between 2000 and 2020 compared to the 50 percent growth rate from 1980 to 2000. That means our nation will experience an unusual event, an overall loss of human capital.

While many companies recognize they will face shortages of executive talent, they recognize that they have little bench strength to call upon to fill vacancies or manage short-term projects. This emerging leadership/management void is the creation of two historic trends — corporate restructuring programs that eliminated large groups of middle managers in the 90s and the impending move toward retirement of the huge Baby Boom generation.

In the latter case, they are being followed by the Baby Bust generation, leaving gaps between the need for excellent talent and the numbers of trained and educated people to fill them.

The prospect of facing empty executive offices has some companies exploring new and creative options for keeping the best and brightest on the job, including utilizing interim managers for short-term programs and projects.

Rising Talent Pool

Corporate restructuring and early retirement programs that meant so much to improving efficiency and productivity in the past two decades have also created a large pool of qualified Boomers with a taste to stay in the game. They are typically highly motivated, sensibly overqualified, and doers rather than realists. As a group, they pride themselves on delivering successful outcomes.

Executives and Part-Time/Interim Management Opportunities

	Age 41-50	Age 51-60	Age 61+	C-Level+	Total Execs
Considering	14.4%	24.3%	28.0%	20.2%	20.1%
May Consider	32.3%	38.8%	48.0%	38.2%	36.7%
Not Considering	53.3%	36.9%	24.0%	41.6%	43.2%

Source: ExecuNet, 2006

And in one of the most interesting trends in business today, they are making themselves available for short-term engagements in any number of fields. Interim management had its beginnings in Holland in the 1980s when changes in labor laws fostered creation of temporary contracts for executives at all levels. The phenomenon spread throughout Europe, especially in the UK, where annual growth has averaged 20 percent.

While America has been slow to embrace the concept, the reality of a declining pool of available talent and the prospects of executive shortages are convincing chief executives and their boards of directors to take a hard look at how interim managers can contribute.

What those of us in the executive search are seeing today are Baby Boomers approaching retirement who are not ready to end their careers and hang up their suits.

These executives have volumes of learned knowledge, coupled with a desire to maintain some type of corporate interaction after they end their “regular” career. While some will transition into full-time opportunities with consulting firms, those not ready to fully retire are finding interim positions an attractive option.

They are matching up with companies who no longer have a vast pool of experienced executives on hand. By utilizing interim managers, these organizations are finding a new source of experienced, valuable candidates.

Interim Executives Concept

Organizations are finding that interim management provides short-term solutions to fill a vacant slot as they justify additional headcount, look to clarify the

specifications of a job, conduct a search for that position, or backfill positions for managers who are out on other assignments or special projects.

Leading organizations are finding that interim executives are proving to be a best practice.

With experience that allows them to be immediately productive, interim executives are responsible and accountable to company managers, and they often work one to two levels below where they would if on a traditional assignment.

Interim managers typically hold a three to twelve month assignment and focus on specific programs or projects, a shortfall in management depth, a need for mentoring, or rapid change in business performance and culture. These interim executives understand the importance of company values and culture, but without the concern about internal politics or job security.

Interim managers are quite different from full-time consultants in that they function as employees of the company, are accountable solely to the management, and recognize that the term of their service is specific.

Sometimes, of course, an interim manager joins the client as a permanent employee, but more often as not they move onto new assignments. Interim management often becomes a lifestyle for executives who meld intense, challenging assignment, with periods of personal time to pursue their own interests, for leisure and travel.

How do interim managers connect with opportunities?

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Networking

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How Face-to-Face Differs from Online

A virtual contact who conveys a professional demeanor online or in e-mails could turn out to be a walking disaster, so your reputation depends on you meeting your Internet associates before connecting them to others in your network.

“Face-to-face networking enables people to make more of a human connection, not just business related,” say Hutter and Levine. “It is easier to share personal or family interests, and get to know and like each other on a human level. In addition, just as we wouldn’t send in a candidate for a position for which we had a retained search without meeting them, we wouldn’t really be able to give our best networking contacts to someone we had never met and learned to trust. It’s about building and growing relationships.”

Networking Aids Every Career Stage

Whether happily employed, monitoring the market or in transition, relationship-building plays a big role for every executive. “I think it is important to realize that one of the key aspects of any executive position is the network of relationships they have with others both inside and outside of the organization they belong to,” says Jim Clarkson, St. Louis meeting facilitator.

“While the fundamentals of targeted, focused networking are the same, the specific objectives of each individual will differ. Those who are employed may be networking to gather information, contacts and resources useful to them in their job, as well as meeting candidates who may fit on their virtual bench,” Clarkson notes.

For executives in transition who have not yet finessed the fundamental skill of networking, Clarkson says, “it is important to realize that this period is, can be and must be viewed as a developmental transition. It is a time to develop the finer points of networking effectively or to use that skill with increasing effectiveness.”

Confidentiality is particularly crucial

Quick Tips for Productive Networking

- Networking takes practice, practice, practice
- Networking is easier when you try to find a connection rather than pitch your background
- Networking is more effective when you have a goal for the event
- Networking is similar to “making friends” — it takes time and personal investment
- Networking is something that must be done all the time

Source: Karen Armon

when you are still employed, so networkers are advised to carefully assess what to divulge and to whom.

Facilitated Meetings

For the networking-shy, meetings that are structured and exclusively devoted to business relationship-building are the best place to get started. Everyone is there for the same reason — to connect with other executives and collect contact information.

ExecuNet facilitators conduct face-to-face meetings all over the country, which often feel more like a fast-paced game show than a nerve-wracking event. In fact, Karen Armon, Colorado’s meeting facilitator, often holds “speed networking” sessions, where participants have a limited amount of time to rotate through “stations” until they have met everyone and filled out as much information as possible on a “networking sheet.”

“The key to ‘winning’ is to spend the time on finding a connection, then fill in the name, phone number and background information,” says Armon. “The final question on the networking sheet is to find a connection with the other person.”

Other facilitated meetings may focus on a speaker, specific industry or a problem that allows the participants to brainstorm solutions together. Nydam says that the monthly “High Tech Happy Hour” in Madison, WI, draws people at every level

from the area. “If you meet senior-level people there, they will probably be involved in early stage start-ups. Even if you don’t want to work for an early stage company, the executives who you meet there will most likely have extensive contacts in the community.”

Jim Clarkson’s agenda at a recent networking event that he facilitated began with some mingling and introductions, followed by “announcements, news and offers of assistance to anyone seeking something specific to help them with their search that so far they have been unable to find.”

The group then broke into smaller committees, where they brainstormed the answers to questions that were designed to help each other’s job search and career management activities. “Each group shared their responses with the large group, and we discussed additional comments and thoughts around each area,” says Clarkson. “Through working with fellow job seekers and colleagues, the networking took place in fun ways, while tapping the knowledge and experience of the group. Participants stayed after the meeting; and when they did leave, they were enthused for their search and armed with additional insights.”

Hutter and Levine describe their meetings as part networking, part

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Unspoken Networking Rules

- Expect to give support and assistance to others, but don’t expect an immediate return
- Don’t keep score: it’s about helping for helping’s sake
- Keep an open mind and be willing to learn from others
- Invest in yourself and in other people
- Demonstrate your character and competence whenever you can
- Remember the golden rule: do unto others...deliver on your promises, and continue to share and be receptive to helping even after you have landed
- Give back in any way you can. Be thoughtful and inventive about how you can help
- Express your thanks often. Follow-up, follow-up, follow-up!

Source: Nancy Hutter and Linsey Levine

Networking

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teaching and part supporting. “At each meeting, we (the whole group) become the Board of Advisors for each other, with the desire and goal being to help the others succeed! And we encourage the attendees to think like that every time they are in a networking situation.”

What to Bring to a Structured Event

Arm yourself with your PDA, Rolodex or book of contacts to share with others; but if you walk through the door with a stack of your résumés, you may not get adequate results.

“There are very few situations where you should use your résumé while networking,” says Nydam. “The résumé confuses people, because it is a job application tool. When you use the résumé to introduce yourself, the contact doesn’t hear your pitch. They are so distracted by their attempts to qualify you for any jobs that they already know about.”

Executives who are prepared with simple materials that demonstrate they are the solutions to an organization’s problems are likely to meet greater networking success. A one-page marketing profile is more readily received than a résumé, and should contain some combination of these blocks of information:

- Target functions (the types of roles being considered)
- Profile (a list of your strongest competencies and skills)
- Areas of expertise (what you’ve done and the corresponding results)
- Employer history (this information also lets others know where you may have contacts)
- Ideal organization parameters (location, size, industry)
- Target companies (where you would be a good fit and like to work)

Clarkson also suggests that executives come prepared with short self-introductions — or “elevator speeches” — as well as business or networking cards. “If you aren’t employed, create a card that lists

ExecuNet Resources

Update Your Member Profile: http://members.execunet.com/e_exec_profile.cfm
Interact with Members in the Forum: http://members.execunet.com/e_eunnet.cfm
Participate in an Online Webinar: http://members.execunet.com/e_network_results.cfm?area=online
Attend a Face-to-Face Networking Meeting: http://members.execunet.com/e_network_results.cfm

your key competency beneath your name, and on the back list up to four interest areas. Exchange cards with those you meet and jot notes on the card as you share ideas,” advises Nydam.

“Be specific about how others can help you,” recommends Cincinnati meeting facilitator Louise Kursmark. “Do you need a referral to a particular company contact? Do you want feedback on your introductory speech? Are you looking for recommendations for coaching services? Do you want an introduction to a key recruiter? The more specific you are, the higher your chances of getting what you need.”

Networking at Non-Facilitated Events

Once you’ve gotten your feet wet at a structured meeting, it’s time to take your networking skills to the next level. Any event where you can potentially meet and connect with individuals who will move your career forward could be rife with opportunities. Conferences, trade shows, association meetings and professional events are all places where your next job or big deal could be waiting, but it is often more difficult to get your well-crafted networking profile in front of the right people.

A plan of “subtle purposefulness” will help you reach your networking goals at these events. “Make yourself comfortable before speaking to anyone. When you make your first move, go up to someone who appears approachable, introduce yourself in just a few words (not your life history), and encourage the other person to talk first,” advises Meg Montford, who runs networking meetings in Kansas City. “A good question to break the ice is, ‘What’s the best thing that could happen for you because you came here today?’ Be prepared to offer whatever you can to help this come true for the person you are talking with.”

“Get curious and stay curious about

what bothers other people,” suggests New York City meeting facilitator Judy Rosemarin. “Act like a consultant; a solution to someone’s problems and keep the focus on them, not yourself. What do they toss-and turn-about at work or at night? What would they want if they had the resources and wherewithal to get what they want done?”

“When you are ready to move on, do so gracefully after thanking the person(s) for their time,” says Montford. “As you move around the room, have in your mind a picture of yourself when you were the most confident in yourself and what you were doing. Or, call to mind the highest recognition you have ever received in your career — this will help boost your self-confidence, too.”

Networking value is created when these events are not viewed as places to just trade business cards. “DON’T offer your business card unless it is requested and only ask for another’s card if you plan to follow-up,” Montford recommends. “Follow-up to schedule another meeting — coffee or lunch — at a mutually convenient time in the near future. This is when your most purposeful networking will occur.”

Montford reminds that most of the time networking events can seem like fishing expeditions. “You will probably have to go to the same place multiple times before any major connections happen.”

Organically Growing Connections

Networking doesn’t have to be a concerted effort that occurs at specific events but can naturally arise in your daily journeys. “Make your job search part of as many conversations as possible (don’t necessarily ask for anything, but make sure it comes up),” suggests ExecuNet member Lane Cavalier.

“One example of this is I had to learn that when someone asks how is the

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Books Worth Your Time

Creating WE

Change I-Thinking to WE —Thinking & Build a Healthy, Thriving Organization

By Ellen Stuhlmann

Leadership and language are intertwined in creating healthy organizations. Successful leaders must make their beliefs transparent, accept feedback and adjust their approach to produce the best results. Leaders who use communication wisely, and with respect to the language they choose and listen and adapt to feedback, are continually transforming and growing.

Executive and organizational coach Judith E. Glaser presents a strategy that will help leaders create healthy organizations or reinvent a failing one in her popular business book. *Creating WE* is about leadership ability. It is about YOU — knowing yourself; knowing how others see you; and learning how you can improve your communication ability to be a more effective leader.

Judith E. Glaser has our gratitude for her thoughtful responses to my questions for you and my best wishes for the success of her just published sequel, *The DNA of Leadership*.

Q: *Creating WE* gives business executives a roadmap to effective leadership through self-awareness of personal beliefs, acceptance of feedback, and the willingness to shape and craft this feedback in becoming a leader. How does self-knowledge and openness lead to a WE-centered organization?

A: The demands on today's leaders are more complex than ever before. In order to build an organization that is innovative, and that can thrive in the context of an ever-changing marketplace, leaders must be able to create an environment that is WE-centered — that is, one in which people work together, not against each other, for the good of the company — and, in turn, for the good of their careers.

In order to do this, self-knowledge

and openness are key. Only leaders who recognize their own viewpoints, biases, strengths and shortcomings can be comfortable with the kind of open communication needed to build a WE-centered organization. Self-knowledge also enhances one's ability to understand where others may be coming from, and why they may be acting and reacting as they are.

In the 90s, when Rolph Clausson, then CEO of Bayer Pharmaceuticals, acquired a company one-third their size, he realized that most M & A's failed to achieve results, and he didn't want to set his company up for failure. Prior to the big leadership meeting he ran with the top 200 people from the combined company, he knew he had to set into place a new set of norms that would shift the culture from I- to WE-centric — he knew it in his bones.

During the third day of the big integration meeting attended by executives from both companies, he chose his words carefully. Rather than calling it an acquisition, he referred to the new entity as a merger of minds. In doing so, he set into place a new way of thinking that elevated everyone in the room from feelings of leadership as dominance to leadership as power with others.

In addition, Rolph asked his leadership team to step inside of a new way of thinking. He realized many of their M & A's had not produced the results anticipated. He also knew that he was being held accountable for success. In a moment of personal brilliance, he stood in front of his team asking them to step up to a new way of leadership, and he took the lead in demonstrating what that would be.

Rolph identified personal characteristics and behaviors of his own that he believed might get in the way of the integration's success. He shared his vulnerability and "behaviors" with his team, indicating that for the merger to be successful he would need to get feedback if any of his behaviors and ways of communicating might be obstacles to success. Rolph went

on to request that his direct reports do the same — in the front of the room — so that all executives would be able to give feedback to the leaders on how well they were enabling the new enterprise success.

Hank McKinnel, CEO of Pfizer, also understood the importance of openness and feedback to the success of his organization. In 2003, he posted his 360 feedback results on the enterprise website for all 180,000 employees to see. Leaders such as Hank and Rolph are examples of a new breed of leader who understands the importance of giving and receiving feedback for creating a healthy culture. These leaders are not talking about "fixing others." They are setting into place new norms for their organizations where employees at all levels can give and receive feedback in their pursuit of mutually beneficial goals.

While this may seem like a small act on the part of the leader, what it actually symbolizes to the organization is that the old days of "power over" leadership are dead and the new days of "power with" leadership are thriving. This also means we are in this together, we care about each other; and will not "avoid the difficult conversations" to play safe. It means we put skin in the game, and really openly care about each other, not pretend to care by being nice. In many organizations where leaders can give and receive feedback, the cultural norms shift toward candor and honesty, toward sharing and caring. When this takes place the workplace feels better. People want to be there; they give their all, and the result is not only health, it's health, wealth and prosperity.

Q: Vital Leadership, as you describe it, is evolutionary; yet time is a cherished commodity in an organization that needs fixing. Is there a shortcut to success in transforming an organization by using the concepts you propose?

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A: The shift I propose is to move an organization forward into realizing that platitudes about “we-ness” posted on the walls and on cards are not a substitute for experiences of “we-ness.” We cannot demand that others be collaborative; we need to initiate collaboration with others to achieve change. Those leaders who take the lead, and step up to a we-centric way of working, actually short circuit the long timelines experienced by many companies who choose to focus on team work as a solution.

We all know that teamwork is our end-state. In fact, teamwork is one of five generic values espoused by organizations globally. The generic suite of we-centric values are: **teamwork, trust, integrity collaboration, open communication**, and, in fact, in well over 75 percent of the organizations we work with, those key words are resident in their value statements, along with words such as excellence and customer service. Yet demanding these values does not make them happen. It’s only when a leader makes the choice to take the “lead” and demonstrate what good leadership is really all about

that these values come to fruition.

Creating WE is about stepping into the doing of we, and the “being of WE,” rather than just the hyperbole of we. This means realizing that we cannot expect others to be open and honest if we choose not to be. We-ness is about shared accountability, not about finger pointing or fixing others. Stepping up to this level of honesty and accountability often means stepping out of our comfort zones, of being willing to face each other with candor — and realizing that how we make each other feel is almost more important than what we say or do. This level of commitment to each other’s success requires trust, which we must earn — not demand.

When an organization is willing to collectively step up to the real challenge of candor, openness, sharing and caring — which are all we-centric attributes — and to learn and practice the essential and vital skills of truly open and honest communication, then the process is no longer evolutionary — **it is transformational** — and it is the short-cut we’ve all been waiting for. Transformation means that we transform how we work, and what we say, so that every conversation is about creating — not eroding — success.

Transformation Beyond Evolution

Working this way creates accountability, and becomes an organizational challenge, not just a personal challenge. This challenge translates into an agreement, starting at the top of the organization, to be willing to design and create an enterprise intervention where people can identify new norms, where they can identify key organizational challenges, and where the individuals agree collectively to live inside of these new norms from that moment forward.

Transformation of an organization requires the commitment of senior leadership to architect an enterprise experience that we call a **Leadership Journey**. This process starts with a **Discovery Process** to uncover and openly discuss the “nature of the culture and dynamics” (even if the nature is toxic, territorial or dysfunctional) and to call out those toxicities so there can be a shared collective way to minimize them. Once a leadership team is honest about what the culture is all about, the leaders need to learn to speak about “their aspirations for the future.”

This process then leads to an **Organizational Offsite** designed for participants to openly see and share in the

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Growing Specialty Among Executive Recruiters

In many cases, executives use the same networking techniques as they did during their careers. With years of experience in specific industries and working in specific professions, they have contacts in many companies and are visible in industry trade and professional groups. Many use these routes to identify opportunities for project work.

In recent years, the growing importance of interim management has led to more formal arrangements as companies seek out prospects through established recruitment channels.

Executive search firms like mine are so optimistic about this trend we have established business units dedicated solely to identifying candidates and matching

Vince Papi is the Managing Director for Boyden International Management, an interim executive management firm. Located in Pittsburgh, PA, Vince has over 30 years of experience in manufacturing and business-to-business services. Prior to joining Boyden, Vince was Executive Vice President of Bizet Human Asset Management, a Pittsburgh-based human resource consulting firm. Vince has also authored numerous articles dealing with the downsizing of organizations, outsourcing, quality and disaster planning, which have appeared in over 30 publications.

them with client corporations.

At Boyden, we expect our interim management placement practice will double in volume every year for the next few years, easily along the growth lines established by our colleagues in Europe. Over the next 20 years, companies and organizations will need to find fast and effective responses to the nation’s depleting workforce. This unfortunate loss includes an undeterminable amount of practical and institutional knowledge from the private sector up through the

federal government.

The resulting changes will affect corporate cultures and their efforts to attract, retain and groom effective managers. With more employees reaching the “seventh inning stretch” and looking ahead to retirement, companies must develop more creative and flexible options to conserve their best talent for the continual success of their management teams. Interim management may prove to be the most effective solution, one that offers a win-win for both sides. ■

Networking

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job search going I used to say, ‘Okay’ but I found that I could change it to, ‘Pretty good, but I’ve been trying to get a contact in XYZ company’ or ‘Nothing promising, but I’ve been thinking of what a fit I would be at XYZ company,’” says Cavalier.

“Stay in touch with at least three people with whom you have not been in contact for the past three months and watch your network come alive,” says Rosemarin. “Develop the habit of doing it, and it will become second nature to you.”

The End is Just the Beginning

“When networkers leave our meetings, that isn’t the end of our relationship but the beginning,” say Hutter and Levine.

Books Worth Your Time

Continued from page 7

building of a new platform for success. These experiences have the profound impact of awakening the organizational or **Enterprise Mind** inside each of us. It moves those who participate from the “win at all cost mentality” (I-centric/power over) into a win/win mentality (We-centric/power with). It awakens consciousness not only about “**intention**” but also of the “**impact**” we have on each other. It gives participants the fuel to realize that those who they may have seen as the enemy, are only another part of ourselves wanting to connect, to trust and to respect others who share the same aspirations.

Expert Resources

- Nancy Hutter, president, Executive Career Strategies (nhutter@att.net)
- Linsey Levine, MS, CareerCounsel (4CareerCounsel.com)
- Clara Hurd Nydam, president, Career Momentum, Inc. (CareerMomentum.com)
- Mark S. James, CPC, Hire Consulting Services, LLC (HireConsultant.com)
- Jim Clarkson, principal, Clear Focus Solutions, LLC (ClearFocusSolutions.com)
- Karen A. Armon, CEO and founder, Alliance Resources, LLC (AllianceResources.net)
- Louise Kursmark, principal, Best Impression Career Services, Inc. (YourBestImpression.com)
- Meg Montford, chief coaching officer, Abilities Enhanced (AbilitiesEnhanced.com)
- Judy Rosemarin, founder and president, Sense-Able Strategies, Inc. (Sense-AbleStrategies.com)

“Follow-up is critical. They must follow-up with all the folks that said they had information or contacts for them. And, we, as facilitators, follow-up with them, as well. We continue to provide them with information, resources and other things they need to connect with through

our network.”

“When you promise to follow-up with someone, write down exactly what you’ve promised and follow-up promptly,” Kursmark says. “Be a good networker and it will come back to reward you many times over.” ■

Q: *Creating WE is about creating leaders with a strong emphasis on effective communications and how “We-Thinking” leaders build healthy and thriving organizations through successful relationships. What’s the connection — is this about teambuilding or something more?*

A: We tend to think that team building is the answer to making people happy and productive at work. *Creating WE* comes from a larger platform, which is about the mindset that holds us all together. The premise behind *Creating WE* is that everything happens through conversation. Conversation is how we connect one to another — it’s the

umbilical cord of organizational life. The ability for a culture to achieve greatness is dependent on the quality of conversations, which is dependent on the quality of relationships... which is dependent on the quality of conversations.

Twenty-first century leaders need to realize that conversations are the vital force and energy behind the growth of greatness in companies and people. Twenty-first century leadership is not about power over, it is about power with. Those leaders who see the distinctions, and build them into everything they do, from how they hold meetings, to how they answer e-mails, will define the landscape of leadership in the decade — perhaps even century to come. ■

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