

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

When I typed “leadership” in Google I got back 178,000,000 hits, and I am sure that it will continue to grow. Based on this piece of raw data, plus my own experience on both a personal and professional level, I have jumped to the conclusion that it is (a) a topic of interest to some and (b) the answer has yet to be found.



In fact, when we asked executive recruiters and corporate human resource professionals to define “leader” for our most recent *Executive Job Market Intelligence Report*, the responses were wide-ranging. Among the most popular, and in no particular order: communicator; visionary; motivational; integrity; strategic; change agent; personable; passionate; decisive; approachable; confident; mentor; collaborative; experience; respect; accountability; charismatic; intelligence; results; listener; flexibility; humble.

One of my old bosses once said that after you take away all the “responsible for,” “introduced this,” “saved that” and “promoted to,” managers are really only paid to do three things: Hire, Fire and Evaluate!

With acknowledgement that this assessment is overly simplistic, if you could be really good at these three terribly difficult — and subjective judgments — you would be in pretty darn good shape and a very high first round draft pick for sure.

Sincerely,

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

Making Sense of Non-Traditional Job Titles

By Marji McClure

Perhaps you’ve always aspired to be a CEO. But did you ever dream about being a Chief Creative Officer or the Chief Marketing Evangelist of your organization? Probably not. But, more and more executives are earning these unique C-level titles these days.

When you’re the CEO or even the CFO or CTO of your company, your job description is pretty straightforward. You know what your responsibilities are and how you fit into the overall corporate structure of the organization. But what if you’ve been named Chief People Officer? Do you really belong among the company’s other C-suite executives? What do these titles really mean?

The Evolution of Title Creativity

If you currently hold one of these unique titles or know individuals who do, you probably wonder why they were created in the first place. Much of the naming trend has to do with brand perception and a drive toward differentiation.

Whenever a word has a negative connotation, there is a tendency to change the word to create a more positive image surround the term, says Jeff Kaye, president and CEO of Kaye/Bassman International, a retained search firm based in Plano, Tex. Perhaps, a previous title just isn’t in vogue any longer. “You used to have personnel. But nobody wants to be personnel anymore,” says Kaye. “Then it was human resources. Now, there are Talent Acquisition Specialists.”

Creative titles help individuals separate themselves from the traditional world, enabling them to differentiate themselves in the marketplace, notes Kaye. Unique titles are also used to help a company distinguish itself in the marketplace or promote a new workplace vision within the company. “Each [title] brings a concept to mind, and each would tell a story — of the company, the values and the person holding the title,” says Jody Ordioni, president of BRANDEMiX, a New York-based advertising, internal communications and brand consulting firm. “It’s another way of defining your brand.”

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Your Career Advisor

Transforming People into Transformational Leaders

By Larry G. Lee, Ed.D.

The distinguishing attributes of authentic transformational leadership are qualities that come from inner knowledge. In open-market cultures, tomorrow's leaders are in the process of creating themselves, not waiting for their inherent greatness to be discovered. To gain this inner knowledge, there is no more powerful method than certain personality assessments. They provide a way to look beneath the surface into the core of a person, and see how that core can move and change to build a stronger and better leader in today's business world.

“Charismatic leaders accomplish their methods by defining issues and creating a sense of social purpose.”

Transformational leadership is built from four principles: charismatic leadership; inspirational motivation; intellectual stimulation; and individual consideration. Working toward mastering these qualities can take a lifetime, but even the basic seeds of facility in each can make a typical person into a leader. They can also help a person already comfortable with leading become more

prudently courageous and more able to bring out the best in employees.

These are qualities that can be tested for, polished and understood. Unlike other factors that may be arbitrary and subject to whim, personality testing can ferret out these qualities in a person and determine where they are centered — practically, precisely and cost-effectively.

What do these characteristics of transformational leaders mean in the real world?

Charismatic Leadership

Leaders with this ability serve as inspiring role models who provide and instill pride, trust, and respect in their followers. These individuals exude energy, confidence and a will to win. They are socially magnetic, and able to attract and keep followers with seemingly little effort.

Charismatic leaders accomplish their methods by defining issues and creating a sense of social purpose. They are less accepting of traditional authority than others and are able to see what is really important. Expressive and strongly articulate, charismatic leaders will command respect and show a willingness to take personal risks that establish confidence.

Inspirational Motivation

Inspirationally motivational leaders are able to communicate high expectations through using meaningful stories and allegories to align purposes among different kinds of people. They display

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Larry G. Lee, Ed.D. is the senior director of research and development for Birkman International, Inc. after serving 28 years with The Boeing Company. The Birkman Method is an assessment that accurately measures social behaviors, underlying expectations of interpersonal and task actions, potential stress reactions to unmet expectations, occupational preferences and organizational strengths. For more information: Birkman.com or (800) 215-2760. Larry can be reached at lglee@birkman.com or (713) 623-2760.

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high energy and the ability to link meaning to action.

They are able to keep employees focused on an objective. Using the skills associated with inspirational motivation, these leaders project an image of unshakable competence and provide a rationale for hope in times of despair.

Inspirational leaders are able to envision and articulate an attractive and attainable future; to explain the process needed to achieve great outcomes; to use symbols and images to cleverly make points; and to concentrate fully on purposes and programs of action. They also appeal to core human emotions, to link meaning to the proposed objectives.

Intellectual Stimulation

These leaders are able to promote intelligent and careful problem-solving processes, initiating creativity and innovation for an institution or company.

Leaders with this ability can easily help others to reformulate problems that need to be solved in creative terms, enlisting others to imagine, accept and support their ideas. They are able to create an open-ended decision-making process, a valuable asset which allows the process itself to be improved, to be learned faster, and to inspire more insight, rigor and predictability.

Individual Consideration

Leaders who possess an extraordinary amount of individual consideration are able to initiate personal mentoring and coaching, give personal attention to each person, and differentiate between the needs of different individuals.

When this happens, a leader raises the ethical standards of an undertaking

and talks about the ethical and moral obligations that must be met along with achieving “the bottom line.” If a leader is able to consider each person’s needs, abilities and aspirations, while at the same time being compassionate and personally appreciative, then he can effectively encourage others to do the right thing and take personal responsibility without having to resort to force. This opens the door for a transformational future — where a leader is able to teach, coach and mentor.

Achieving these ideals, these leaders are able to encourage followers to go beyond their own self-interest for the good of the whole, and show directly how their ideals and programs will benefit the employees.

Finding the Right Path

A leader seeking to transform must be very careful about falling into the traps that crop up along the way. There is a temptation to be concerned only about the good that followers can provide for the leader. Pseudo-transformational leaders set and control agendas to manipulate followers, and offer empowerment when in public at the same time keeping followers dependent by making closed door decisions and giving behind-the-scenes authoritative direction. By contrast, transformational leaders grow capacity and capability through open discussions and choice.

Followers will see through pseudo-transformational leaders and ultimately lose their trust in them. Ultimately, a pseudo-leader will be worse off than before if he or she does not recognize that these transformational values must be internalized, and cannot be mimicked for very long to any degree of success.

What does success require? Self-

knowledge and the ability to move among the elements of transformational leadership as the terrain demands. A transformational leader is able to switch among charismatic leadership, inspirational motivation, intellectual stimulation and individual consideration in the same way that a four-speed transmission is able to switch gears effortlessly and without friction.

Transforming Thought into Action

Each one of us gauges just how much adventure and safety we require. Growth happens during adventure, in exploring the unknown and unfamiliar. Regardless of thought or perspective, nothing good really happens in the real world, unless we translate our ideas into personally prudent and courageous action.

Personality assessment can economically build a bridge between thought and action in several ways:

1. By allowing potential leaders to see in which areas they are strongest and in which areas they are weakest — thereby allowing them to focus on growth in places they need help.
2. By revealing hidden assumptions and motivations that may be holding a person back from taking necessary risks for change and development.
3. By revealing which candidates are ready to become accepted as leaders in a business, and which candidates may require more growth and experience before moving forward.
4. By identifying systemic deficits in groups of leaders or leadership development programs that reduce their effectiveness.

By understanding the traits of a successful transformational leader and then testing to determine the extent to which these traits are already present and the extent to which they must be developed, an organization is able to find its next leaders, improve its current leaders, and bring about a whole new level of excellence and ethical rationality in its leaders. The people who are revealed to be the boldest and brightest may surprise you, even as they surprise themselves. ■



A transformational leader is able to switch among charismatic leadership, inspirational motivation, intellectual stimulation and individual consideration.



Non-Traditional Titles

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This is especially important for a company that is also working to change its brand image. “A number of companies have come up with new senior-level titles because it reflects a change of priorities within the company as well as a need to draw attention to that change,” says Brian Drum, CEO of New York-based executive search firm Drum Associates. “Title changes reflect a new emphasis or direction within a company.” If culture is a company’s main priority, they may choose a Chief Culture Officer. “It’s a way of sending a signal to the marketplace and employees how important these things are,” adds Kaye.

These titles can also help a company communicate that it is progressive and on top of the latest industry trends (which could explain why many of these titles are found listed on technology company organizational charts). “Some of these titles simply reflect the desire of a CEO to appear to be meaningfully and seriously addressing the latest hot management trends,” says consultant Jim Stroup, author of *Managing Leadership*.

“Chief Knowledge Officer and even Chief Information Technology Officer fall into this category. It can be compared to the president appointing a ‘czar’ in charge of this or that. It is designed to deflect demand for action from observers with pointed opinions at the same time that it deflects responsibility for performance in those areas onto the person appointed into these new positions,” says Stroup.

There are also instances when a new title is created because a new role has been added to the company’s roster. An example of this is the appearance of a Chief Compliance Officer position since Sarbanes-Oxley compliance became a major business issue. “Companies operating in the global and electronic world need to have their officers operate under titles that make more sense for the needs of the company,” says Billie Blair, Ph.D., president and CEO of management consulting firm Leading and Learning Inc.

“You talk about ‘Chief Customer Officer’ and other non-traditional titles.

The Non-Traditional Résumé: Making Your Unique Title Relevant

If you have one of these non-traditional titles, it probably makes perfect sense within the walls of the organization. But, it doesn’t necessarily translate well to those outside of the company — especially when it appears on a résumé. Experts stress that if you do have a unique job title, it’s acceptable to change it on your résumé to a more common one. It’s also a good idea to list the common title while displaying your non-traditional title next to it in parentheses.

Including both the traditional and non-traditional titles on a résumé accomplishes two things, according to Jacqui Barrett, executive professional résumé writer, executive career strategist and interview coach. “It allows the candidate to speak truthfully to his actual title while also avoiding being ‘overlooked’ on the recruiter’s radar screen when the recruiter is e-searching the more traditionally focused term.”

But don’t hide your unique title, its presence could prove very beneficial in separating you from the competition. If you’re a Chief Evangelist at your current company, don’t think that it will make it more difficult for you to secure a new position.

“The word ‘evangelism’ or ‘evangelist’ in some (cutting-edge) corporate cultures might spark thoughts of ‘the leading edge of modern technology marketing and customer interaction to derive custom-fit technology solutions’,” says Barrett. “By leveraging the unique title as a focal point on the résumé, as opposed to simply weaving the word into innocuous places within the body of the résumé, the executive may stand apart from other candidates.”

There are, of course, exceptions to the rule. Barrett recalls a recent client who did not include her unique title on her résumé. The client served as executive pastor for a church. “We opted to substitute her title entirely with the title ‘Chief Operating Officer’ in that it translated more effectively into the secular world,” says Barrett.

There are also a number of C-level titles that are being used, particularly what we call the ‘C-creative’ people in organizations. C-level officers of companies who carry the responsibility for keeping the organization on its ‘entrepreneurial’ track are becoming more and more advantageous to businesses,” notes Blair.

Understanding the Role

One issue executives have with these unique titles is that it’s more difficult to understand and define an individual’s job responsibilities and goals. Jason Alba, CEO of JibberJobber.com, notes that many executives grapple with the Chief Information Officer title. “Is it a hands-on guy? Is it a strategist? Is it a mix?” asks Alba. “Of course, it has to be more of a strategist, but I imagine as the company gets smaller, the role gets more hands-on.”

Alba also notes that these non-traditional titles can make the reporting hierarchy within these organizations very confusing. It becomes more difficult to understand who reports to whom. “For example, can a CxO report to another CxO who isn’t the CEO? Sometimes the titles are meant to appease, but if a CxO doesn’t have a direct line to who they

should report to, then maybe they should just be a director,” says Alba.

A Trade-Off?

Some feel that these titles don’t always mean very much to a company’s brand, but sometimes are connected to the bottom line. Ordioni says that occasionally companies present executives with these non-traditional titles instead of a pay increase, and that there are instances executives are brought on board with one of these titles so that their presence doesn’t disrupt others in the executive ranks. “These titles simply conflate the organization chart, give more status (and occasionally more money) with absolutely no increased responsibilities, and try to show the public that the company ‘cares,’” says Alan Weiss, Ph.D., president of Summit Consulting Group.

Communicating the Job to Recruiters, Contacts

The ambiguity of the roles can present a challenge when individuals possessing such unique titles seek new job opportunities. There’s a risk of running under the radar of recruiters who search databases by traditional keywords and recruiters

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Non-Traditional Titles

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who don't really know what a Chief Creativity Officer does. To make yourself a viable candidate, you have to be able to clearly illustrate your capabilities, so recruiters and hiring managers can clearly match your skills to their needs.

"If you have a unique title, you shouldn't be depending on recruiters finding you in a keyword search," says executive coach Stever Robbins, author of *It Takes a Lot More than Attitude...to Lead a Stellar Organization*. "If you have a unique title, you should be doing things that distinguish yourself in your industry and among your peers. Keep your reputation hot and keywords won't matter. Your Rolodex will speak for itself."

"Remember, being picked by an executive recruiter or decision-maker is not all about keywords," adds Jacqui Barrett, president of Kansas City, Mo.-based Career Trend. "It also is about compelling the recipient to act (to call/e-mail the candidate). Sometimes, the recipient may not always know what will inspire him to respond to an executive's résumé, and it is 'not' always in the best interest of the executive to rigidly follow the risk-free path to job search success."

If you have a unique job title, you need to know how to communicate what you do during the networking process as well. Following the same tactics you would if you held a traditional title is really the best way to get your message across. "I think that any executive, non-traditional title or not, would be well-served by having a clear statement of their value proposition, either so they can describe their purpose to any stakeholder

A Sampling of Creative Job Titles

Ambassador Plenipotentiary
Chief Accomplishment Officer
Chief Content Officer
Chief Creativity Officer
Chief Digital Officer
Chief Encouragement Officer
Chief Innovation Officer
Chief Learning Officer
Chief Momentum Officer

Chief Networking Officer
Chief Officer of Ideas
Chief People Officer
Chief Performance Officer
Chief Sustainability Officer
Click Quality Czar
Corporate Workplace Executive
Enthusiast Evangelist
Senior Simplification Specialist
Vice President of Global Sales Excellence

or client within the organization (the 'elevator speech') or so that they can explain their role in a résumé," says Joan Kofodimos, author of *Your Executive Coaching Solution: Getting the Maximum Benefit from Your Coaching Experience* and founding partner of Teleos Consulting.

While a unique title in a résumé can separate an executive from the competition, it can also accomplish the same objective in a face-to-face meeting when that executive is giving his elevator speech to a new contact. "By disarming the listener with a unique title, the speaker may stir more interest," notes Barrett. "If someone articulates a traditional title by saying 'I'm a Chief Marketing Officer,' the listener might fill in the blanks [concerning] the speaker's value proposition, assuming knowledge of what a marketing officer provides. However, if the speaker disarms the listener with 'Chief Evangelist,' then the listener may more intently listen to the remainder of the elevator speech."

Any awkwardness should quickly disappear once you begin to describe your duties. "Although it might be disconcerting at first to come across someone at a Chamber of Commerce mixer who holds the title 'Director, Thought Management' for [a particular] company,

the individual's work is interesting to hear about; and it doesn't take long to figure out what role the person plays in the company," adds Blair. Still, Kaye notes, if you are a Chief Evangelist, you probably have a second business card that lists a more traditional title; and that's the one you're likely to distribute.

Do These Titles Attract the Best Kind of Attention?

While many companies introduce these unique job titles to make a statement to employees, customers and shareholders alike, are these titles more than just symbolic? Some say they really don't mean anything, they just look interesting on a business card. "One of the things that makes me wonder, as an executive, is are these just self-given titles that are meaningless (like World's #1 Dad)?" says Alba.

Stroup notes that these titles don't typically accomplish their intended goals within an organization. "As a rule, the proliferation of such titles suggests less — rather than greater — clarity of thought and effort, and less — rather than greater — focus and integration of organizational action," says Stroup. "Without a compelling reason based on a comprehensive and serious review of organizational strategy and design, recourse to such patchwork solutions should be avoided."

Even outside an organization, these titles don't necessarily receive the attention they're designed to attract. While unique titles may receive a lot of media attention, they're not always looked at in high regard among executives with mainstream C-level titles. Kofodimos says that she doesn't see many executives who hold these non-traditional job titles and she

Expert Resources:

- Jason Alba, JibberJobber.com (JibberJobber.com)
- Jacqui Barrett, Career Trend (CareerTrend.net)
- Billie Blair, Ph.D., Leading and Learning, Inc. (LeadingAndLearningInc.com)
- Brian Drum, Drum Associates (DrumAssociates.com)
- Jeff Kaye, Kaye/Bassman International Corp. (kbic.com)
- Joan Kofodimos, Teleos Consulting (TeleosConsulting.com)
- Jody Ordioni, BRANDEMiX (BrandeMix.com)
- Stever Robbins, The Stever Robbins Company (SteverRobbins.com)
- Jim Stroup, (ManagingLeadership.com/blog)
- Alan Weiss, Ph.D., Summit Consulting Group Inc. (SummitConsulting.com)

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Insider Insight

Strategies that Prevent M&A from Being a Career Killer

by Christopher B. Kummer, Ph.D.

Mergers & Acquisitions (M&A) are back to a record level. They are on everybody's agenda. Thus the chances are high that if your company is not acquiring, your company might get acquired in the near future. What most people are not aware of is that M&A can be a real career killer. What does M&A mean for your career? How should you behave? Above all, this depends on what side you are on: Are you part of the acquiring company? Or do you belong to the acquired one? Therefore two different streams of advice will follow: one for the Acquirer and one for the Acquired.

Career Strategies for the Acquirer

Congratulations if your company is in the acquisition mode! The good news is with M&A you can grow your company or unit in an extremely fast and relatively secure way. Growth is almost certain for your company. New career and promotion opportunities arise. Compensation might increase.

So far, so good, but now to the one real bad news: If you acquire a company, you have to be well aware that most deals fail to be successful. Hence M&A can become a real problem for you and ultimately a career killer. If you are in a position to shape the upcoming deal, you have to make sure that your M&A deal delivers. Therefore you should do the following things:

- Clearly define a strategy and quantitative targets to be measured and met before, during and after the deal; because only what gets measured will be focused on and realized later.
- Think about post-merger integration from the very beginning and draft a concise plan, even when you approach the target for the first time. Be a true integrator of the companies by bringing people together.

Christopher B. Kummer, Ph.D. is a junior research professor at Webster University and director of the Institute of Mergers, Acquisitions and Alliances (MANDA), both in Vienna/Austria. In addition to his academic background, he has business experience as the cofounder and CEO of a start-up company, as well as a free-lancing consultant for mergers & acquisitions. For more information, visit Manda-Institute.org or e-mail kummer@webster.edu

- Ensure support from all levels (from board and key employees to shareholders) and also from the other party. It is difficult enough to succeed in friendly takeovers, but in hostile ones it is even more difficult.
- Use external and professional advice and consultants to assist you with all aspects of the deal. In such a complex situation, you cannot rely on internal resources. They don't have the necessary time and needed expertise to cope with the tasks.
- Don't think only about your company, but also of yourself. Find an M&A coach for yourself who will help you stay concentrated on the essentials. In open and confidential conversations, you and your coach can develop and simulate solutions for problems and obstacles.

If you do not shape the deal and are only part of the team, then you should find out if your position is at risk. You can do this by asking the following questions:

- What are the proposed synergies?
- What post-merger integration approach is chosen?
- How big is the other company in relation to your company?

If overlaps are great and synergies are high, a "best of both worlds" integration approach is favored. If the acquired company is quite big relative to your company, your position and future career is at stake. You should rather think of the situation from the perspective of career strategies for the acquired.

Career Strategies for the Acquired

There are basically two options that you have:

1. Get a job somewhere else!
2. Make yourself known and irreplaceable!

The first option is to leave the company. That option is one that many people rely on. Why deal with all the uncertainty of what's going to come? Will you keep your job? What will be your position, title, status and salary?

Many talented executives with opportunities in the job market change to another company. They use M&A as a great opportunity to actively advance their career rather than view it as a sudden strike that hit them. So let people know that you are available and actively look for jobs in your network, in job portals, etc.

The second option is to play an active part in the M&A process, as a "let's see and wait" approach won't help you at all. Embrace what you cannot prevent and understand the strategic motives and operative implications behind the deal. If you are perceived as an obstacle or someone who does not believe in the logic of the deal, you make yourself a perfect target for dismissal.

Help the acquirer to achieve their goals. Introduce yourself to people involved and executives from the other side. Offer your help, advice and insights. Voluntarily become a team member in integration and transition projects; being part of the team will give you close

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Learnings from Landings

Member Finds Networking Best Job Search Strategy

Job seekers often try to get very creative when hunting for a new opportunity. But most of the time, simple is better; and the tried and true methods really are the best way to approach a job search. That's how ExecuNet member Urban Sommer tackled his journey for a new job. Sommer says that his use of a traditional job hunting strategies were key in helping him find the right job.

After an eight-month search, Sommer landed a position as a senior manager of procurement of a telecommunications company. Sommer attributes his success to three things: his résumé, networking and experience. He says that the major search engines, including professional databases, were also invaluable resources.

Networking Trumped Recruiters

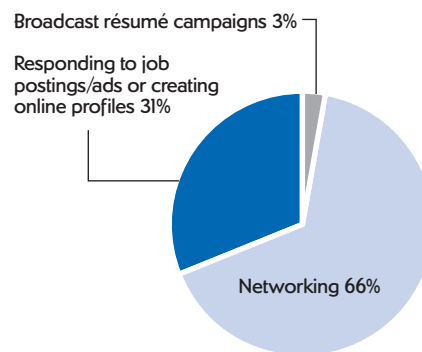
However, while he knew what he was looking for and how to find it, Sommer was left with the impression that the individuals on the other side of the desk (both hiring managers and recruiters) did not.

Sommer, 57, says his experiences with companies' hiring managers made him question their preparedness. To him, it seemed that the companies didn't do an effective job of understanding their candidate base, which is one reason Sommer preferred using his networking skills to find a new position. "I think that networking is so effective because of the [poor] job of hiring managers or HR in screening applicants," says Sommer.

Sommer notes that he was surprised

by a lack of knowledge by recruiters as well. He received inquiries about positions that were not a solid fit based on his previous experience.

Executives Most Successful Activities for Creating Career Opportunities



Source: ExecuNet, 2007

"Recruiters usually sent inquiries based upon a match of one or two keywords, which often resulted in jobs that were not in my field, nor that matched my experience in any way," says Sommer. "They need to start going through actual résumés and better understanding the potential candidates than doing keyword matches on large databases."

Sommer adds that companies should also do a better job in communicating with job candidates after they submit résumés; a more personal follow-up would be helpful. "Companies generally don't give you anything other than an automated response, and then not very many of

them will do that," observes Sommer.

When he was called for interviews, Sommer says he was ready for the discussion, but he sometimes questioned whether he was even an actual contender for a particular position. "With 35 years of experience in my field, I was generally well-prepared. But more often than not, the company or hiring manager was predisposed to an internal candidate and just going through the formalities required by HR," says Sommer.

Stay Prepared

Sommer advises other executives not to rest on their laurels; it's vital to avoid "thinking that because you are well-qualified or because you have held senior positions, that it will be fairly easy and quick to land another position," he says.

Sommer adds that the entire job search process took much longer than he expected and felt that a stronger personal connection to individuals within targeted companies would have been beneficial. "Unless you know someone, there is little chance of actually being matched up regardless of your qualifications," Sommer says.

Reflecting on the entire job search process, Sommer says the one thing he would have done differently is being more proactive in the beginning of the hunt for a new opportunity. If presented another chance, Sommer says he would have started looking for a new job at the first sign of layoffs, while still employed or as soon as the layoffs occurred. ■

Insider Insight

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contact to the acquirer's decision-makers. It might also help you to spot potential job opportunities.

Become known as a team player par excellence, which will improve your future prospects. You should be a forerunner of all M&A-related activities and cooperate

on all post-merger integration related issues with the highest enthusiasm.

Make yourself extremely visible in a positive way. Even if your old position is insecure or might be eliminated as a duplicate role, there may always be a future in that company for someone of your caliber. But even if you choose to be active within the company — play safe

and connect with recruiters and others in your network so you can become aware of interesting positions.

Whatever position you are in during an merger & acquisition situation, be proactive and take your career in your own hands. Shape and support the deal to be successful or find new career opportunities somewhere else. ■

Non-Traditional Titles

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questions how these individuals with unique titles are really perceived among their peers. “My concern would be that the typical mastery-oriented senior executive would look at a person with a non-traditional title and assume they have a

tangential role, since the core, ‘hard’ roles still come with traditional titles,” says Kofodimos.

While the use of these titles continues to receive mixed reviews, most experts agree that they’re not going anywhere. Many companies will likely keep bypassing traditional titles in favor of these unique ones. If anything, this title evolution is

interesting to watch as companies create new monikers. “What does this trend mean? Hopefully, it means the introduction of a modicum of creativity and ‘out-of-the-box’ thinking into corporate America,” says Robbins. “Failing that, it’s at least providing a nice diversion from the boring standardized HR boxes we’ve all lived in up until now.” ■

Food for Thought

10 Ways to Stop Searching for a Job and Start Attracting Professional Success!

By Jeannette Kraar

Old job search methods no longer work and relying on your education, skills and experience won’t separate you from the crowd. So what are you to do? Use these 10 laws of attraction to create the career you want:

1. **Assess:** Evaluate your skills, interests and abilities, and understand the transferable value in the marketplace.
2. **Translate:** Communicate your competencies and expertise through well-crafted oral and written strategies that include a quality résumé, cover letter, professional statement and well-defined accomplishments.
3. **Target:** Create a marketing plan that targets specific industries, markets and companies where mutual opportunities can be explored and optimum benefits realized.
4. **Research:** Knowledge is power and power exudes confidence. By

researching target companies, market conditions and industry concerns, you can position yourself as an influential leader who can deliver results rather than an out-of-work professional who is looking for a job.

5. **Apply:** Manage your activities and your time with a project plan that includes action steps, timelines and expected outcomes — always remembering to evaluate and adjust as needed.
6. **Connect:** Interact with the “right” people and build a valuable and powerful professional network.
7. **Transition:** Move into a career that will accommodate current needs while posi-

tioning you for future advancement.

8. **Identify:** Recognize projected technology, market and industry trends to allow for proactive change management.
9. **Ongoing relationship-building:** Always be expanding your network while cultivating and protecting existing relationships based on integrity, shared values and mutual benefits.
10. **Never stop growing:** The only way to develop new skills and expand experience is to either improve the way you already do something or welcome and accept new challenges that are outside of your knowledge base. ■

Jeannette Kraar is an executive career coach and strategic development consultant with over 25 years experience in providing training and consulting services. Her clients have included SAP, Avon Products, AT&T, Motorola and True Value. She has also worked with various non-profit agencies. Jeannette is the author of *Breakthrough: The Hate My Job, Need A Life, Got Laid Off, Can't Get No Satisfaction Solution* and can be reached at ManageYourSuccess.com

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Founder & CEO: David Opton

Executive Editor: Lauryn Franzoni

Senior Editor: Robyn Greenspan

Contributing Editor: Marji McClure

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

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