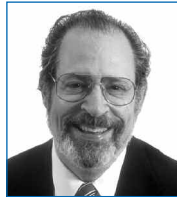


# CareerSmart Advisor™

Strategies & Solutions for Your Career Success

## A Note From Dave

If you've been around ExecuNet for any length of time, you've probably received an opportunity to participate in one of our monthly *Executive Employment Outlook (EEO)* surveys. The results of these polls are always interesting, as they give us a real perspective of what is on the minds of our executive members.



According to the October EEO poll, confidence is lagging, but there were some encouraging figures among the findings. First, the not-so-good news: half of the respondents cited record high energy prices as their primary concern about the executive employment's growth during the next six months, followed by inflation; slow economic growth; the effects of recent hurricanes; and the housing bubble.

Far better news came when we asked about the job search experiences executives were having. In October, executives looking for a new opportunity reported an average of 2.8 interviews during the past thirty days — up from 2.5 one month ago.

Even better: the expected length of a job search was 8.7 months — the lowest total in eighteen months.

So, it seems like there is some executive worry when looking ahead — and for good reason. There have been some troubling natural and unnatural incidents that will affect confidence. However, the job search realities that are our members are reporting are really very encouraging.

More Market Trends data can be found here: [http://www.execunet.com/e\\_trends.cfm](http://www.execunet.com/e_trends.cfm)

Sincerely,

Dave Opton  
Founder & CEO  
ExecuNet

## Behind the Recruiting Curtain

By Robyn Greenspan

Whether executives are trying to connect with search firm professionals or corporate recruiters, the same level of mystery exists about the hiring process. Recruiters and individuals in human resources maintain that there is no secret to what they do, but executives counter that it is hard to get their attention.

Résumés that seem to fall into a black hole; unreturned phone calls; failure to recognize that a certain candidate is *absolutely perfect* for an open position; and inability to locate the names of key hiring decision-makers are among the chief complaints executives have about penetrating the recruiting curtain. These barriers can frustrate any individual; but when job transition is added into the mix, the anxiety level can quickly elevate.

When executives are informed about what happens in the recruiter's day during the recruiting process, they can better position themselves to reach search and corporate HR professionals, gain their attention and market their qualifications.

### Information is Currency

What most executives don't realize is that recruiters need executives to provide them with information and leads, as much as job seekers need recruiters to find them positions. But, relationship-building with recruiters should occur before there is a dire need for a new job.

"My living is in my network, and I have people all over the country listening for opportunities I can share with my network," says Dave Dart, managing partner of executive search firm Morisey-Dart Group based in Florida.

Information is power; and if you want a recruiter to do something for you, you should be willing to share information you hear on the street. "I get e-mails from clients and candidates that say they have information about the industry. To establish trust, share some of the information you have — step up and show that you have something to offer."

What do you know about your industry growth and needs that you can share with recruiters? Who do you know that presents a good fit for an open position? The idea is not to share confidential, proprietary

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- 11/17 — **Minneapolis** — John Wetzel & Barbara Adams
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- 11/18 — **Buffalo/Niagara/Rochester** — Beth Stefani & Brian Weber
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- 11/22 — **Chicago** — Melody Camp
- 11/23 — **Toronto** — Martin Buckland

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## Your Career Advisor

# Integrity and Ethics are Indicators of Leadership

By Bette Price, CMC

It's been several years since the ethical decline of Enron and the introduction of Sarbanes-Oxley to address critical issues of integrity, yet the lessons learned may not be playing out as significantly as everyone had hoped.

In a July 2005 survey conducted by *Fast Company* magazine, Switzerland-based IMD MBA, and Egon Zehnder International, 95 percent of the employees surveyed in the U.S. and abroad stated that a CEO's business ethics remain very important and play an integral role in the way business is conducted. Yet when asked to grade CEOs, 79 percent conveyed that CEOs at large companies "are ruthless in their pursuit of success," and only 28 percent indicated that CEOs have integrity. All of this sends a red flag to anyone in a leadership role about the importance of ethical behavior and integrity — characteristics that The Price Group research found to play an integral role in how true leaders achieve sustained success.

In 2001, when a colleague and I set out to gain insights into exceptional CEOs and company presidents who had made a difference by building up people and profits, we found that their values played a critical role in their leadership differences. To be sure of their motivating values, we used a highly validated values assessment and were surprisingly pleased to learn that the primary values that drove these particular men and women were consistent with the values of performing with integrity. Their value-driven leadership invariably resulted in long-term, sustainable profitability, as well as in a workforce of engaged, high-performance employees.

Conversely, leaders whose values drove them to discount the importance of their employees and who focused solely on quick, soaring profits and

unrealistic growth were the kinds of leaders who showed up in the business media undergoing SEC probes or involved in situations such as the recent case with Saks, Inc., in which the SEC is investigating for improper markdown allowances. First Texas Bancorp Chairman and CEO Gary Nelon has a saying that depicts this type of leadership: "Fast birds don't fly far." Leaders who focus only on short-term gains, and particularly those who see results at any cost, rarely endure profitability for long periods of time, let alone retain the best of their employees. Instead, they, like the leaders of Enron, WorldCom and a handful of others prompted the onset of Sarbanes-Oxley, forcing a look at issues that directly relate to ethics and integrity.

So what do true leaders do to set themselves apart? Interestingly, they follow quite simple things that you can too. All these leaders are driven by a core set of values that depict the following individual motivators:

**An inherent and genuine caring for people and a desire to help others achieve.** True leaders genuinely value and care about people, and helping others is their primary motivator. The average true leader is able to relate to people at all levels of the company and to respect all members for the contributions they bring to their individual jobs at their respective levels.

**A realistic concern for profit and results.** "Realistic" is the key word here. Real leaders are not driven by money alone, but they are realistic and driven by practicality. They will evaluate business moves for their utility and economic returns and will be willing to work long and hard to achieve desired results.

**A competitive nature, yet never ruthless.** True leaders are extremely practical; they clearly understand the

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need to be competitive, yet they possess the ability to evaluate each situation to determine how much or how little power and control will be exercised. Power does not equate to total control, rather it is exercised with discretion and balance.

**A strong desire to control their own destiny and influence the destiny of others.** True leaders do not merely focus on controlling their own destiny. They have a system for strongly championing the things they believe in and for helping others to achieve as well.



One's ability to do what's right and tell the truth is the greatest signal of leading with integrity and ethics.



**A hearty resilience.** Real leaders will accept things without taking them personally. They have the resilience to move beyond mistakes, take their hits, pick themselves up and move forward. This resiliency also gives them the courage to stand up for issues of integrity in which they believe.

**Values drive behaviors.** These core values motivate true leaders to take actions that follow a few simple philosophies:

**Philosophy #1: Don't starve your racehorses.** Consider a leader who bought racehorses and spent considerable time and money purchasing only the horses with the best breeding and potential. Then, once purchased, he put them in substandard stables, fed and cared for them with inferior products, rarely exercised them or trained them to maximize their potential, and confined the environment in which they could flourish and grow. Yet, everyday in business, that's

exactly what happens. Companies seek the best and brightest, yet when ruthless, unethical leaders are at the helm, these racehorse talents are turned into tightly niched workhorses, often deprived of training or exposure to projects that would enable them to learn and grow. Instead, employees are seen as a necessary commodity "to get the job done" rather than valuable, uniquely talented individuals who need to be motivated in individual ways. True leaders understand the difference. They have passion for their team members and, thus find ways to motivate individuals as well as teams. As Tim Webster, CEO and president of American Italian Pasta says, "You won't find passion as part of the curriculum at leading business schools, nor will it even be an elective. Yet in the real world of leading, it plays an integral role."

A few simple things that demonstrate operating from this philosophy are:

- Take time to truly get to know the individuals on your team; make time for genuine small-talk. This is an incredible rapport-builder.
- Delegate appropriate growth-oriented projects. Achievers like to know they are being given opportunities for growth — not just more work.
- Recognize achievements, large and small. A handwritten note of appreciation from the boss may be more motivating than you might ever guess.
- Focus your attention on the achievers rather than "problem employees."
- Communicate clearly, recognize that different people require different communication styles. Adapt your style to more effectively communicate with them.
- Be sure you listen — really, really listen. As true leader Lou Smith says, "You must listen to learn, then lead."

**Philosophy #2: Remember, fast birds don't fly far.** While all leaders are faced with global competition and ever-changing challenges, it is also important to be ever aware that some of your employees will need to process change less rapidly than others. Recognize the value of this for the long-term gain. In the

midst of rapid change, keep these things in mind:

- Foster long-term thinking by confirming that every team member understands that inevitable change is tied to something bigger that culminates in a very specific end result. Then make sure every team member clearly understands the role they play in achieving that end result.
- Encourage seeking experienced thinking. Blend new, fresh-thinking individuals with those who have experience and wisdom to expand the possibilities and to avoid reinventing the wheel.
- Eliminate blame. Mistakes will be made. Create an environment where people feel free to admit mistakes. Weight Watchers CEO and President Linda Huett says, "There is a tremendous amount of fear about blame. So, if you can get rid of the blame and just take responsibility, and talk about it," valuable lessons will be learned. When a leader truly eliminates blame, he makes great strides toward establishing trust.
- Remove politics. Nip it in the bud; demonstrate right up front that politics will not be tolerated. When politics is ignored or allowed, trust is eroded.
- Treat learning like dirty dishes — never done. There are various ways to learn, for you and for your employees — make sure that the time spent meets the individual's need. Mass-attended workshops are often fruitless and cost money and valuable time. More often that money is much better placed providing individual coaching or specific training that meets respective needs.

**Philosophy #3: Don't breathe your own exhaust.** David Novak, chairman and CEO of Yum Restaurants, which includes Kentucky Fried Chicken, Taco Bell, and others, says it best: "When people feel that a leader thinks they are smarter than everybody else, you cut about 75 percent of the intellectual horsepower out of the organization." That

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# Recruiting Curtain

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information with recruiters, but to act as another set of ears, alerting them to movements they may not be aware of.

“Build a relationship that recognizes the information highway is a two-way street — share, trade and give stuff up to get what you want,” Dart advises.

## Getting Recruiters’ Attention

According to Dart, search firm professionals like him spend roughly 4 to 5 hours per day on the phone, connecting with about 500 contacts per week. Among those contacts are generally 200 individuals with industry-specific knowledge.

Before executives can earn that valuable phone time, they need to have a clear and well-developed message. For recruiters, time is money and the faster and more accurately you can convey what you want, the faster you can find what you need.

“Recruiters can’t return junk calls or e-mails that don’t begin relationship-building,” says Dart. “Get the recruiter’s attention,” says Dart. “We need to understand who you are, what is important to you, and what you want as a candidate. If a recruiter knows you well and knows the market space, they can better help you.”

“If I’m going to establish a relationship with someone — personal or business — there are factors that have to be there,” says Dart.

- **Credibility** — You need to be able to communicate to your recruiter up front that you are a credible source within the industry. You have to be able to establish that quickly.
- **Respect** — It’s a general rule of humanity, but like busy executives, recruiters need their time and knowledge respected. Ask good questions that move things forward.
- **Professionalism** — Follow-up is important. Hold recruiters accountable and you should also be accountable. Establish communication rules.
- **Communication** — Companies may not have the same process as the people looking for the jobs. Recruiters

will try to manage the expectation of communication upfront.

- **Trust** — Protect your personal data and protect yourself the best that you can. Pick and choose those who you can trust. Not all recruiters deserve trust, but all deserve for you to be a credible professional. Walk away from the recruiters who are strictly fishing.

## How to Find the Right Recruiter

Whether you use a print directory or the Internet, you can easily identify recruiters who can benefit from your industry knowledge and contacts. Once you have pinpointed a handful of names, go to their company website and look at the posted listings. Do you know anyone who genuinely would be a good fit for any of the posted assignments? If so, there is your best opening to a networking contact with a recruiter.

“There are times that you can open your network to a recruiter and that solidifies the communication and trust. Ask recruiters about the target companies and let them tap their network. Recruiters want you to ask for what you need,” says Dart.

## Peeking Beneath the Corporate Curtain

According to estimates from the US Bureau of Labor Statistics, there will be approximately 29 million unfilled jobs at all levels by 2008 due to expansion and retirement factors. What that means is that companies are looking for qualified people just as you are looking for a qualified position. The key is trying to find where the candidate can intersect with the opportunity. Some can’t even get their résumé through the door.

Unbeknownst to many executives, there are often software systems that scan résumés as they arrive in the e-mail inboxes of human resources departments. These systems look for certain keywords that match job descriptions; and if that criterion is not met, résumés are diverted and “Thanks, but no thanks” auto-response e-mails are sent to the candidates who are not being considered.

To combat the lack of personal

scrutiny, David Perry, managing director of executive search, recruiting and placement firm Perry-Martel International and coauthor of *Guerrilla Marketing for Job Hunters*, recommends tactics that are designed to get noticed by hiring decision-makers.

“Traditional résumés are designed to be scanned by human resource information systems (HRIS). You don’t want to be scanned and retrieved by HRIS — you want to crash their system so they have to look at you. You want to make your résumé not fit, but read,” says Perry. Résumés that contain images or links to personal websites can disturb the scanning process, forcing corporate human resource professionals to personally review your material.

Other attention-getting tricks include sending only a half a résumé in an opened envelope and using thank you note-sized envelopes.

Marketing strategies and extreme tactics are no substitute for good old-fashioned networking your way into corporate HR, says Cathryn Gabor, senior vice president, talent management and human resources, AXA Equitable. “Everything is about the third-party endorsements and references. The best way to get noticed is to find some sort of connection with someone in the organization and leveraging that connection to the best of your ability. A contact within the company can act as an advocate on your behalf,” says Gabor.

The connections that can be ascertained from your résumé can also help move you to the slate of candidates; but Sally Dougan, executive vice president at Bert Davis Executive Search in New York (specializing in the publishing and information industries), says that some job seekers make these associations difficult to quickly spot.

“We have a dislike for ‘functional’ résumés — ones which go on and on about various disembodied achievements as a marketing executive, sales executive, financial executive, etc. You have to look to the middle or bottom of a second page to see where the person worked — and then try to put the achievements back

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# Recruiting Curtain

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together with what you know about the companies where the person worked,” says Dougan.

“A straightforward reverse chronological format with company, dates, function and achievements is much preferred and is more likely to get our attention,” suggests Dougan. “It gives us (and our client companies) the relationship jog and pleasure of mentally filling in the stories, e.g. ‘He must have been at X company when so-and-so was there. I’ll bet he knows X.’”

Even if your research nets you the e-mail addresses for chief management, a senior talent manager warns that contacting them directly won’t get you far in his global communications company. Find out what approaches work best for your target companies. “Résumés sent to the CEO or President do not get looked at ever. It never gets past the administrative assistant, so work directly with the HR group or have someone refer you. That’s the only way to get the attention of executives.”

## ALL Impressions Count

When you finally connect with someone in HR on the phone or in person, don’t forget your manners. *Everything* a candidate does during meetings with hiring personnel is considered part of the interview.

“Always be pleasant and professional to whomever you come in contact with regarding the interview,” says Laura D. Beeth, system director, talent management, for Minneapolis-based Fairview Health Services. “You may run into someone in the hallway asking for directions who may end up working with you. Interactions the candidate has with assistants, potential peers and leaders is noticed, and many times shared with the interviewer.”

Beeth also looks for subtle instances of emotional intelligence skills, which she says are on the top of the list for successful hires. “For instance, if a candidate is short with the secretary or assistant and is professional and pleasant with the interviewer (leader), there is lack of consistent behavior.”

## Six Things Executives Should Know About Recruiters, According to David Perry

- Registering yourself on every job board diminishes your value
- Applying for every job that a recruiter has on the website shows you are clueless
- We are paid to find candidates, not jobs
- Don’t ask a recruiter to rewrite your résumé
- Don’t directly apply to companies for positions when you are working with a recruiter
- There is no motivation for a recruiter to see you unless you cooperate 100%

## The Cultural Nuances

Will the HR department door of your target company open to a politely rung bell or a heavy-handed knock? Every organization has its own personality; and when you understand the cultural expectations, you can market yourself for positions accordingly — even where none presently exist.

At the September 2005 global conference for the *International Association of Corporate & Professional Recruitment (IACPR)*, Michael Lowe, the director of staffing for US Trust, shed some insight about the culture within the organization. “The leadership model has changed in the last five years or so. We’re looking for player coaches instead of pure leaders,” confided Lowe.

The candidate who approaches Invitrogen Corp. with a strongly articulated profit-oriented message might get passed up for the individual who shares the same commitment to the bottom line plus an emphasis on their work with volunteer and civic organizations.

“...nobody really wants to work for a company, they want to work for a cause — something bigger than they are that will make them feel good about where they work and spend so much of their time,” noted IACPR keynote Gregory Lucier, chairman and CEO of Invitrogen Corp. of his company’s identity. “Today’s workforce wants to be committed to

something more than profits...we want to feel that we are getting paid to make a difference — to people and to the planet.”

## A Dual-Pronged Approach

The IACPR Conference also revealed that many corporate human resource and talent acquisition professionals are partnering with external search firm organizations to better refine their slate of qualified candidates. This alliance signifies that executives should not solely focus on reaching the HR department or hiring managers within the target organizations.

“Eighty percent of most senior-level executives in Bank of America come in through retained search firms,” noted Eric Elder, senior vice president of executive recruiting and development, Bank of America, at the IACPR conference.

By working closely with external search firms, organizations can leverage more resources toward finding the perfect candidate. “We create win/win relationships with the outside executive search firms,” says Elder. “The firms get a chance to be strategic partners and once a year we invite firms to visit us in Charlotte and come under the tent with us. We share information with them we may not normally share, so they can be better educated about us and how to attract our talent. Candor makes it easier for them to do their jobs.” ■

## Expert Resources

- Dave Dart, Morisey-Dart Group ([morisey-dart.com](http://morisey-dart.com))
- David Perry, Perry-Martel International ([perrymartel.com](http://perrymartel.com))
- Cathryn Gabor, AXA Equitable ([axa-financial.com](http://axa-financial.com))
- Sally Dougan, Bert Davis Executive Search ([bertdavis.com](http://bertdavis.com))
- Laura D. Beeth, Fairview Health Services ([fairview.org](http://fairview.org))
- Michael Lowe, US Trust ([ustrust.com](http://ustrust.com))
- Gregory Lucier, Invitrogen Corp. ([invitrogen.com](http://invitrogen.com))
- Eric Elder, Bank of America ([bankofamerica.com](http://bankofamerica.com))

# Learnings from Landings

## Who Knows Who You Know

**H**idden opportunities are revealed when networking becomes part of the everyday fabric of your life, as one ExecuNet member found. Steve Landon's targeted job search campaign took an unexpected turn when an unsuccessful meeting yielded a job offer.

"I sent a letter to a targeted company, directly to the CEO — offering my services as an operations specialist," says Landon. The letter resulted in an interview, and while Landon waited outside the CEO's office for his scheduled appointment, he began a conversation with a consultant who was already working for the firm. Landon and the consultant soon realized they both had connections to mutual colleagues and agreed to stay in touch.

"During the interview the CEO and I agreed his need most likely, was not me. He needed a high volume manufacturing VP and I was a lower volume, high mix guy," recalls Landon. "The consultant called me that evening, telling me his CEO was taking a pass on me, but would I be interested in talking to another company he was working with." After a number of interviews, Landon landed the position with the company he was referred to by the consultant.

### The Journey

Landon's campaign took nearly two years before he could reach this happy ending, but during that time he had interviews and wound up turning down four offers for various reasons.

Landon recommends using a highly targeted search strategy. "Find companies you know and want to work for in your space. Find the hiring managers and contact them and offer your services. Offer your services to them like you were a consultant and show them how to do it differently. Also, I sent letters directly to Presidents and CEOs with my offer to increase their 'Customer Delight.' I was able to turn 38 highly targeted letters into five interviews with CEOs for

### Steve Landon's Job Search Tips:

- \* Send letters to targeted companies
- \* Network with colleagues
- \* Work at the search every day like it was a job — never quit!

non-posted positions. I would not recommend paying for such a service, use the Internet and do your own research — it works," says Landon.

Diligence and discipline also played roles in Landon's search. "Work at it every day, like it was your job. Your job search is your job until the real one is found."

### Do-It-Yourself Strategies

"I used the Internet as a tool every day. Use the Internet to research companies, technologies and competitors, and of course to network with your close group," says Landon. "Using ExecuNet.com was a very helpful tool. I highly recommend ExecuNet.com, upladder.com, and to some degree, worktree.com for locating posted and non-posted positions."

“

Always be on the lookout for new people that can help you. One never knows when they will just pop up.

”

While the Internet was an integral resource, Landon didn't focus too heavily on widely advertised listings. "Do not put too much time and effort into large job board postings unless you are extremely specialized in skill set. My direct feedback from hiring managers is they are hit with hundreds, if not thousands, of résumés

per posting. Many companies use two and three large boards, so managers are just not able to 'find you' — an old story but one worth repeating."

### Recruiter Relationships

Landon learned that building relationships with recruiters is a long-term process. "My advice for the 'still employed' — and to myself moving forward — is to have relationships with recruiters all of the time! Not just when looking, but when gainfully employed. I sure will make this a very high priority this time around."

Without established relationships, Landon met a lot of dead ends when he initiated contact with the recruiting community. "The biggest surprise and biggest disappointment was the lack of professionalism of the recruiter base. With only a few shining examples, the majority of recruiters failed to return calls, e-mails and the like — even after lengthy phone conversations and agreed-upon next actions."

### Conclusions

The value of established recruiter relationships and a 24/7 networking philosophy became evident to Landon during his prolonged job search.

"Starting now I will be building better and lasting relationships with recruiters during my employment. If I need them again, I hope my luck dealing with them as a whole is a better experience," notes Landon.

"The take away from this story — always be on the lookout for new people that can help you. One never knows when they will just pop up. My consultant and I didn't know of each other before that day, but will remain friends moving forward." ■

## From the Forums

# Beyond the Résumé

*ExecuNet's Forum is the online community area of the site where members can meet and help one another network their way into their next assignment, or share information and experiences. [Access the Forum under "Connections" or go to [http://members.execunet.com/e\\_eunnet.cfm](http://members.execunet.com/e_eunnet.cfm)] In this excerpt from a recent Forum conversation, members and coaches discuss collateral material that can supplement the standard cover letter and résumé combo. (Some content has been edited.)*

**SSharp:** I have heard suggestions that a résumé is not enough, that something like a portfolio of representative presentations, white papers, articles, etc. is useful in differentiating yourself. Does anyone have any experience with this? Part of me is skeptical. I mean, who would have time to read this portfolio? For those who have positive experiences, do you have any suggestions regarding content, layout, etc?

**345479:** The only thing that I have done is to prepare a PowerPoint presentation. I suggest bringing a laptop and requesting upfront an hour or so to go over these materials. I do this because I am at my best when I have control over the meeting and when I can work from a "canned" presentation. As for how it has worked out, well, since I have started my job search, I have yet to have any offers, so take this advice with a grain of salt.

**CoachWalt:** Let me offer some thoughts on this...

Information shared (beyond the résumé) should be, in my view, something that gets presented when your candidacy is beyond the initial screening process. I have seen a wide range of things done in this regard and even encouraged candidates in this way based on where they were in the process.

For instance, some of us in a corporate situation have asked individuals to show us an example of their work, their products, perhaps a portfolio, provided it did not divulge a confidence or their current employee's intellectual property. In some cases these were 'deals done', awards received, etc.

In other cases, when the candidate was clearly in a finalist category, we

sometimes asked for a presentation which described what the individual would do during their first 90 days on the job. The goal of these requests was to assess the candidate's analytical process, presentation skills, understanding of the role at that juncture, and the like.

But more to your point perhaps, I do not believe it is necessary (or prudent) to disclose too much too early in the game. It's good to have backup materials in your arsenal, however offering them up too soon leaves little reason for someone to pursue you. You run the risk of the recruiter forming an opinion without the benefit of having a dialogue with them. So my advice is to hold back, have additional materials ready if asked or if you feel they will add weight to your candidacy, but don't offer them up too soon in the process.

**345479:** Coach Walt, yes I agree, and I should have clarified. In those instances where I have sought to make a presentation, it has not been at the preliminary screening stage. In fact, in one instance, it was the third or fourth interview in the process.

**1882:** I have developed a marketing piece that I use as a talking document. I have given considerable thought to my three major areas of expertise and listed both accomplishments and expertise in these

areas that set me above the competition. I found this particularly helpful in organizing my own thoughts.

**Coach Barrett:** Great thread — and the diverse tactics shared all might be rolled up to create the "portfolio" about which SSharp initially inquired.

“

Please keep in mind that the portfolio is a dynamic resource that is tailored and tweaked according to evolving needs.

”

As such, I would like to add the following new items (or perhaps variations of items already discussed) as possible information to be included in this portfolio. Please keep in mind that the portfolio is a dynamic (rather than static) resource that is tailored and tweaked according to evolving needs (evolving opportunities to interview, etc.).

- Addendum that deepens your "Achievements" message and is tailored for a specific opportunity. Focus on a handful of challenge/action/results (both short- and long-term results) stories and business/leadership strengths tapped for each achievement.
- Addendum that lists publications, speaking engagements, professional

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**Walt Kuchinski is an ExecuNet Forum moderator. He is the founder of Diversitas, a broad-scale human capital solutions provider based in Charlotte, North Carolina.**

**Jacqui Barrett is one of only eight people in the world to have earned the elite certified Master Résumé Writer distinction from Career Masters Institute.**

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pretty much says it. Ways you can foster other's feelings of importance are:

- Ask for their input. Then listen, truly listen.
- Delegate challenging projects to demonstrate your trust in them and to foster their growth.
- Be judiciously competitive; model a balanced, competitive nature.
- Mentor and coach. Far too many individuals have encountered only "reverse mentors," those who they understandably never want to be like. Make sure you're not one of them.
- Hire right. Don't leave it all up to the human resource department. Benchmark the attributes that are best suited for success in the job and then make sure the candidate meets the benchmark. Use assessments to validate or reveal hidden characteristics that may not show up on traditional hiring requirements. Never, never be swayed solely by that "great interview." And, finally, don't clone yourself. Every team needs diverse thinking to cover all the bases.

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**Philosophy #4: Do what's right and tell the truth.** One's ability to do what's right and tell the truth is the greatest signal of leading with integrity and ethics. Things that demonstrate one's ability to do so include:

- Admit your mistakes. Even the boss occasionally makes a mistake. How you handle mistakes of your own will set the tone for the rest of your team.
- Be accountable. If you're the manager of sales and the expected revenue isn't met, don't place the whole blame on your team. What could you have done differently or better to have helped your team meet the goal? As the leader, ultimately you are accountable. Demonstrate that you are accountable, and you will have earned the right to expect accountability from everyone else on your team.
- Be willing to tell the truth to individuals on your team. It's easy to tell the

truth when someone is doing a great job and demonstrates great talents. But it's harder to tell the truth when employees think they are suited for something that you know they're not. During these difficult times, do both yourself and the employees a favor and tell them the truth. Do it honestly, with compassion and care, so they can grow in the direction they are better suited for. And, in the case of a wrong hire, deal with it early.

In an era where the ethics and integrity of leadership continue to come into question in so many industries, at a time when sustainability and profitability continue to face growing competitive challenges, and when the shifting demographics predict that there will be a shortage of well-educated individuals to fill new leadership roles, clearly there is no greater time to be a true leader. ■

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affiliations, technology detail (an adjunct to the executive IT résumé, as their résumé generally should focus on leadership skills rather than the laundry list of technology terms), additional training and more.

- Assembly of Endorsements/Statements that testify to your credibility and brand — developed from colleagues, bosses, vendors, clients, business/community leaders, etc.
- Printable, Web-Based Résumé or Career Web Portfolio to deliver information/illustrations that could not be

placed on the résumé and to easily permit the pass-along of your Web link.

- 90-Day Plan to establish expectations/objectives and communicate the action steps you will take to get there once you are hired. This shows that you will hit the ground running. ■

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