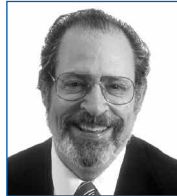


CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

The July 30th edition of the *Wall Street Journal* particularly caught my eye, as the front page of the technology section screamed, “Ten Things Your IT Department Won’t Tell You.” We have a top-notch IT department at ExecuNet, and anything that goes wrong with my computer is most likely my fault — (Has anyone else but me received an error message in Microsoft Word that they have caused “catastrophic failure?”) — so I thought the article would help me when I worked off-site.



Among the tips: send giant files that are over company size limits through online services such as YouSendIt Inc., SendThisFile Inc. and DropSend; search for work documents from home using software from Google, Microsoft, Yahoo or Ask; and access personal email on your BlackBerry by setting up a new account. [If you have online access to the WSJ, the article is here: http://online.wsj.com/article/SB118539543272477927.html?mod=todays_us_the_journal_report]

The last tip included instructions on how to look like you’re working when you’re doing something else, like shopping, checking sports scores or stock quotes. Hitting the Alt and Tab keys simultaneously will bring up another window, concealing your non-work pages.

While I don’t recommend using company time for personal tasks, a new survey from Salary.com found that U.S. workers waste roughly 20 percent of their workday, with personal Internet usage topping the distractions, and ExecuNet’s own research revealed that more than one-in-five executives are searching for new jobs during business hours.

Sincerely,

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

The New Executive Résumé

By Marji McClure

Regardless of whether you’re currently in transition, seeking your next new opportunity, satisfied with your present job situation, or anywhere else on your career path, you need a new executive résumé.

“Today, executives must be prepared to chart their own course,” says Michelle Dumas, executive director of Somersworth, N.H.-based Distinctive Career Services, LLC. “They need to take full responsibility for managing and developing their own career, and they must be ready at all times for the next opportunity. Of course, part of being ready for the next opportunity means having your résumé and executive profile updated and ready to go at a moment’s notice.”

Dumas says she advises clients to freshen their résumés whenever they achieve a noteworthy accomplishment or milestone; or at least every six months. Many executives may not recognize the urgency surrounding having an updated résumé; some don’t even think they have a legitimate reason for a revision.

“Time has a way of erasing achievements, or we may have a tendency to take our strengths for granted — or even the possibility that we don’t consider such events to be worth noting,” says Mark Freedman, managing director of The Resource Planning Group. “It has often been my experience that upon ‘coaxing’ noteworthy achievements from a client, they tell me things that are stunning, yet the client mentions them in an ‘Oh, by the way...’ manner of presentation.”

The natural evolution of most executives’ careers is oftentimes enough reason for a regular résumé revision. “Your value statement is ever-changing and evolving, day-by-day, month-by-month and year-by-year based on unique experiences you move through and marketplace conditions you address,” says Jacqui Barrett, president of Kansas City, Mo.-based Career Trend. “It makes sense to continually revisit the language you use to communicate your ‘sell’ and ‘market value.’”

But there are many reasons why it’s such a smart idea. “Taking this proactive approach to updating your résumé and executive profile ensures that you will never be caught short if there is a sudden change in the company you work for — or on the positive side — if you are sought out by a recruiter for a position that interests you,” says Dumas.

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Your Career Advisor

Join your Managers in Becoming Ignited!

By Vince Thompson

If you are among those steering your company from the top, you are likely to be well aware of the challenges you face. In business, the one constant is change, — rapid, all-encompassing change — an unprecedented level of discontent among those in the middle, and a mass exodus of Baby Boomers looming on the horizon. In short, leaders today are not climbing mountains. Instead, they are navigating Quake Country on their path to the Promised Land.

All of this said, enlightened senior leaders can enroll their teams in this quest and use this time of uncertainty to reinvent the future of business.

After three years of exhaustive research, a custom survey and interviews with more than 100 working managers, we found that veteran managers in the middle hold many of the keys to corporate success. With their vast networks, understanding of the competitive landscape, and ability to connect the vision to the field troops, managers have unique power — power that they can harness with seven unique “Ignition Points.” The ability to understand and empower managers as they harness the power through these Ignition Points is fast becoming the defining point between great and simply mediocre companies.

“

Veteran managers in the middle hold many of the keys to corporate success. With their vast networks, understanding of the competitive landscape, and ability to connect the vision to the field troops, managers have unique power.

”

Here's a brief introduction to the Ignition Points as well as action steps that senior leaders can take to support and join managers in their quest.

The Manager as Process Master

Fewer than 10 percent of the true knowledge of a company's processes are neatly summarized in a manual. The rest resides safely in the minds of veteran managers who understand implicitly how to get things done, what's waste, what's not, and where the disconnects are. Also, they recognize the difference between how the company's systems work in theory and how they *really* work.

Action Item: Engage your managers in any decision that affects process. Relying on senior leaders is not enough. In our interviews, we found dozens of examples where companies acquired systems without involving the process-masters. We saw a lot of this related to the implementation of technology. What appeared to be a money-saving proposition ultimately cost firms millions when things didn't work.

The Manager as Linkmaker

As the brain manages the flow of energy by constantly creating new connections among cells, so does the ignited manager

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Your Career Advisor Continued from page 2

transmit information through new corporate pathways. These Linkmakers leverage their understanding of the players and what they do within the company to make things happen. They continually work to identify new ways to apply resources and direct teams. In the process, they assume leadership roles, identify best practices, and collapse time to gain traction.

Action Item: Don't draft your own project teams. Instead, let the Linkmakers determine who to engage and when. Yesterday's superstars may have no role on the next project and, if you let the process work organically, you'll get a better sense of who really contributes and who is falsely wielding your power or riding on past success.

The Manager as Translator

It is the role of the manager in the middle to unite people of varying backgrounds, viewpoints and values behind common corporate goals. In so doing, they translate the C-level vision into actionable ideas that the front line can identify with and support.

Action Item: How that vision translates and gets replayed will tell you a lot about how much real enrollment and understanding you have amongst your troops. Getting close to the message and the playback is essential to success. The key is not to spin a new message when one fails, but rather how to create an authentic message that is true and taken to heart.

The Manager as Scout

Living in Quake Country we need more scouts than ever before. Managers in the middle are often your best contact point with the customer, the vendors and the competition as well as the skill sets under your roof. Sitting on a fulcrum point in the middle of your organization, they get a 360° view that gives them the ability to understand the severity of shocks on the market and the ability for your company to respond.

Vince Thompson is a former AOL executive, Internet revenue consultant and the author of *Ignited: Managers! Light Up Your Company and Career for More Power, More Purpose and More Success* (Belgnited.com).

Action Item: Most managers don't feel listened to. This is because the communication is lost in email, overshadowed in company meetings, and not explored openly without judgment. The most impressive leaders maintain relationships with 8 to 10 managers, in the various capacities in the middle. One-on-one conversations and brainstorms are crucial. For many senior leaders, joining their teams in the field with vendors and customers often provides lightning bolts. It shouldn't. Instead, it should be a constant practice.

The Manager as Pilot

There are two kinds of strategy — boardroom strategy, which is often created in a vacuum behind closed doors, and emergent strategy, which takes shape in response to ground-level market conditions. With only 6 percent of boardroom strategy ever seeing the light of day, the manager as pilot plays a valuable role. Andy Grove referred to these managers as “Cassandras” after a Cassandra at Intel identified the need to move from memory chips to processors. Also, in our research, we found a manager at Harrah's Casino who identified the World Series of Poker as an acquisition target and served up the opportunity and plan to senior leaders. Understanding how they made decisions and how the asset would fit was key.

Harrah's came away with a billion dollar asset at a fraction of the real value.

Action Item: Strategy comes together in the middle. By sharing your company's plan and creating an environment for exploration, senior leaders can greatly benefit from the insights on the shop floor. Again, it's just another reason to get close and empower the middle.

The Manager as Bard

Each company has a valuable story and history that is worth retelling. While there is an obvious dichotomy between change and continuity, veteran managers must embody both. The Bard is an ignited manager with the ability to record and pass along organizational history in the form of stories that motivate and create the future.

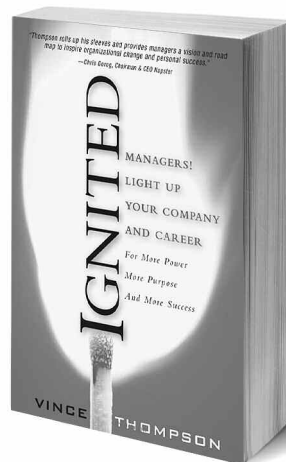
Action Item: Understanding these stories and helping managers craft them is key. Every story is an archetype and knowing where your field managers believe they are in the story will inform you on how to present the next scene.

The Manager as Healer

Thoughtful managers are healers, in tune with the spirit of the organization. They understand the emotional, psychological and even spiritual sides of the issues their people are grappling with, and they recognize the impact these “soft” elements have on the hard results they achieve.

Action Item: First the healer must be healed. Managers who don't feel vested in have a hard time being authentic when healing others. Understanding the pain of loss, the intensity of the squeeze and demonstrating empathy will not only connect your people to you, but also connect their people to them. In Quake Country, we need to stick together.

More than ever business is about going deep and having meaningful engagement with people. While the organizational model is changing, this truth won't be going away. ■



Executive Résumé

Continued from page 1

The Look of Today's Résumé

The new executive résumé is more than just a listing of past job duties. Potential employers are looking for definitive proof that a candidate can do the job. Freedman says that résumés now need to be a value-based marketing presentation.

"Today's marketplace requires that executives go beyond job descriptions to accomplishment-based bullet points — The Value Proposition," says Freedman. "It's no longer sufficient to tell a future employer that hiring you would be valuable; you have to prove it. The opening paragraph/section, replete with hyperbole and boilerplate is history. Today, it's all about the numbers, which means putting in as much quantifiable information in your bullet points to illustrate the results of having acted — your impact. People want to know that you can do an exemplary job for them along the same lines or better as for your most recent employer."



It makes sense to continually revisit the language you use to communicate your "sell" and "market value."



Dumas suggests beginning with a profile/summary section, followed by a reverse chronology of work history and achievements, education and other qualifications, such as professional affiliations. Barrett says the traditional résumé should include an executive profile, performance overview in reverse chronological order, and education/credentials.

"You need to position yourself strongly from the very beginning. The top third of page one is the 'hook' upon which the rest of your résumé hangs," says Freedman. "If that section can elicit the response of 'Okay, let's see if you can

Your Communications Strategy

Having an updated résumé and an online profile are just two components of successful career management, according to Kathy McAfee, The Marketing Mentor and president of Simsbury, Conn.-based Kmc Brand Innovation, LLC. McAfee says there are five others that executives need: a web presence, a speaker's bio, a strong network, personal brand and thought leadership.

One step in creating that web presence is by presenting your ideas to a global audience via a blog. "Many of today's top CEOs have their own blogs and are actively having conversations with consumers, customers and potentials everyday, everywhere," says McAfee.

Another way is to display those ideas as an expert in your field — by creating a speaker's bio. McAfee says this is a great way in which to strengthen your credibility in the marketplace.

First, McAfee suggests developing a speech or presentation that can be presented to local/regional networking groups or industry groups and have a professional photograph taken. Then, create a speaker's bio or speaker's introduction. "This should not be a truncated version of your résumé, but rather insight into you as a person," notes McAfee. "Position yourself as an interesting, multi-faceted and successful person in many areas of life, not just work. People want to hear from interesting people and they buy from people they like and trust. Don't be afraid to include personal information as it can be very helpful in building rapport with your audience."

McAfee says it's also very important to continuously build a strong network and not just reach out to people when you need help (such as a new job). "Networking is all about building and maintaining meaningful relationships before you need them," says McAfee. "Think relationships, not transactions. Think conversations, not sales pitch."

Understanding and demonstrating your personal brand is also a key communication strategy. Your brand is who you are, not just what you do, says McAfee. "It is a promise of what people can expect from you now and in the future," she says. "It's how you want them to remember you. It's how they feel about being with you." If you need help identifying your personal brand, McAfee suggests asking customers or colleagues to respond to the following questions:

1. What value did/do I create for you? Peel back any vague responses with "What's so great about that?"
2. What do you think I'm best at? What is my competitive advantage?
3. If you had to describe me to someone else in one sentence, what would you say?

Finally, demonstrating thought leadership can also help yield career opportunities for executives within their industries. By presenting new ideas into the marketplace, executives can better position themselves as a strong leader. "To attain it, you must be willing to put yourself out there and risk criticism," says McAfee. "You must infuse your energy and passion into activity that will help to educate, inspire and engage people in your topic."

prove this!' you've got the reader hooked and progressing into the body of the résumé." Freedman suggests using the space to include a statement about the value you bring, as well as keywords. That should be followed by value statements — "two or three strong examples of strengths/accomplishments backed up with matching achievements from your career that illustrate them. It positions you as you wish the reader to perceive your strengths and abilities, and greatly enhances your presentation."

Making sure those strengths and

abilities, not your weaknesses, are front and center is crucial. For that reason, Carol Schultz, a retained search professional and consultant, cautions against using a historical résumé format that lists jobs (and dates) in chronological order. "It tells people how old you are and how many jobs you've had," she says. "Historical résumés are ineffective. They raise every red flag or liability about a candidate."

Expert opinion varies on the page length of a résumé and the correct answer usually depends on the preference of the

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Executive Résumé

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recipient (which, of course, isn't known). Most do agree that two to three pages is appropriate, but that can vary depending on the length of a candidate's 'story.'

"The most important factor is that you use only as many pages as necessary to convince the reader that you are an ideal candidate," says Dumas. "Just remember that with each page you reduce the chances that the résumé will be read thoroughly. Likewise, while a one-page summary — what I call a 'networking résumé' — is an effective tool when networking, or as a 'leave behind' at interviews, it is usually an ineffective replacement for a well-written, dynamic executive résumé."

The cover letter is a necessary component, as it is a vital tool that helps an executive make the correlation between his skills and the requirements for a particular position. "A cover letter also personalizes communication — the executive can specifically address the message to an individual reader," says Barrett. While presenting a powerful message, a cover letter must be brief and to the point. It should be a one-page, standalone document, says Freedman.

The Online Profile

Executives are now adding online profiles to their portfolio of job search materials. These profiles are typically posted in confidential networking directories, such as ExecuNet's member-to-member directory or public networking sites, like LinkedIn. Some of the same information from a résumé can be included online, but profiles tend to be more concise than the traditional résumé.

Freedman suggests first listing value proposition and value statements, current career information, a short career history, industry of specialty, education and accomplishments. Add examples of positive feedback from supervisors or peers along with their name and position. Also include a link to a personal website, if you have one.

"Online profiles need to hit the highest

Expert Resources:

- Jacqui Barrett, Career Trend (CareerTrend.net)
- Michelle Dumas, Distinctive Career Services, LLC (DistinctiveDocuments.com; 100kCareerMarketing.com)
- Mark Freedman, The Resource Planning Group (ResourcePlanning.com)
- Mark Jaffe, Wyatt & Jaffe (WyattJaffe.com)
- Louise Kursmark, Best Impression Career Services Inc. (YourBestImpression.com)
- Kathy McAfee, Kmc Brand Innovation, LLC (MarketingMotivator.net)
- Carol Schultz (cschultz@CareerTransition.com)

and most recent points of your career as tersely as possible," says Freedman.

"Include just enough information to impel the reader to want to learn more."

Still, some recruiters believe that having a more traditional résumé is enough and question whether executives need this online publicity. "Résumés are necessary. Profiles are not," says Mark Jaffe, president of Minneapolis-based retained search firm Wyatt & Jaffe. "Profiles are like movie trailers; they may be interesting, but once you buy a ticket to the movie, they're irrelevant. The purpose of the profile is to get you to read the résumé. The purpose of a résumé is to get you to meet the person."

Being Found — The ABCs of Keywords

Still, one reason online profiles have become so popular is that executives view them as a way in which to be more easily found by recruiters and hiring managers. While success ultimately hinges on whether those recruiters and hiring managers visit the sites in which an executive's profile appears, including the right keywords in a profile is crucial to being discovered for the right opportunity.

"Keywords are nouns and noun phrases that someone would use to search for an individual capable of filling your ideal position," says Dumas, who suggests that clients locate these keywords by searching job boards for positions that interest them; the most descriptive ads are the best.

"At a minimum, I ask them to find three ads, but up to six is even better," notes Dumas. "We use these ads to identify the descriptors, keywords and keyword phrases that recruiters and employers are using to find candidates for the

target position. These are, of course, the same keywords they will use when they search for online profiles, so we make certain to include all of the most important ones within the résumé and the executive profile."

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Online profiles need to hit the highest and most recent points of your career as tersely as possible. Include just enough information to impel the reader to want to learn more.

”

Freedman cautions executives not to use general terms such as "seasoned," "hands-on," "team-builder" and "decision-maker." "What does belong are the key noun phrases that define the position to which you aspire or are specific to the industry niche in which you wish to continue, and you should have concrete bullet points in the body of your profile/résumé that back them up, such as Strategic Planning, P&L, TQM, QA, SAP, CRM and Risk Management," says Freedman.

"Speak to the specific needs of recruiters and hiring managers," adds Barrett. "Be a match to their needs — mirror back to them what they are asking for and be concrete in your message. Fluff will not attract — tangible actions and results will elicit response. Keywords that model their language will resonate."

One caveat: many experts agree that reliance on online job boards is a bad

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Insider Insight

The 7 Deadly Workplace Sins... and Virtues that Cultivate Upward Career Mobility

by John McKee

Achieving one's career goals takes far more than faith...it takes keen insight. Success in the workplace doesn't happen "on a wing and a prayer," but rather by knowing what specific job promotion pitfalls to avoid in working toward that heavenly pot of career gold.

The following list details key emotional offenses to be avoided at all costs to better assure upward career mobility. It also provides enlightening, common sense tips to help aspiring professionals get on the path to the ever-elusive paycheck promise land.

Pride

Far too many who experience "workplace wins" take full credit for these achievements, irrespective of any support or assistance received in the process. What often goes unrecognized is that people around, and especially below, the serially solo-successful resent the ego-centricity, and may actually begin to actively undermine that person's efforts in the future. While one's pride wants all due recognition, a team philosophy can garner the grassroots support that can fast-track a career. Indeed, a dose of acknowledgment of and appreciation for one's peers and subordinates, so they may share in some of the glory, can go a long way to foster one's long-term success.

Envy

While it's okay to recognize other individuals or organizations as they achieve, lamenting "what should have been yours" can be destructive and can adversely impact your own ability to focus on the job tasks at hand. Allowing yourself to be overly envious of others in the workplace can sabotage your self-esteem, which is one vital characteristic every successful

John McKee, a certified business and executive coach and author of *21 Ways Women in Management Shoot Themselves in the Foot* and *Career Wisdom*, is the expert and visionary behind BusinessSuccessCoach.net — an online destination for professionals who aspire to maximize their success in business.

“

Treat every work day and every project as if your job, and your future at large, depends on it. It very well may.

”

business person shares. Rather than being envious, let the accomplishments of others become motivational fuel for your fire in working toward your own successes.

Anger

Begetting nothing but disagreement, dispute, tension or conflict, anger provides no benefit in the workplace. There is simply nothing productive about anger, which impairs one's objectivity, poise and self control. Don't let a bout of righteousness damage your reputation and image in the workplace. It's fine to feel passionately about your job or a project at hand and to disagree with others, but learn how to channel those emotions into actions that will work to your benefit in the eyes of others — especially your superiors — rather than against it. Those prone to angry outbursts rarely get promoted; they are seen as being poor leaders who cannot inspire or motivate others.

Greed

One's selfish desire for "more, sooner" is what motivates many in the Western culture to achieve their career goals.

However, taking this notion to the extreme can and will be self-defeating as core values become misguided and life becomes unbalanced in the process. The road to success requires a long-term approach in all aspects of one's job duties. Those laser-focused on quick, short-term gains may do well in the moment, but will be ill-prepared to take things to the next level.

Sloth

Simply put, complacency and laziness have no place whatsoever in the workplace — especially for those with high aspirations. Expecting one's past achievements and successes to carry them forward in their long-term career is imprudent, as today's uber-competitive global marketplace nothing short of ensures that only those who continue to grow, evolve and make fresh contributions of value will succeed. In a global environment where outsourcing is becoming a norm, everyone at all levels of the employment "food chain" is now replaceable. So, treat every work day and every project as if your job, and your future at large, depends on it. It very well may.

Gluttony

Many individuals move up the corporate ladder so fast that they actually end up failing as a consequence. More isn't always better — especially if you're not ready for the challenge at hand. It's important to ensure that you are not only professionally ready to take on a new and bigger challenge, for which expectations are equally

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Learnings from Landings

Making Every Minute Count: A Targeted Job Search is a Successful Job Search

Searching for a new job when you're still employed doesn't give you a lot of time to spend on your job search. It's important to make every minute — and every contact — count. That's exactly what ExecuNet member Stuart Allen did and the 39-year-old's search ended after only three months with a new position as director of business development of a multi-billion dollar marketing and consulting services organization.

"Since I was currently employed at the time [of the search], partnering with a few key recruiters worked," says Allen. "Also, talking to industry and business contacts (that I could trust) was greatly helpful in uncovering a few other leads." Allen stresses the importance of following up with your contacts, but to temper that activity. "Don't be too overzealous in your follow-up," Allen says. "It makes you appear desperate."

Allen adds that job seekers must also target their search to include positions that they really want. Their main focus should be placed on the jobs they feel would be the best match for their talents. "Don't waste too much time on jobs you know you don't want, even though you know you could get them," says Allen. "Boosting your ego is great (and sometimes helpful), but not at the expense of distracting you from the real opportunities."

“

Don't waste too much time on jobs you know you don't want, even though you know you could get them.

”

Allen says for him, the best opportunities existed within larger organizations, a culture in which he was most familiar and comfortable. "I stayed away from smaller operations without much 'brand recognition'," says Allen. "That was just another hurdle to make me successful when I hit the ground on behalf of my new employer."

Looking back, Allen says he would have done more homework earlier in the job hunting process by "following a specific path and deciding early with my spouse the trade-offs associated with that path so that it is easier to make the decision once the offer is presented," says Allen.

Overall, Allen says he was well-prepared for his job search as well as the new position he landed. "For landing and

starting, you always would like to feel more like the master versus the student, but it has still been a positive experience," says Allen.

Lessons Learned from Recruiters, Interviewers

In communicating with recruiters, Allen says that executives must befriend them and become almost partners with their recruiters. "Make them your friends," says Allen. "If you can best position yourself with the recruiter by acing the initial interview with them (through preparation and being yourself), they will have more confidence in presenting you to their client (your prospective employer) and will do a lot of the hard legwork for you. But it requires partnering with them and keeping them informed and updated."

Keep in mind that recruiters want to place you as much as you want the placement. "Remember, they want the sale as much as you do; and they have to work with this client again, and you are one other contact for them at their client firm," adds Allen.

Finally, be prepared to relate your experiences to both recruiters and hiring managers. "Know your story and be able to tell it well," says Allen. "Work on a lot of examples/scenarios from previous experience. Behavior-based interviewing is rampant now." ■

Insider Insight

Continued from page 6

bigger, but also that your personal life is ready for the new demands and strains to be placed upon it. Achieving career success also includes maintaining a life balance, and a misplaced professional desire can create a backlash both at home as well as amid peers for your perceived obsessiveness. Those who are "truly" successful in all aspects of life recognize that they perform better with a personal action plan, which details goals and

aspirations relative to their work, personal and financial lives. Too much focus on only one facet of this holy "life success trinity" is a recipe for failure in all.

Lust

An overly intense desire for what others have achieved at work, or being chronically dissatisfied with one's own status, is a sure-fire career-killer. Spending an inordinate amount of time fixated on what you don't have rather than what you do will foster a bad attitude and negative overall

demeanor. One's overall "presence" in the office plays a big part in who gets promoted and who doesn't. No matter how ambitious, it's prudent to be "present" and make the most out of your current position at this moment in time. Organizations recognize and reward those with a good attitude who make the most of a situation. Winners recognize other's success with sportsman-like conduct, while at the same time exhibiting an air of confidence that they, and their team, will realize their own great achievements. ■

Executive Résumé

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idea. “The problem with the job boards is that they lead people to believe that’s where they will find a job,” says Schultz.

“While the diligent executive cannot ignore the various job boards that exist, reliance on them alone are in the majority has not proven to be generally productive to this point in our experience,” says Freedman. “The best method remains networking followed by membership in high quality executive job transition organizations (such as ExecuNet) and direct targeted campaigns to executive recruiters, specific companies in your desired industry or private equity/VC firms.”

An Ongoing Project

Regardless of your current job situation, keep in mind that creating — and maintaining — your résumé and online profile is a vital responsibility, and one that takes time and commitment.

Louise Kursmark, executive résumé writer and career consultant for Best Impression Career Services Inc., recalls a client who Googled herself and found no references to her career online. “This was not good news for a senior sales executive who was looking for a new position. She knew that recruiters and others would be looking online to verify what she said about herself,” says Kursmark.

The client first updated her résumé, created a profile on LinkedIn and built an entire web portfolio. “She worked for six months or so to build her visibility — and as a result, when you type her name

into Google, her portfolio is the first listing. Now she’s taking it one step further and started a blog in which she comments about her area of expertise (sales process) and other work-life issues. She’s enjoying it. And though she’s found a new position, she intends to keep up her efforts so that she can always be found — in a positive light — online.”

Online Reputation Management

- 83% of executive recruiters find additional information about candidates online
- 43% of executive candidates are eliminated due to negative online information
- 70% of executive recruiters say positive online information improves candidate’s prospects

Executives Get Proactive

- 20% of executives have taken steps to portray positive information online
- 14% of executives have a website to display professional accomplishments

Source: ExecuNet, 2007

Kursmark’s client is certainly not an exception. Overall, executives are taking advantage of technology that is connecting them to valuable contacts, while complementing traditional tools such as the résumé.

“I see executives using the networking features quite energetically,” says Kursmark. “They are reaching out to others — people

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The problem with the job boards is that they lead people to believe that’s where they will find a job.

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they know and people they don’t — and asking for career advice, information about people and companies, connections to their target companies, and more. They are making use of the tools in membership sites, such as the ExecuNet Forum, to post questions and get advice from many different sources at once. They are also using online sites (such as JibberJobber) to manage their career information, networking and job search.”

When embarking on a career management strategy that includes a new résumé and profile, don’t rush to get your documents into circulation. “Take your time — be prepared to spend several weeks rather than several days to derive meaningful updates or revamps to a traditional résumé or online profile,” says Barrett. “Plan time for introspection — enjoy the process of continually unveiling your unique value proposition and brand. It’s amazing the difference one word or phrase can make in the performance of your career transition.” ■

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