

# CareerSmart Advisor™

Strategies & Solutions for Your Career Success

## A Note From Dave

Some of you may have attended a recent webcast that I hosted with the Human Capital Institute, one of our partner organizations. The topic was *Career Turbulence: Challenges and Opportunities for Talent Engagement*, and the participating thought leaders had a lively discussion.



One of the questions that emerged was whether there were generational differences among work/life balance issues, and the responses represented a broad cross-section of the marketplace. While most agreed that the older and younger Baby Boomers, Generation X and Generation Y workers all had different needs, they were similar in the respect that they all sought fulfillment and significance.

The role of technology was also discussed, with some saying that it was a great enabler of work/life balance. Executives are no longer tethered to a desk, spending long hours staring into a monitor. Wireless and mobile devices allow executives to compete in a 24 hour, 7 day per week global marketplace, conducting business anytime from anywhere.

The downside to that, of course, is being able to conduct business anytime from anywhere; and one of the webcast thought leaders related stories of people sneaking out of parties to take phone calls or compose e-mails on a PDA at a little league game.

Maybe you've seen some of those people in your daily travels or maybe you've become one yourself. Is accessibility improving the quality of your work/life or diminishing the caliber of your personal life? I'd like to know. You can reach me directly at [dopton@execunet.com](mailto:dopton@execunet.com).

Sincerely,

*Dave*

Dave Opton  
 Founder & CEO  
 ExecuNet

## One Size Company Does NOT Fit All

By Robyn Greenspan

Executives with solid skills, comprehensive experience, patience and drive are finding they can be selective when choosing the companies where they would like to work. Geography, industry, corporate goals and career development paths are important components, but executives are increasingly adding company size into the decision tree.

"An executive should choose one size company over another because of fit," says Leslie Ungar, president of Electric Impulse, Inc. in Ohio. "An executive can know what the best fit is only when he/she knows his/her own ego, strengths, style and work/life balance."

Achieving work/life balance is what many companies — of all sizes — are striving for lately. *Fortune's* 2005 evaluation of the "100 Best Companies to Work For" presents a balanced list — 37 large companies; 34 mid-sized companies; and 29 small companies — using criteria that includes 401(k) matching programs, health care benefits, maternity leave, day care, and paid time off.

Many large enterprises are using their campus-like atmospheres to offer a variety of concierge services that help workers manage personal tasks, such as dry cleaning pick up and delivery; car washes and oil changes; haircuts and manicures; on-site gym and spa amenities; and even medical and dental appointments.

Undoubtedly, these types of services provide tremendous time value, but they also keep employees on the work premises longer hours. Smaller companies often can't provide the same types of on-site services, but many create partnerships with local businesses, allowing for

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### Where search firm executives expect the great growth in executive hiring (Q1 2005)

1. Medium firms (\$51 - \$200M in sales)
2. Medium to large firms (\$201 - \$500M in sales)
3. Small firms (\$11 - \$50M in sales)
4. Large firms (>\$500M in sales)
5. Start-ups (\$0 - \$10M in sales)



Source: ExecuNet

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Hosted by Dave Opton,  
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8/9 — **How to Land the Job You Want When You're Over 45** — Jean Walker  
8/10 — **Market Yourself: You're a Big Ticket Item** — Steve Conner  
8/16 — **Market of One: How to be the Passive Candidate Everyone Seeks** — Karen Armon  
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- 7/26 — **Chicago** — Melody Camp  
7/26 — **Washington, DC Senior Roundtable** — Peter McCarthy  
7/28 — **Atlanta** — J. Patrick Haly  
7/28 — **Columbus, OH** — Janine Moon  
7/28 — **Dallas** — Bob Hueglin  
7/28 — **San Jose** — Linda Dominguez  
8/9 — **Irvine, CA (Orange County)** — Christine Edick  
8/9 — **Jacksonville, FL** — Gina Hall  
8/10 — **Stamford, CT** — Howard S. Bader  
8/10 — **Columbia, SC** — Jay Werth  
8/10 — **Cleveland Senior Roundtable** — Rick Taylor  
8/11 — **Pittsburgh** — Vince Papi  
8/11 — **Atlanta Senior Roundtable** — J. Patrick Haly  
8/11 — **Columbia, MD** — Ed Loucks  
8/11 — **Southern Wisconsin** — Clara Hurd Nydam  
8/12 — **Tampa Bay** — Fran Kent  
8/16 — **Hartford, CT** — Howard S. Bader  
8/16 — **Cleveland** — Rick Taylor  
8/16 — **Houston** — Cecilia Rose  
8/17 — **Philadelphia** — Ed Kelleher  
8/17 — **Philadelphia Senior Roundtable** — Ed Kelleher

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

## Insider Insights

# Informational Interviewing: Be Focused and Targeted

By Annabelle Reitman Ed.D.

Informational interviewing, when used appropriately, is an effective method to gather needed information, expand your contact database, and develop and build new relationships. It is also one way to keep yourself grounded in reality rather than making decisions on what you think are facts and data. Informational interviewing is not done by phone or e-mail. This is a face-to-face meeting that you initiate, set the agenda and direction to achieve the desired results.

When requesting a meeting with someone, either by phone or e-mail, identify who gave you their name or where the two of you met, briefly state why you are interested in meeting with the person, and summarize your background in two or three sentences. Ask for a 30-minute meeting and allow the person to suggest some optional dates and times. If you need to get back to your contact, do so within five working days.

By having an informal meeting and keeping it low-pressured, it is possible to:

- Acquire useful and explicit knowledge and resources
- Obtain additional referrals/contact leads
- Learn about relevant professional and business associations
- Receive advice about specific career/work concerns or issues

Informational interviews should be used sparingly and selectively, not casually or arbitrarily. Do your research and prep work before arranging a meeting. Select the people to interview carefully and purposefully. Give serious thought to the information, contacts and/or referrals that

you would like to obtain:

- At what level and where in the field/industry should the people be situated who would be most helpful to you?
- Do you know anyone directly employed in your targeted work arenas that can assist you?
- Who do you know that could provide access to contacts in your field?
- What networking events should you attend to meet the people who can be the most helpful to you?

Prepare your questions before meeting with your contact to elicit needed answers in the allotted time. Ask questions that are appropriate for someone at that level of responsibility. You should not use the same questions repeatedly. Be as specific, individualized and as direct as possible with your inquiries. Come to the meeting with a list of prioritized questions, therefore guaranteeing your top three to five concerns/issues are addressed. Be prepared to make note of the information given and not expect the person to write out specifics, e.g. other referrals and how to reach them, organizations to join, etc.

Some suggested discussion topics and questions:

- **Job Information** — The knowledge you need to gather in order to make an informed decision about whether this type of work is for you. What are your specific roles and responsibilities? What is a typical day like? Is this description standard of most positions with a similar job title? What do you think are the essential qualifications for this position? What are the trade-offs — pluses and minuses?

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Annabelle Reitman specializes in short-term career coaching for clients in career change/transition and in targeted résumé development. She coauthored *High-Level Résumés: High-Powered Tactics for High-Earning Professionals*. Annabelle can be contacted at [AnReitman@verizon.net](mailto:AnReitman@verizon.net) or at (703) 370-6966.

## Insider Insights

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What do you think are your greatest challenges? What do you like the best working in this field/industry?

- **Career Pathing** — The steps, direction and movement of a career.

**A)** If making a career change or professional shift, there are usually several ways to enter and advance through a new work arena. How did you enter this field/industry? What are some of the other routes? What are your options for the next step in your career path? Which one interests you the most and why? What are the trends and potential growth for this industry? What is the outlook for this type of work and what skills and expertise will be essential in future opportunities? If I went back for further education/training, what type of courses or degrees/certificates do you think I should pursue?

**B)** If you feel that your career is at a standstill, but not sure how or where to move within your profession, then the questions focus on learning to take action. How can I capitalize on what I have been doing to move my career forward? I know that I would like to remain in this profession/field, what do you think are my options? Given my background and the trends in this profession/field, what are your recommendations for professional development activities? What are you doing to remain competitive and grow?

- **Additional Contacts and Referrals** — Before ending the meeting, you

### Stages of a Research Meeting

Using a 4-step process, this fact-finding mission will reveal strategies for connecting your skills with an organization's needs.

1. **Introductions:** establish the relationship and build trust and credibility
2. **Exploring:** uncover the organization's needs and clarify your understanding of the issues
3. **Build Your Value:** offer solutions and unique business values
4. **Get the Advance:** a call to action will bring you to the next level

Two key items to remember: 1. You're not asking for a job at any point in the process. 2. Apply the 93/7 rule — listen 93 percent of the time and ask open-ended questions during the remaining 7 percent.

Learn more on August 10 at the ExecuNet FastTrack Webinar: *Market Yourself: You're a Big Ticket Item!*

### Informational Interviewing

The concept of "informational interviewing" comes from the book, *What Color Is Your Parachute?* by Richard N. Bolles. Bolles says that informational interviews are beneficial when individuals are considering career- or life-changing decisions. "Once you have some idea of what jobs interest you, go visit places where those jobs are, and talk to people doing those jobs, to see if that kind of job or career really interests you," says Bolles.

Essentially, informational interviews allow you to "try on a job to see if it fits." Bolles notes that many individuals don't screen industries, professions, companies or job functions until after they've accepted an offer and are working. These "fact-finding missions" help you determine the best place for you to work and feel fulfilled.

want to obtain the names of other people with whom you can connect. However, this can be tricky, in that you are asking a person who barely knows you for names of colleagues and professional friends. The best way to do this is to link the request to specific points made earlier and have it appear as an extension of the earlier discussion. Of the people you know who made a similar career change, who do you think would be open to talking about their experience? Can you think of anyone else I may talk to with comparable experiences and skills to mine? Is it possible that one of your colleagues has made the same professional shift that I would like to achieve? Would it make sense for me to talk to one of your former coworkers at XYZ Corporation to find out what it is like to work in that industry?

### Informational Interviewing Etiquette

As with any other situations, there are some basic rules. How does one appear not to be too aggressive, disrespectful or

forceful, and yet achieve their purposes for conducting an informational interview?

- **Beginning the Meeting** — Remind the person who you are — brief remarks (have résumé with you) and why you requested the meeting. Be specific in your description.
- **Asking for the Personal Touch** — It is not good form to ask the person if they would personally intervene on your behalf. However, if the person says that they are willing to make a personal introduction, how can you make sure this happens without applying undue pressure? Ask if you can touch base before contacting the referral to make sure that the introduction has been done or the résumés sent. Always ask when would be a good time to follow-up.
- **Getting Back to Your Agenda** — Sometimes the person you are meeting with takes control over the direction of the interview and may assume that all you want is some further contact names. After taking down the information, refocus the meeting back to your informational interviewing agenda. Some ways this can be done are:
  1. Acknowledge the willingness to share names and learn why these specific names were given to you,
  2. Move on quickly to clarify your objectives for meeting, and/or
  3. Ask your number one priority question and continue down your list as far as time allows.
- **Giving Your Résumé** — If possible, send your résumé sometime before the meeting date. When setting an appointment, ask if they would like to review your résumé before meeting

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# One Size

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discounts and incentives.

Whether you prefer to save time by working out at the office or a discounted membership at your neighborhood gym notwithstanding, companies of all sizes have their own unique challenges and benefits. Determining the perfect size corporation can save you from a Goldilocks adventure, allowing you to maximize your talents in the place that is “just right.”

## Where's the Growth?

According to ExecuNet's research, the happy medium is currently the place with the most opportunity. Bette Price, CEO and president of Texas-based The Price Group, says mid-sized companies will exhibit upward trends at the executive level. “With Sarbanes-Oxley criteria becoming such a major issue, many mid-sized companies are deciding to remain independent; thus they are seeking strong executive talent to help them grow.”

“I think companies in the \$50-\$100 million level have opportunities with staying power,” says Ungar. “Companies in the under \$50 million range have opportunities, but they are often looking for lifelines. At companies over \$100 million, you better consider a short stay a sweet one!” Ungar warns. “You need only to look at the NBA to see the most turnover. As an executive, you have to remember, it's easier to fire you than the whole team.”

## Start-ups

The Internet was largely responsible for the entrepreneurial gold rush of the 1990s, when the Entrepreneurship Research Institute reported a distinct rise in start-up activity, but the dot-com bust after 2000 littered the web with casualties. As a result, entrepreneurial ventures dropped 20 percent from 2003 to 2004 — roughly 18 million Americans began or ran a new company in 2004, compared to 22 million in 2003.

The venture capital for start-ups has declined significantly as well. The Entrepreneurship Research Institute attributed \$100 billion to venture

capitalists for start-ups in 2000, plummeting to just \$19 billion in 2003.

The diminishment of new businesses and start-up funding is not necessarily a bad thing. Fewer companies are rushing to market; and they are now taking their time to develop more strategic business plans than they were in the mid to late 90s, when it seemed like nearly everyone with a computer was launching an online venture.

Start-ups represent great opportunity for individuals who prefer to become involved with companies at the genesis point, allowing them to bring broad talent that helps shape the company's direction and positioning in the marketplace.

“In start-up businesses, there's an opportunity for rapid advancement and equity,” says Michael McLaughlin, a principal with Deloitte Consulting, publisher of *Management Consulting News*, and co-author of *Guerrilla Marketing for Consultants*.

Thrilling as it may seem to be heavily involved with a company that you expect to be the next great thing, the adventure is coupled with risk. The future is always uncertain in start-up land; salary and compensation may be low with bare bones benefits, as principals and executives make sacrifices to bring the company to market.

Before trading your business suit for a roll-up-the-sleeves atmosphere, evaluate the start-up and its leadership.

- Examine the business plan and determine whether the company's goals are in line with your own.
- Conduct research, tap into your network, and have in-depth discussions with the principals. Do you feel that they are well-qualified for success with the proper experience and strengths? Would you advise someone else to take this risk?
- Who are the competitors? What makes this start-up different from others?
- How will you influence the corporate culture and recruitment of new talent?
- Will your income expectations allow you to make a long-term commitment or allow for failure?

## Small

“In the past 20 years, job growth at all levels in smaller companies has consistently outpaced opportunities in large companies. As the economy has gained efficiency through technology and globalization, small companies have tended to lead the way into new niches and markets,” says Robert Bradford, CEO of Michigan-based Center for Simplified Strategic Planning, Inc.

For executives that have a generalist nature, the small company may be where it's at. “Small companies need hands-on executives, because the layers of resources will be much thinner,” notes Nan Andrews Amish of Big Picture Strategic Thinking in Northern California.

“Because smaller companies have less tolerance for misallocation of resources, executives will also find greater accountability and an emphasis on finding the proper balance between planning, analysis and action,” says Bradford.

A flat organizational chart could also mean more autonomy for executives. “Small companies allow for much quicker decisions, thus action. They are less layered with approvals,” says Price.

“If seeing the practical application of a design is important, a small company may be the best match,” says Ungar. “Small companies offer the executive more hands-on experience and the ability to make decisions and see the consequences of those decisions more quickly. At most small companies, a decision can be made, put into action, and the executive can talk directly to those in all levels of the loop, faster than a large company can get to making the decision.”

Jan Margolis, co-founder and managing director of Applied Research Corporation, says small companies offer the most job security. Small size coupled with good management allows these companies to more easily adapt to fluctuations in the market.

“Smaller, privately held companies have also shown greater tenacity, more patience in their strategic direction, and a much lower propensity to shut down

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## The Personal Advantages of Working in a Small Company

- The ethics and values are more imperative to the success of the organization.
- Relationship-building with employees can be easier.
- Since morale filters down and not up, an executive can make a greater impact.
- Employees can make a life while making a living.
- An executive can pick a company that she/he can identify with and that is in alignment with her/his values and ethics, instead of golden parachutes or salary opportunities.

Source: Frank C. Bucaro, Frank C. Bucaro & Associates, Illinois

profitable operations — which means that job security is paradoxically becoming an advantage in the smaller organization,” Bradford concurs.

“Executives looking for good opportunities in smaller companies should look for a fit between the industry and their aspirations — not just the company,” continues Bradford. “If you want lots of opportunities for promotion, a rapidly growing smaller company in an emerging industry can’t be beat.”

Executives who aren’t looking for a 24-hour global business commitment may find a greater sense of personal fulfillment in a small company than a larger organization. “Small companies typically have a well-defined culture, greater focus and better consistency in their strategies than larger companies. There are also advantages in visibility, greater impact on the company, and a better chance of getting a significant piece of the action,” says Bradford.

“Small companies also are better value-match environments, giving the executive a strong feeling of making a difference,” Price notes.

Not everything is positive in a small world, there is a certain level of risk. “Small companies offer the greatest gains in growth potential, but the least room for error. If the company is family-owned, outside executives are rarely successful,” says Alan Weiss, PhD, Summit Consulting Group in Rhode Island, noting that small companies may require long hours that take a toll on work-life balance.

“Executives should understand themselves. Do they wish to be a little fish in a big pond or a bigger fish in a small pond? In small firms the eyes are upon you to lead the company, and there are fewer executives to carry the responsibility,” says

John M. Collard, chairman, Strategic Management Partners, Inc., Maryland.

### Medium

The middle child of the business world is slated for formidable growth, creating opportunity for those executives who like a blend of small and large organizational environments.

“Medium-sized companies are prospering because they can exercise strategic agility,” says Joyce Gioia, president of North Carolina-based The Herman Group. “Medium-sized companies are where the action really is.”

“This size organization is where you can have a decent quality of life; there is usually a greater understanding for balancing life and work. Particularly younger workers are striving for more life and work balance,” says Gioia.

“Most medium-sized companies have to shrink or grow, and that is the CEO’s challenge. There is no market anymore for medium-sized banks, for example. You can have the best of both worlds or the worst of both worlds, depending on the specific organization,” Weiss notes.

The barrier to working in medium-sized organizations for some executives is the limited resources that are available. “If you want to see your kid’s game, there may not be anybody to do your job while you are out,” says Gioia. “The whole company may have hundreds of employees, but office and support staff are often very small.”

“The good news is you won’t get bored,” Gioia continues. “The bad news is that you need to be a Jane or Jack of many trades simultaneously. There may not be enough time to devote to what you’ve been hired for.”

Gioia also notes that medium-sized companies often don’t have the ability to

get specialized benefits or the volume discounts that larger companies can obtain.

Nan Andrews Amish points out that while medium-sized companies often have more moderate resources, they are more likely to be privately owned, resulting in less pressure from stockholders.

### Large

“The larger companies will have more of what one would typically consider ‘executive-level opportunity.’ Just by virtue of size, jobs will have greater scope, greater numbers of people,” says Margolis.

Executives who have worked their way up the ranks, building a portfolio of expert skills, experience and accomplishments may derive satisfaction — and bigger paychecks — in the *Fortune 500* ranks.

“Large companies are providing more financial opportunity by paying a major premium at the top levels in organizations,” notes Thomas Mungavan, founder, Change Masters, Inc. “Predictability, financial rewards and willingness to do what is called for by the current leadership tends toward larger companies.”

Resources and support are cited among the key reasons large organizations are attractive to senior-level talent. Executives can often focus on the core responsibilities of their function in a large company, rather than spending time tending to administrative duties or having to wear many hats.

“A large company generally has many complex issues and more people to help support the business. There’s often more of a strategic role for senior-level executives in large companies and less tactical or operational responsibilities,” says McLaughlin.

Along with the benefits come some drawbacks, notably the speed of implementation and the bureaucracy. “Often the decision-making process is slower given the cross-functional nature of most decisions facing large company executives. And there’s usually a healthy dose of corporate politics to manage,” says Price.

Alan Weiss details the disadvantages even further. “Risks include ponderous bureaucracy to try to influence, tough boards, shareholder rebellion, government

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# One Size

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scrutiny, and incompetents in key positions who may be tough to fire.”

### Determining the Best Fit

Self-examination is nearly as important as external evaluation when trying to find the right-sized company. A thorough dissection of one’s value system, priorities and motivation to succeed are necessary before accepting an offer.

“If family is a strong value, many large corporate entities won’t be as good a fit as a mid- or small-sized firm that enables them to achieve, yet meet their need for family time. If, however, they are extremely utilitarian motivated, their best fit will likely be a large corporate entity which strives for constant bottom-line growth. There are a variety of issues at stake here which is why assessments play an integral role in making sure the motivators of the company and the executive have an aligned fit,” says Price.

“The most compelling reason to choose one size company over another is the people you’ll work with and for. The company’s culture and your personal chemistry with those you meet in the business can tip the scales in any career decision,” says McLaughlin.

McLaughlin also says that one’s

### Expert Resources

100 Best Companies to Work For (<http://www.fortune.com/fortune/bestcompanies>)

Leslie G. Ungar, Electric Impulse, Inc. ([www.ElectricImpulse.com](http://www.ElectricImpulse.com))

Bette Price, The Price Group ([www.pricegroupleadership.com](http://www.pricegroupleadership.com))

Michael McLaughlin ([www.managementconsultingnews.com](http://www.managementconsultingnews.com), [www.guerrillaconsulting.com](http://www.guerrillaconsulting.com))

Robert Bradford, the Center for Simplified Strategic Planning, Inc. ([www.cssp.com](http://www.cssp.com))

Frank C. Bucaro, Frank C. Bucaro & Associates ([www.frankbucaro.com](http://www.frankbucaro.com))

Nan Andrews Amish, Big Picture Strategic Thinking ([www.bigpictureperspective.com](http://www.bigpictureperspective.com))

Jan Margolis, Applied Research Corporation ([www.arclead.com](http://www.arclead.com))

Alan Weiss, Summit Consulting Group ([www.summitconsulting.com](http://www.summitconsulting.com))

John M. Collard, Strategic Management Partners, Inc. ([www.strategist.ws](http://www.strategist.ws))

Joyce Gioia, The Herman Group ([www.hermangroup.com](http://www.hermangroup.com))

Thomas Mungavan, Change Masters, Inc. ([www.ChangeMasters.com](http://www.ChangeMasters.com))

vision for the professional future should be included in the decision. “For some senior-level executive, a small- or medium-sized company can provide high-level, high-visibility roles that may be out of the individual’s reach at a large organization. Some can gain highly valuable operating and management experience and move to a larger organization at a later time. A smaller organization can be a great place to build skills quickly.”

“Are you the kind of executive who believes in ‘he who puts in the most hours wins’, or are you a Gen Xer who believes in getting the job done and then getting out? Do you want to work with friends or comrades-in-arms? Do you want the president to know your kids’

names or your bonus?” asks Ungar.

“Personality, passions, goals and skills all drive the decision. Those who like to be closer to the action and like a faster pace will usually be better off in a smaller company. Being comfortable with politics and getting things done through influence and persuasion leans toward the larger company. In most cases, larger companies pay more for the same role,” says Mungavan.

In the end, the deciding factor may be money. “Compensation at the top companies can be phenomenal. Compensation at the mid-sized companies will be negotiated. Compensation at the entrepreneurial companies will be deferred to after your success,” says Nan Andrews Amish. ■

### Insider Insights

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with you so as to familiarize themselves with your background and experience. If the answer is no, bring a copy with you, and at the end of the meeting ask if you can leave a copy.

- **Knowing When to End Meeting** — When you have covered your agenda items, take the initiative and bring the meeting to a close. Do not overstay your welcome or the goodwill of your contact. Conclude by saying that the information was useful and that you would like to keep them informed about your progress.
- **Following-up** — E-mail a brief thank you, summarizing what actions you plan to take as a result of the

information and advice given. Once more, state that you will keep the person posted about the outcomes and any further progress in your career decision-making process.

You should not try to pressure the person in giving you information or referrals that they are not prepared to make, and to keep within the agreed-upon meeting length, even if all your questions have not been answered. The best way to develop a working relationship quickly and effectively is to remain inside your own comfort zone of style for communicating and conducting yourself. Professional, sincere behavior and respecting other people’s time and commitments are the means for achieving your informational interviewing

present and long-term goals.

At some point in time, you should feel that your homework is finished and sufficient knowledge collected in order to make informed decisions about the how, where and when of your career change or shift. However, keep in mind that the information, opinions and/or advice given by various persons also contains biases and personal reference points based on their individual experiences and background. Take time out to assess the information and messages received, and compare them with your thoughts and ideas regarding your career goals and objectives. The final step in your informational interviewing process is developing your plan of action for a revised or new professional direction and pathway. ■

# Books Worth Your Time

## Start with No

If your business strategy consists of creating “win-win” situations, author Jim Camp’s book, *Start with No*, presents an alternative. Camp’s hard-line approach removes the emotionally-based “compromise” tactics that many use, and replaces them with strategies that gets adversaries to reveal hidden agendas, positions and weaknesses.

Communication techniques, coupled with preparation, patience and discipline, lay the foundation for this highly-structured system, which is designed to help individuals master deals, negotiations and cold-calling. Through a series of steadfast rules, Camp approaches negotiation like a tiger, preferring to be respected and effective instead of liked.

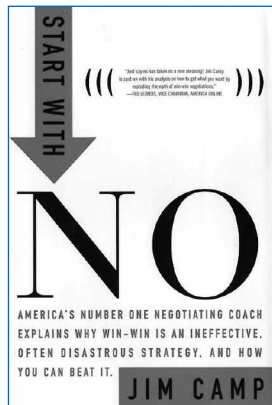
Two principles that Camp initially emphasizes are “No Closing” and “No Talking.” To Camp, closing and talking are companions of neediness, and neediness will cause you to create contracts that may not be in your best interest. Those who eliminate “need” and focus on “want” are less likely to make the kind of mistakes that accompany desperation.

One example of Camp’s negotiation tactics is “interrogative-led” questioning versus “verb-led” questioning. “Is it too expensive?” gives the responder a chance to answer “yes” or “no” without providing additional information that would be helpful during negotiation. Instead, Camp suggests, “What price would you pay?”

The author took some time to answer some “non-Camp-crafted” questions:

**Q ■ What motivated you to develop this negotiation system?**

**A.** After leaving active military duty in 1973, I went into business. I read everything I could get my hands on. Attended every seminar, tried everything they taught. I sure felt good, being



a nice person and easy to work with, but my feeling good didn’t feed the family. Like all win-winners, I was saddled with those great rules of win-win assumptions and compromise. I gave away far more than I needed. I started asking the most successful and studying some of the great thinkers, and it all came together. Win-win sells the wish of being a good person, while my system of Decision-Based Negotiation delivers sound and valuable decisions to build the future.

**Q ■ Your negotiating philosophy runs counter to what business leaders like Stephen Covey advocate. In fact, his fourth habit in the famous seven is “Think win-win.” Are there any specific challenges to constructing a deal with someone who is focused on a win-win result?**

**A.** Stephen Covey is a great advocate of being effective. So am I. In fact, I believe effective decision-making is the key ingredient to all human success. To answer your question, no, there aren’t any specific challenges, because decisions are made the same by everyone. Vision drives decisions in the emotional arena of the brain. The key to any negotiation is how your respected opponent sees it. Our job is to help them “see” the deal coming together quickly by seeing it the way we see it. Their compromise makes it happen. Negotiating against a true win-win opponent is pretty easy. They see very quickly and compromise fairly easily.

**Q ■ Choosing the right words seem to be a very important component in the “Camp system.” Can you give an example of how you would rephrase some typical negotiating language? What is something a**

**win-win strategist might say and how would a Camp-trained negotiator say something similar?**

**A.** I mean no disrespect and am not being smart-alecky, but in the above question a Decision-Based Negotiator would have used an interrogative to open the vision of the opponent. By starting with a verb you ran the risk of getting an answer you didn’t expect. For example I could have responded, “Good question, it depends, but it is more important to know and ask yourself, ‘What does Stephen Covey Sell? Why do people buy his books? Do they wish to be effective or do they wish to be liked?’”

**Q ■ There is still a gender divide that exists in corporate America, often based on the misconception that women can’t be as “tough” in negotiations as men. Do Camp-trained women experience more parity in the workplace?**

**A.** I am very proud of my clients and what they have accomplished. Yes, all win-win negotiators are relegated to the lower half of the equation. The key to success for any and all humans is the willingness to do the work. To make Effective Decision-Making a personal characteristic; to establish a Mission and Purpose that is always valid; to set valid Goals and Objectives daily; to build Plans that solve the real problems; develop Laser-Like Focus; and lastly, to be Trainable.

**Q ■ Are your negotiation techniques more effective in certain industries, functions or management levels?**

**A.** I am proud to say that from the negotiation at home to the international crisis arena and everything in between we have no limits to what can be accomplished. A new book will be coming in the near future that will help everyone to see clearly the opportunity of Decision-Based Negotiation. ■

## Learnings from Landings

# Member Draws on HR Experience to Land New VP Role

A solid blend of tools and ability helped this 47-year-old member, Jory Taylor, land a newly created vice president position in a \$500 million consumer products company in under four months. “I expected it would take at least three to six months to find a VP position. I did not want to settle for less, and the timing was 3-1/2 months with a full-time effort.”

Taylor used techniques that he learned during his own experiences as a hiring manager. “Since I have hired many managers myself, I know what I want to see. I want a candidate to be prepared in understanding the company and its challenges and show examples of previous work that will benefit the company he/she is interviewing for,” says Taylor.

### Multidimensional Representations Get Noticed

“Creating a ‘book of work’ is important; don’t simply show up with a résumé.” A portfolio that details projects, achievements, articles and any other notable work can augment a typically one-dimensional résumé. Not only will the portfolio display a more complete picture of you as a candidate, it will help make you more memorable during the interview.

Additionally, Taylor believed that he possessed a valuable skill set that would

### Jory Taylor’s Three Keys to Executive Success

1. Knowing my unique value.
2. Directly targeting companies and their hiring managers to tell them my value.
3. ExecuNet, which gave me direct access to companies and recruiters with senior-management positions, allowing me to sell my unique value.

be a strong asset to any organization. “You have to sell yourself and the value you can add to the company. The position I landed was one that did not exist at the company I am now working for.”

### The Right Mix

A combination of direct contact with the company at the hiring manager level and ExecuNet’s resources were critical ingredients in Taylor’s success. “It is a good strategy to also determine what companies you want to work for and to develop a strategy to find the hiring managers and sell your unique skills that you will bring,” Taylor advises. “Know what value you can add to a company and sell that value directly to companies and to recruiters.”

Taylor also didn’t exclusively rely on recruiters and the recruiting community during his job search, preferring to network with everyone that he thought would be helpful. “Many recruiters don’t have job assignments and can’t immediately assist you in finding a position,”

Taylor says of his experience. “The value of ExecuNet is there are recruiters posting positions who have real jobs that they are looking to fill. It gives you access to companies and recruiters that have real, senior-executive positions to fill.”

### Resources, Attitude Play Big Part

The job search process has changed since Taylor last entered the marketplace. “Finding a senior-management position today is very different than five years ago. Landing a senior-management position takes discipline and persistence. The Internet is a key tool, and ExecuNet is my number one resource, since it has the most quality positions posted in my area of expertise — sales and marketing. I have found two senior positions through ExecuNet.”

Even though he felt well prepared for the job search, Jory knew not to get too confident. Taylor advises others to avoid “being too comfortable in the search, thinking that you have positions landed. You don’t have a job until you have an offer.” ■

## CareerSmart Advisor

Strategies & Solutions for Your Career Success

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