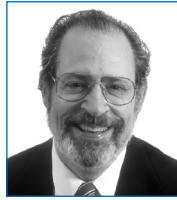


CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

There are many who want to leave some sort of legacy — a great novel or work of art, a thriving business, a family name. The Internet gives us that power to leave something behind — although the content may be something we would rather have forgotten.



Online, content never really expires. This fact is demonstrated anytime you've replied to a job posting on one of those aggregator sites and found that the company has already filled the position. The job posting site still lists the position in its index, but the employer has already removed the listing from its own site.

Anything that is connected to your name online can be viewed as a reflection of your character and integrity, and during these times of corporate officer anxiety, positive personal branding can move you into the top candidate slot.

Never have I been more aware of my online presence than March 2005, when I started my blog — a full 10 years since ExecuNet moved its business to the Internet. "Dave Opton" has always been associated with the mission of ExecuNet — to connect senior executives to each other and exclusive career opportunities — but on my blog, "Dave Opton" is a guy who has spent more than four decades learning about life and talking about it.

I invite you to share your thoughts and comments at *Six-Figure Learnings*: <http://www.execunet.com/davesblog>.

Sincerely,

Dave

Dave Opton
 Founder & CEO
 ExecuNet

Managing Up: Coaching the CEO

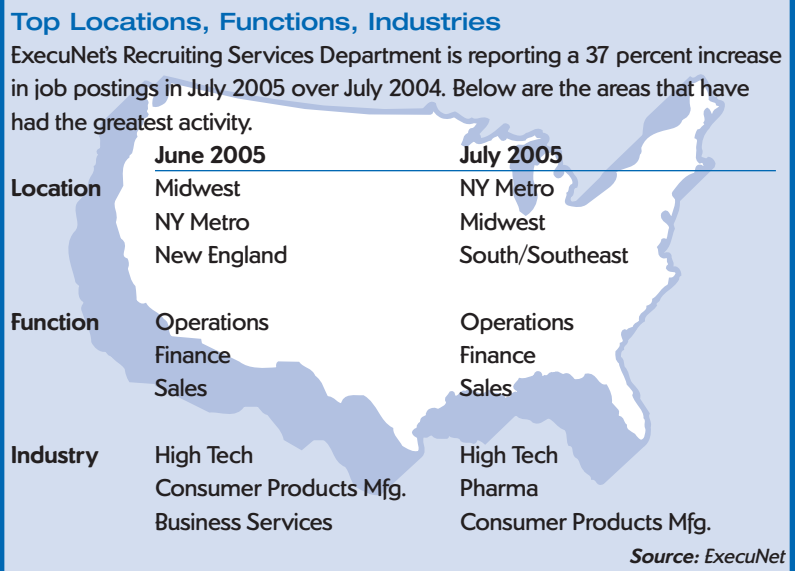
By Robyn Greenspan

"Managing one's boss is the hidden secret of successful executives. Executives who master that art are more effective and make their bosses look smart too," states psychologist Carl Robinson, principal of Advanced Leadership Consulting in Seattle.

Careers can often hinge on the relationships that are built with upper leaders, and Robinson says that executives shouldn't expect a one-way management process. "Your boss shouldn't be the only person thinking about how to motivate and guide people. Executives should relate to each other (including one's boss) as peers and colleagues," Robinson remarks.

"The modern executive has multiple layers of structure to account for and report to due to integration and expansion," says M. Sean Agnew, managing executive director/CEO of Chicago-based M. Sean Agnew Enterprises LLC. "They will undoubtedly have to 'manage up' at some point or another. Even the CEO has a more active, involved board to report to where he may have to provide contradicting advice for the greater good."

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FastTrack Programs —
August/September 2005
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 8/23 — **Winning Interviews: Converse, Connect, Convince** — Judy Rosemarin
- 8/24 — **Warm Up to Cold Calling**
— Nick Papadopoulos
- 9/7 — **How to Land the Job You Want When You're Over 45** — Jean Walker
- 9/8 — **Winning Plans: What to Do To Find Your Next Job** — Linda Dominguez
- 9/13 — **B2B Relationships Begin P2P**
— Steve Conner
- 9/14 — **Converting Interviews to Offers with DISC**
— Linda Dominguez
- 9/15 — **Winning Networking: Great Contacts Become Offers** — Bill Belknap
- 9/20 — **Winning Interviews: Converse, Connect, Convince** — Judy Rosemarin
- 9/21 — **Branding Yourself in A Buyer's Market**
— Nick Papadopoulos

Register today to guarantee your participation in the programs of your choice! Call ExecuNet's Member Services at 1-800-637-3126 or visit www.execunet.com/fasttrack.cfm

Networking Meetings in Your Area
— August/September 2005
Hosted by ExecuNet Facilitators

- 8/23 — **Chicago** — Melody Camp
- 8/24 — **Denver** — Karen Armon
- 8/25 — **Atlanta** — J. Patrick Haly
- 8/25 — **Columbus, OH** — Janine Moon
- 8/25 — **Dallas** — Bob Hueglin
- 8/26 — **St. Louis** — Jim Clarkson
- 9/6 — **San Diego** — Mark James & Rob Vickery
- 9/7 — **Boston Sr. Roundtable** — Pam Lassiter
- 9/7 — **New York City** — Judy Rosemarin
- 9/7 — **New York City Sr. Roundtable**
— Judy Rosemarin
- 9/7 — **Cincinnati** — Louise Kursmark & Mike Lynch
- 9/7 — **Orlando** — Beverly Harvey
- 9/8 — **Atlanta Senior Roundtable** — J. Patrick Haly
- 9/8 — **Columbia, MD** — Ed Loucks
- 9/8 — **Pittsburgh** — Vince Papi
- 9/8 — **Southern Wisconsin** — Clara Hurd Nydam
- 9/9 — **Seattle Sr. Roundtable** — Susan Stringer
- 9/9 — **Buffalo/Niagara/Rochester** — Beth Stefani & Brian Weber
- 9/12 — **Miami/Coconut Grove** — Jeannette Kraar
- 9/13 — **Sacramento** — Wilcox Miller & Nelson
- 9/13 — **Irvine, CA (Orange County)**
— Christine Edick
- 9/13 — **San Francisco Senior Roundtable**
— Bill Torchiana
- 9/13 — **Raleigh/Durham** — Stuart Levine
- 9/13 — **Princeton** — John Sinclair

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

Ask the Expert

The Evolution of Executive Résumés

ExecuNet's managing editor of online content Allan Hoving takes some time with résumé writer and Forum moderator Jacqui Barrett to discuss emerging résumé trends.

Q ■ What distinguishes an executive résumé from all others?

A. The shades of gray that an executive résumé must communicate distinguish the executive résumé from all others. An executive's ability to communicate how he or she overcomes hurdles must abound within this document, painting a vivid picture of his or her critical thinking, problem-solving, influence, visionary abilities, etc.

An executive résumé is fleshy and content-driven, it also is concise and easy to skim. Quite a dichotomy — but do-able.

Q ■ How have executive résumés changed over the past few years?

A. Branding and shaping a **value proposition** dominate in today's executive résumé. Particularly, the value of the Executive Profile (Executive Summary) has appreciated.

1. More "meat on the bones" is expected by the reader in the Executive Profile — replacing the dull listing of adjectives and nouns. For example, "Dynamic, results-oriented Senior Executive" could be replaced with compelling content **headlines** that target specific positions and areas of expertise.
2. **Summaries** that draw a concrete and detailed picture of an executive's career scope.
3. **Core Competencies** that deliver examples of tangible achievements in key areas of strength (matching the executive's functional brand areas) and much more.

“

Branding and shaping a value proposition dominate in today's executive résumé.

”

Q ■ Are any new technologies currently being used to process résumés, and how does the technology affect the process?

A. I believe that the impact of new technologies has somewhat leveled out in the past couple of years. Initially, with the technology evolution of the '90s, candidates and résumé writers scrambled and collaborated to provide essential tools (e.g., résumé formats both hard- and soft-copy) to accommodate screeners' needs.

The essential tools that I see prevailing today are:

- The Microsoft Word version of the résumé for attaching to e-mails, printing and presenting during interviews or for snail-mailing
- A Plain-Text version for cutting/pasting to online executive job boards and electronic-screening systems that do not allow MS Word version uploads.

Q ■ Are you seeing any movement toward PDFs (Portable Document Format)? It seems as if it would be appealing to have a résumé that can't be easily altered.

A. Although I agree that the appeal of using PDF résumés is there

Continued on page 3

Ask the Expert

Continued from page 2

(e.g., the documents cannot be easily altered, and the candidate can ensure that the résumé format does not get changed at the receiving end in that different computer systems might cause different page breaks or may not read certain fonts as they were intended, etc.), I have not yet seen much movement toward using PDFs. As such, the MS Word docs and Plain-Text versions still dominate across all areas — from requests for résumés by recruiters, corporate websites, job boards and more.

Q ■ Executives concerned about possible age discrimination often omit education dates from their résumés. Do you feel that is effective?

A. Yes — though this strategy certainly does not solve the problem of age discrimination, it often will keep the door open for a phone call. If you expose a 1968 or 1975 graduation date from the get-go, what benefit does this have for you, the candidate, in the résumé-sifting process? In that decision-makers and résumé screeners often are bombarded with résumés, you are making their job easier to put your résumé in the trash pile if you provide too much information.

Remember, the résumé is a marketing document designed to compel a phone call — not to help sort your résumé out of the system.

Q ■ ExecuNet offers a free résumé review to every member (http://members.execunet.com/e_home_resume.cfm). What expectations should executives have about this process?

A. As an ExecuNet Résumé Reviewer, I suggest that members see the process for what it is: a brief, focused critique where the reviewer will describe areas where he/she feels your résumé does or does not require improvement.

Though I like to feel I exceed members' expectations by providing much

Moderator of the ExecuNet General Management Special Interest Network Forum Jacqui Barrett is one of only 12 people in the world to have earned the elite certified Master Résumé Writer distinction from Career Masters Institute. She also is a distinguished Certified Professional Résumé Writer (CPRW) and Certified Employment Interview Professional (CEIP). Since 1997, Jacqui has collaborated with downsized, right-sized and outplaced executives in career transition, or with those individuals who have a desire to ignite their existing careers. She has a B.A. in Writing and over 19 years corporate experience that contribute to her *Wall Street Journal*-style writing and knowledge of the corporate environment.

“

The résumé is a marketing document designed to compel a phone call — not to help sort your résumé out of the system.

”

more than promised, the bottom line is, what ultimate value did the member reap? And, what are his or her expectations? If the expectation is to derive a professionally-rewritten résumé, then s/he will be disappointed. Not possible with a brief overview.

If the expectation is a better understanding of how to articulate one's value proposition via an Executive Résumé, then I think the member will not only not be disappointed, but instead will be thrilled with the results of the Résumé Review. In some instances, depending on the executive's particular comfort level in applying suggestions, s/he can expect to ramp up the effectiveness of the résumé on his or her own as a result of the Résumé Review.

Q ■ After the free review, will I be able to fix the résumé myself? What if my revised version doesn't produce better results?

A. I think that the general overview provided by the complimentary Résumé Review combined with the revisions that the member then makes to the

résumé generate different results depending upon several conditions, including the state of the résumé when it arrives in the Résumé Reviewer's inbox.

If it is an “A” résumé, and the reviewer can comment on suggestions to make it “A+,” then the member has a better chance of successfully making the fixes him- or herself.

If it is a “D” résumé, the reviewer's general suggestions are more likely to help point the member in the right direction; without professional help, the likelihood of deriving a complete, results-producing professional fix is diminished.

Q ■ What additional levels of service do you offer and what are the benefits of each?

A. I offer three levels of résumé review service:

1. **Complete Rewrite** — Benefits are deep career archaeology, career introspection, executive branding and one-on-one interview to delve into YOUR unique qualities and value. One ExecuNet member who had experienced this tough-love exercise commented in a thread on the ExecuNet Forum that documenting anything WORTHWHILE he did in every job enabled him to become a better salesman for himself.
2. **Enhancement** — Benefits are content enhancement and reformatting strategies based on an embedded Q&A session within the existing résumé.
3. **Hourly Editing** — Benefits are professional wordsmithing and review of changes that you have made to your own résumé, based on the initial Résumé Review. ■

Managing Up

Continued from page 1

Building Trust

Trust begins before the first day on the job. Starting with an accurate résumé, you establish credibility during all your interactions with the company, leading up to your hire. Now that you are part of the team, the trust-building should continue. “Develop a pattern of making suggestions to your boss on action items or initiatives where he or she will get the credit if all goes well, but where you’ll assume the risk if not,” suggests recruiter Mark Jaffe of Wyatt & Jaffe in Minneapolis. “Your boss will not only be taking sound guidance from you, but will actually be cashing in on the success of your ideas.”

“Once you’ve established trust (and presumably reliance), you should ask — and expect — to increasingly share the credit, while still shouldering the blame individually in case of failure. A relationship of utter dependence will ensue, and soon you will see a full reversal of authority. After all, that’s why your boss employs you, right? To make him (or her) look good?” Wyatt continues.

Looking beyond your scope of reference and into your manager’s perspective will help you lay the groundwork for discussion. “The first thing is to make sure you are always putting yourself in the CEO’s shoes and doing your best to ensure his success,” says Alex Ramsey, president of LodeStar Universal in Dallas.

“If you can see things from his point of view, you also will be more likely to frame whatever the issue is in terms of his priorities first, easing into the other good reasons for doing whatever it is afterwards.”

“Developing truthful, direct, open and respectful communications not only from the top-down but also from the bottom-up is one of the greatest assets that can be cultivated in the workplace,” declares Florida-based executive business coach Joyce K. Reynolds.

The CEO is Part of the Team

Agnew points out that “CEO” is also an acronym for “Carries Execution

Quick Guide: Communicating Up

How the message is delivered can determine how the message is received. When managing up, it is important to remember several key points:

- 1. You can’t make your leader/upper manager wrong.** The conversation can’t be about what he or she is doing wrong (even if you believe it to be true); it needs to be around the impact. Are there problems with morale, retention, profits, customer service, delays in production? The behavior of the person is only an issue as it relates to the challenges it causes.
- 2. Remember your idea/message/issue, etc., may not be the right one.** The person in the hierarchy above you may have information you don’t have that influences the decision-making process and therefore will have an impact on behavior. Don’t get married to the idea that you are right or have the only solution.
- 3. Ask yourself how open the person you wish to address is to changing, learning, etc.** If the person isn’t open to listening, he/she may not take you seriously. It doesn’t mean you shouldn’t share your thoughts — just adjust your expectations of the outcome.
- 4. You can ask upper management/leader if he or she is open to conversations about his or her leadership and management styles.** Once you have permission for these types of discussions, it changes the focus of the conversations. They aren’t viewed as confrontational at any level; they are simply discussions where learning can take place and actions come out of the learning.

Source: Linda Finkle, Incedo Group, Maryland

Obligation.” “No matter what anybody else is doing, the CEO is the one blamed and praised for the results of the organization,” Agnew explains. “CEOs will listen to objective, value-added information they feel will assist the execution of the organization’s mission or their individual duties.”

While the CEO may ultimately be responsible for the bottom line, interactive communication between upper and lower management enables organizations to work together in a healthy atmosphere.

“When CEOs can build relationships with their direct reports that include upward feedback, as well as downward feedback, the leader creates healthy, thriving organizations where positional power is less important than organizational power, where authentic open communications become the norm, and where people feel supported for their contributions,”

says Judith E. Glaser, CEO, Benchmark Communications, Inc. in New York.

“When the feedback becomes mutual and mutually supportive, this sets a positive tone in the organization, reduces the fear of speaking up, allows people to share what’s on their minds, and enables leaders at all levels to grow into their next level,” adds Glaser.

Good Leaders Listen

“CEOs need to listen to their people, as all senior leaders must,” cautions John Baldoni of Baldoni Consulting LLC in Ann Arbor. “Part of listening includes receiving feedback on direction and behavior.”

“Frankness is a leadership trait; those who manifest it show self-confidence,” continues Baldoni. “At the same

Continued on page 5

Quick Guide: Upward Relations

Dr. Robinson says that executives who want to build winning relationships with their company leaders should keep in mind:

- How do I best help my boss succeed?
- If you relate to your boss as a peer/colleague who needs your support, input and guidance, then you are more likely to be seen as someone who is helpful. You are looking out not just for your interests but for your boss’s.
- Your boss will view you more as a peer than as a subordinate, if you look out (manage up) for their needs.
- You will be viewed as self-reliant and low maintenance...every boss’s dream employee!

Learnings from Landings

Despite Obstacles, Member Networks into New Position

This 58-year-old member spent nearly two years in transition, but he admits he would have started more quickly had he realized that it could take some time to land the right position.

“I spent about 6 months nursing my wounds from the job loss and relying on my substantial severance package, before digging in aggressively,” says Mark Sherman. In the interim, Sherman said he took a vacation to the Caribbean that he could not afford, but it “was a great tonic and catalyzed my search.”

The Obstacles

“The scarcity of leads in my field was simply due to slowness in my industry, and the relatively narrow niche I’m in to begin with (chemical process technologies, engineering, equipment),” says Sherman.

Managing Up

Continued from page 4

time, CEOs must make it safe for people to disagree. If those who disagree are punished, then no one will dare challenge the top guy. If the CEO accepts criticism, he demonstrates leadership and growth.”

Communicating Diplomacy

It’s not only what you say but how you say it when you are directing upper management. The difference between gaining a fan and getting fired can all be in the language that you use.

“The key is to communicate strategically with a balanced view and an understanding of cooperative — rather than combative — language and attitude,” advises Reynolds. “To speak respectfully but confidently and with succinct but powerful points supports solutions that pay off for the company and all those involved.”

“Successful upward communication takes not only understanding of the con-

“

The offer I finally accepted and the best opportunities were all obtained or substantially facilitated by networking.

”

“I was surprised to find out how hard it was to move outside my main field of 30+ years,” says Mark, noting that the lack of opportunity in his geographic area coupled with an industry change extended the length of time he spent in job search mode.

“I certainly expected to get something

else quicker than after two years. I think I was in the wrong town, for one thing. I’m certain that if I’d lived in Houston I’d have gotten something much quicker. Although I know I present very well, there are plenty of other people out there who do too.”

The Networking

“I am hardly a shining example for what to do,” says Mark of his two-year transition time. “But I think I did well by networking within my field, by telephone, e-mail and occasional travel to meetings.”

“The offer I finally accepted and the best opportunities I otherwise came close to closing on were all obtained or substantially facilitated by networking.”

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Expert Resources:

- M. Sean Agnew, M. Sean Agnew Enterprises LLC (bluemetallic.com)
- Carl Robinson, Advanced Leadership Consulting (leadershipconsulting.com)
- Mark Jaffe, Wyatt & Jaffe (wyattjaffe.com)
- Alex Ramsey, LodeStar Universal (lodestaruniversal.com)
- Judith E. Glaser, Benchmark Communications, Inc. (benchmarkcommunicationsinc.com)
- John Baldoni, Baldoni Consulting L.L.C. (johnbaldoni.com)
- Joyce K. Reynolds, Executive Business Coach (business-coach.org)
- Linda Finkle, Incedo Group (incedogroup.com)
- Kerry K. Sulkowicz, The Boswell Group LLC (boswellgroup.com)
- Shelle Rose Charvet, Success Strategies (wordsthatchangeminds.com)
- Kerry Patterson, VitalSmarts (vitalsmarts.com)
- Roger E. Herman, The Herman Group (hermangroup.com)

cept but also development of a sense of when it is appropriate to disagree with a superior and how to properly address such situations,” Reynolds continues. “In short, executives are there to help their leaders lead; and, if they are unable or unwilling to express themselves diplomatically and strategically in order to do so, both they and their leaders are at risk of failure.”

The Executive Ego

“One of the key elements here is knowing how to manage the CEO’s narcissism —

how to give advice that is direct and helpful, while also respecting the CEO’s variable need to maintain his/her status in the hierarchy,” warns Dr. Kerry J. Sulkowicz, a psychiatrist and founder and principal of The Boswell Group LLC in New York. “An appreciation of the CEO’s essential isolation and loneliness and the CEO’s need for assistance in dealing with a lot of uncertainty is also important.”

“Depending on the relationship with the boss and the boss’s ego strength, you

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Books Worth Your Time

Facilitators' Recommended Reading

Summer is a great time to catch up on reading, and ExecuNet's regional meeting facilitators share some of the books that have recently occupied their attention.

Diane Miller, Sacramento (wilcoxcareer.com):

- *Right From the Start: Taking Charge in a New Leadership Role* (Dan Ciampa)
- *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything* (Steven D. Levitt, Stephen J. Dubner)
- *Buzzmarketing: Get People to Talk About Your Stuff* (Mark Hughes)
- *Corporate Governance and Chairmanship: A Personal View* (Adrian Cadbury)
- *Blink: The Power of Thinking Without Thinking* (Malcolm Gladwell)
- *Rites of Passage at \$100,000 to \$1 Million+: Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress in the 21st Century* (John Lucht)

Meg Montford, Kansas City (abilitiesenhanced.com):

- *The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late* (Leigh Branham)
- *The Next Great Bubble Boom: How to Profit from the Greatest Boom in History — 2005-2009* (Harry S. Dent, Jr.)
- *The World is Flat: A Brief History of the Twenty-first Century* (Thomas L. Friedman)
- *Too Young to Retire: 101 Ways to Start the Rest of Your Life* (Marika and Howard Stone)
- *Now What? 90 Days to a New Life Direction* (Laura Berman Fortgang)

Louise Kursmark, Cincinnati, (yourbestimpression.com):

- *Get Hired Now! A 28-Day Program for Landing the Job You Want* (C. J. Hayden, Frank Traditi): An easy-to-follow guide, this book gives readers a practical, step-by-step action plan that covers every aspect of landing a job.
- *Insider's Guide to Finding a Job: Expert*

Advice from America's Top Employers and Recruiters (Wendy S. Enelow, Shelly Goldman): The authors interviewed 66 top hiring managers, recruiters and HR directors, recorded their interviews, and interpreted their findings into meaningful recommendations for the job seeker.

- *Interview Magic* (Susan Whitcomb): An incredibly comprehensive resource, this book covers the gamut from preparation through interviewing, follow-up and salary negotiation. It is rich with excellent examples.

Howard Bader, Hartford/ Stamford (tmier.com):

I recently read Tom Friedman's book, *The World Is Flat: A Brief History of the Twenty-first Century*. I highly recommend it for anyone, but particularly for executives. Friedman paints a clear, succinct picture of the world today and where we're headed. Great insights on the confluence of business and technology from a global perspective.

Linsey Levine, Parsippany, NJ (4careercounsel.com):

A Whole New Mind: Moving from the Information Age to the Conceptual Age by Daniel Pink, author of *Free Agent Nation: The Future of Working for Yourself*. Original, new perspective about how technology and global changes will impact the way we work and live, and how "right-brained" abilities will be so much more valued and appreciated by the corporate world.

Jay Werth, Columbia, SC, (firstsun.com):

I read a stimulating first book by Malcolm Gladwell entitled, *The Tipping Point: How Little Things Can Make a Big Difference*. It has been on the national bestseller list for weeks, and I waited

“

The World Is Flat gives great insights on the confluence of business and technology from a global perspective.

”

several weeks for a public library copy to become available.

One factor that contributes to the “tipping point” for the widespread adoption of an idea or practice is the roles Gladwell identifies for Connectors, Mavens and Salesmen.

Connectors are those people, according to Gladwell, who “link us up with the world, who introduce us to our social circles and bring the world together.” Connectors genuinely like people and find the relationships with people endlessly fascinating.

I have coined a term “relating” to describe the art of making the connection that establishes value for both parties. Connectors also know the “right people” who wield influence.

The word “Maven” comes from the Yiddish language, and it means one who accumulates knowledge. A Maven is not a passive collector of information; they obsess with acquiring knowledge, not only for the sake of acquisition but also for distribution.

You probably knew someone who gave you the “dish” on the latest Star Wars movie. Maybe it was the hot, new restaurant in your community. Mavens cannot help but pass information along, and before you know it, there is a “word-of-mouth epidemic.”

Continued on page 7

Books Worth Your Time Continued from page 6

Salesmen and women, for that matter, are the persuaders. These individuals draw others into their own rhythms of communication and dictate the terms of the interaction. They are virtually irresistible, and an individual listening to a gifted persuader tends to mirror the facial expression and body language of the persuader. It strikes me that this ability is innate and very difficult to teach. Either you have it or you do not.

Do you see yourself in any one of these or a combination of these roles? If so, you may play a role in the wholesale adoption of the next trend in business, fashion, the arts or science.

Linda R. Dominguez, Los Angeles/San Jose (Executive-Coaching.com):

I usually alternate between learning and escaping as I read — and my choices this month are *Career Warfare: 10 Rules for Building a Successful Personal Brand and Fighting to Keep It* by David F. D'Alessandro and *Eleven on Top* (A Stephanie Plum Novel) by Janet Evanovich.

“

A good personal brand is the single most important thing you can do for yourself and your career.

”

Career Warfare: One of the most important things an executive must become aware of is *personal branding*. This personal brand, simply put, is how others see you. Hard work and accomplishments are necessary for success, but those things alone will not set you apart from your peers, and those things alone do not build a personal brand that moves you forward. A personal brand is the name you make for yourself, the character you have demonstrated in your career: your solid reputation. Steeped in self-awareness (D'Alessandro points out that you can't build or sustain a good personal

brand if you can't see yourself as others see you), a good personal brand is the single most important thing you can do for yourself and your career.

In the ten rules for building a successful personal brand, *Career Warfare* helps you get a grip on your current brand, while helping you build or repair a personal brand so you are able to convince the most powerful decision makers to trust you. This book is not about manipulation, it is about walking the talk — *Career Warfare* is packed with smart advice on how to build and sustain a personal brand that makes you stand out from the crowd.

Eleven on Top: In Janet Evanovich's 11th Stephanie Plum novel, the main character finds herself in a career crisis — she's had it with being a bondswoman, and she's ready for something more stable and safe. Stephanie's exploits, while in search of her perfect job (each subsequent job lasting less than one work day), offer many opportunities to laugh aloud. Along the way, author Evanovich spins a tale of danger, mystery, excitement and humor — I found the bumbling sleuth act, sexual-tension jokes, foul-mouthed Lula and other characters absolutely delightful. ■

Managing Up Continued from page 5

can be diplomatically direct or you have to use finesse if the boss is egotistical or insecure. Finesse often means talking about behaviors rather than about the boss/CEO,” Carl Robinson advises. “For example, talking about the foibles of another CEO (what you heard through the grapevine or in the press) is one way to subtly educate your boss about a potential problem. If subtlety isn't effective, then one has to be fearlessly-more direct but couch things in cause-and-effect terms and as a hypothesis rather than, ‘you do X and that is bad.’”

“I want to make sure I don't turn people off when I speak,” says Shelle Rose Charvet, president of Canadian-based Success Strategies, using a method she calls

“

The first thing is to make sure you are always putting yourself in the CEO's shoes and doing your best to ensure his success.

”

“The Macho Test.” Charvet explains. “Whenever you talk to someone higher up, use The Macho Test as an editing technique to pry open some mental space.”

Charvet recommends a quick assessment to determine if someone is coming from a “macho” place:

- Does the person operate as if he

already knows everything there is to know, or he is better and more important than others?

- He doesn't have any problems, or do problems stem from other people?

Careful phrasing eliminates any defensiveness that may occur when someone takes a macho stance in the workplace. Charvet suggests these innocuous conversation starters:

- As you probably know . . .
- You may wish to consider . . .
- With your experience and knowledge in this area . . .

Confronting Mistakes

“The best CEOs encourage brutal honesty — in private — and an aligned team in public. The point is pick your time and place for feedback,” stresses Alex Ramsey.

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Learnings from Landings Continued from page 5

Mark notes.

While networking was a key ingredient in his job search, Mark issued a caveat: “I feel networking outside your desired field, such as with local, broadly-based groups, is largely a waste of time.”

The Recruiters, Hiring Managers

“I encountered one especially-unprofessional recruiter who adopted a confrontational, condescending tone from the beginning. I was able to work around him by networking and came very close to the offer. If I’d gotten it, he’d never have had more assignments from that company,” Sherman recalls.

“Learn quickly that recruiters will not return your call unless they have something specific for you. Do not take it personally.”

Mark says he found that employed people still regard the unemployed disdainfully, but he noticed a difference between companies based in the US and elsewhere. “I was fortunate to be hired by a European-based company with the kind of caring, collaborative culture that is increasingly rare in the US.”

The Tools

Like most ExecuNet members, the Internet was an important resource for Mark. “I don’t see how anyone could approach a search without it. ExecuNet

was the only paid site I joined, and I got several very good leads from it. Otherwise, Google and company sites were the most helpful.”

The Lessons

“I would counsel people to avoid the employment support/personal marketing services that seem to be so common now,” advises Sherman. “Once they have your money, they have no incentive to help you and instead spend their time soliciting more clients. Having said that, I did get some real value out of the one I signed up with, just in case-by-case counseling on letters, opportunities/approaches and the like.” ■

Managing Up

Continued from page 7

“No matter power or position, anytime someone violates an expectation, misses a deadline or behaves poorly, their behavior must be confronted,” stresses Kerry Patterson, coauthor of the New York Times’ bestselling books, *Crucial Conversations* and *Crucial Confrontations*, as well as chief development officer of VitalSmarts.

“Often, we allow their authority to intimidate us and refrain from confronting our leaders for fear of compromising our reputation or job,” continues Patterson.

“Managing up can be tricky,” cautions Roger E. Herman, CEO, The Herman Group in North Carolina. “The

superior has to be receptive for the communications to really be effective. That receptivity can be enhanced with conversations about expectations.”

Herman believes if the superior is not receptive, a third-person perspective is often a viable approach. “Telling a story about something that happened to/with someone else can teach an object lesson that will send a message. If the superior is resistant to subordinate coaching and input, there may not be a way in from below. Workarounds to peers or higher-level leaders may be the only alternative, short of leaving.”

Upward Management Case Study

Dr. Robinson recalls a vice president of a biotechnology company he coached

who did not verbally present himself as an executive to his manager.

“He had to stop relating to his boss like she was his mother (e.g., listen to how good I am or let me cry on your shoulder). He needed to find another outlet for his woes and a place to receive acknowledgement if he wanted his boss to think better of him,” says Robinson. “I explained to him that he needed to think about his boss in the same manner that he thinks about his employees.”

“If you want to be valued by your boss, relate to him/her as if you are a consultant,” advises Robinson. “Ask yourself: what does my client (boss) need? How do I best serve my client? Don’t wait for your boss to tell you what to do.” ■

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