

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

John Sumser of *Electronic Recruiting News* is required reading for anyone interested in the staffing world — either as a candidate or recruiter. In a recent article (<http://www.interbiznet.com/ern/archives/070201.html>), John said, “The theory that solid social networking involves giving without the expectation of an immediate return seemed to be hard for some people to understand.”



My immediate reaction was to say, “Right on, John!” as it clearly supports my point-of-view, and my belief is that his theory is not only true but is one of the key differences between being a “member” versus a “subscriber.”

When we started ExecuNet way back in 1988, I can recall the conversations I had with each person who called then; and while the technology and times have obviously changed, the message hasn't: Give first and results will follow; Effective networking is about giving, not about getting; Help each other; Every interaction you have reflects on you first and foremost, but it also reflects on your fellow members; It's about being remembered and referred, so make sure you are remembered for the right reasons.

In 1988, there were no “career-related websites” and now Pete Weddle says there are more than 45,000 of them. As the number grows, I am often asked, “How do you measure your success?” Reading John's article reminded me of what my answer has always been: By reputation. By the fact that the vast majority of our members still come to us by referral from current or former members, and by how many search firms and companies keep coming back to post their senior-level executive jobs with us.

Sincerely,

Dave

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

When Your CEO Leaves

By Marji McClure

With CEOs typically leaving their organizations about every three years, it's safe to assume that your organization will experience a vacancy in the top spot sometime in the near future.

Your CEO may resign to accept a position at another firm. Perhaps he will leave amid poor stock performance or scandalous behavior. But regardless of how or why a CEO has left an organization, the future of the company is left in the hands of the remaining members of the executive team.

So if your CEO does leave, what's your next step? The answers depend on a variety of factors, from your own personal career goals to the size and financial health of your company.

Beginning the Transition

CEO turnover is certainly a growing trend. According to Liberum Research, 28,058 executives (from CEO to VP-level) left their positions in 2006, representing a 68 percent increase in year-over-year turnover. Liberum also noted that 44 percent of those vacant positions were filled by outside candidates.

Because boards of directors are typically charged with finding the new CEO, remaining executives should focus on their current responsibilities and be prepared to take on additional duties, if asked. They should also be prepared to help keep overall composure and reassure staff members who are shaken by the CEO's departure.

“Leadership teams have to shore up confidence among staff that the direction of the company is sound,” says Allan Steinmetz, CEO and founder of Newton, Mass.-based Inward Strategic Consulting. “Often they will adopt a crises management approach, which requires a task team to allocate special resources and time to manage the situation. There needs to be an effective internal communications plan that clearly articulates the issues and outcome with a single mouthpiece that talks for the company.”

That plan should explain the reasons for the change and outline what will happen within the organization over the next three to six months, says Carl Robinson, Ph.D. of Seattle-based Advanced

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FastTrack Programs
February and March 2007
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 2/21 — **The Opt-Out Revolt: Why People Are Leaving Companies to Create Kaleidoscope Careers** — Lisa Maineiro and Sherry E. Sullivan
- 2/22 — **7 Rules for Creating an Elevator Pitch That Gets Attention — Right Away** — Karen Armon
- 3/7 — **U R A BRAND!** — Catherine Kaputa
- 3/8 — **Discover Letters and E-mails: Getting the Attention You Want** — Judy Rosemarin
- 3/14 — **Winning Networking: How Great Contacts Become Great Offers** — Bill Belknap

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

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- 2/20 — **Irvine, CA (Orange County)** — Mark James
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- 2/22 — **Palo Alto** — Linda Holroyd
- 2/22 — **Atlanta** — J. Patrick Haly
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- 2/22 — **Columbus** — Janine Moon
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- 2/23 — **St. Louis** — Cyd Dodson
- 2/23 — **Detroit Sr. Executive Roundtable** — Marge Larsen
- 2/26 — **Raleigh/Durham** — Stuart Levine
- 2/27 — **Chicago** — Melody Camp
- 2/28 — **Denver** — Karen A. Armon
- 2/28 — **Toronto** — Martin Buckland
- 3/1 — **Southern Wisconsin** — Clara Hurd Nydam & Tom Senge
- 3/1 — **Columbia, MD** — Ed Loucks
- 3/2 — **San Francisco/East Bay** — Susan Chritton & Gordon Dupries
- 3/6 — **Orlando** — Jim Douglas & Mike Murray
- 3/7 — **Philadelphia Sr. Executive Roundtable** — Ed Kelleher
- 3/7 — **Philadelphia** — Ed Kelleher
- 3/7 — **Cincinnati** — Mike Lynch
- 3/7 — **New York City Sr. Executive Roundtable** — Judy Rosemarin
- 3/7 — **New York City** — Judy Rosemarin

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

Your Career Advisor

How Smart People Brand Themselves for Business Success

By Catherine Kaputa

Business life is fast, dynamic, confusing and high stakes. Often you just have one chance to sell your idea, your product or yourself. There's no second chance if you blow the appointment for the job of your dreams. Or if you don't connect in the meeting with a big new business prospect. Or if you are awkward when you make the phone call to the big shot in the new career you want to enter.

Connecting with other people, projecting the right stuff and selling yourself are critical for business success, even business survival. Many people blow it in the first 90 seconds. That's because they planned everything but the most important thing — making a great first impression and creating a memorable lasting impression.

The First 10 Seconds are Critical

People make judgments about you in a matter of seconds: winner/loser, strong/weak, hire/don't hire. Such judgments are based on first impressions: how you enter the room, what you're wearing, your body language, your facial expressions, your voice, the way you express yourself, and so forth. In *Blink*, Malcolm Gladwell cites the research of

Tufts professor Nalini Ambady that shows that a strong first impression is made in the first few seconds of meeting someone, and what's more, it's usually indelible — it's the impression that lasts and is hard to change.

That's why it's important not only to prepare for important meetings, but also to plan how you look, how to break the ice conversationally, and how to connect with others. It all starts, of course, with your visual identity — your clothes, look, hairstyle and comportment, and your verbal identity — your name, the words you use, and the way you position yourself.

Package Yourself for a Strong Visual Identity

It may seem superficial. It may be unfair. But the truth is, attractive people are more likely to be hired and are offered higher salaries than people who are considered unattractive. A 2006 study by two economists, Markus Mobius of Harvard and Tanya Rosenblat of Wesleyan, proved that the workplace is a beauty contest — what they called “the beauty premium.”

In the study, the economists set up a mock labor market where people were employers and job seekers. Others rated the job seekers as good-looking or not

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Catherine Kaputa is a 20-year veteran of branding and advertising — from Madison Avenue to Wall Street to the halls of academe to the founder of her own company, SelfBrand (SelfBrand.com), a New York City-based brand strategy firm that works with people, products and companies. In her new book, *U R A BRAND! How Smart People Brand Themselves for Business Success*, Catherine shows people the secrets and principles of how to think like a brand, harness your potential and take charge of your career, your business and your life, whether you aspire to the corner office, an entrepreneurial career, or a fulfilling second act.

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good-looking. Good looks have what social scientists call, “the halo effect.” Because someone is attractive, people assign many other positive attributes to them that have nothing to do with looks — such as being smarter and more productive. So, how can you succeed if you are not one of the beautiful people? Here are some tips about how to level the playing field looks-wise.

- **Package yourself.** Of course, clothes won't make a difference in how well you do your job, yet they will have a significant effect on how you are perceived on-the-job. Clothes are a quick-read and one of the easiest ways to communicate a message about who you are.
- **Emphasize an unusual or different feature.** You don't want to look like everyone else. You are an original and want your own vibe. Having different looks can be very effective in building a powerful and attractive image. Think how Barbra Streisand and Arnold Schwarzenegger all dramatized their looks, features or shape.
- **Have a trademark.** Developing a signature item as a trademark is smart personal branding that will set you apart from the crowd. You're creating a branded element that identifies you like a logo on a product. Chosen well, it will convey a brand message to others and even change the way you see yourself. Larry King has his suspenders. Madeline Albright has her pins. Steve Jobs has his jeans. And Bono has his tinted wraparound glasses.
- **Don't neglect your hair.** Hair is a terrific device for building a powerful visual identity. Think of Dolly Parton vs. Laura Bush. Don King vs. Dr. Phil. Donald Trump's hair has become as much a trademark of his visual identity as the trophy wife and oversize yacht.

Focus on “Soft Power”

“Soft power” was coined by Joseph S. Nye to describe how to attract people to

A New ExecuNet Event!

U R A BRAND

In this 90-minute, web-based program Catherine Kaputa will share ideas and stories from her new book, *U R A BRAND! How Smart People Brand Themselves for Business Success* (Davies-Black, April, 2006). You will walk away with practical tips that will help you think differently about yourself and your career, plus:

- 10 strategies for branding yourself successfully
- Personal branding strategies to overcome key executive problems brought to life through the use of case studies, such as:
 - Rebranding Yourself for a Career Change
 - Rebuilding Your Brand When You Have a New Boss
 - Getting to the Next Level
- 8 principles for naming your projects and ideas

Special Bonus: You'll also receive the book, *U R A BRAND! How Smart People Brand Themselves for Business Success* by Catherine Kaputa (a \$24.95 value) FREE of Charge!

This FastTrack program will be presented on Wednesday, March 7 at 4:00 pm ET.

Registration information can be found at www.execunet.com/fasttrack

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Connecting with other people, projecting the right stuff and selling yourself are critical for business success, even business survival.

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your ideas in the arena of world politics. In business, soft power means using things like your social skills, personality, values, style and point-of-view to attract others to you. One thing to think about is executive presence. How do you enter a room? Do you stand tall and walk purposefully? Or do you slouch and look distracted? Another aspect is comportment — your way of conducting yourself in interacting with others. Comportment is knowing how to behave in expected and unexpected situations regardless of how many eyes are on you.

Even just being nice can have tremendous impact in business where there is so much rudeness and coldness. You'll find it much easier to build a network and get ahead if you are nice to everyone, high and low. And your likeability will

skyrocket if you're known for simple acts of kindness. Plus, if you fall from grace at your job, you'll have lots of friends reaching out to help you get back in the race.

Don't Neglect Verbal Identity

The words you use and the way you present your ideas can be powerful and memorable or blow away like a leaf in the wind. What is the point of communicating if you don't have an impact? The ability to sell yourself and your ideas — to communicate to another person, whether it is your boss, employee or client — is a critical skill for personal success.

One thing everyone should have down cold is a 30-second personal commercial, aka “the elevator speech.” Here are the tenets of a great elevator speech:

- **Position yourself.** It should contain a value proposition: what's different and special about you and why anyone should care.
- **Be memorable.** Include a memorable phrase that embodies the idea, like an ad slogan. Another way to add interest is through analogy. Try to put two different ideas together to express who you are, such as “I'm a cross between _____ and _____.”
- **Tell a story.** People remember stories and they have universal appeal. Successful brands use the power of stories and an evolving story line to

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CEO Leaves

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Leadership Consulting. “It’s important to address the anxiety that people invariably have about changes at the top,” says Robinson. “Communicate clearly, often and honestly to allay employees’, investors’ and customers’ anxiety.”

The message to each of these segments will differ depending on the size of the organization (a high-profile company compared to a small- or mid-size firm. “The media will most likely be involved in a high-profile departure; and the biggest risk will be with the stockholders, who will undoubtedly want to know why,” says Karen Armon, CEO and founder of Littleton, Colo.-based Alliance

Resources, LLC. “In a small- or mid-cap company, customers may feel that there may be supply problems and a crafted communiqué delivered through the marketing and sales force is needed to tap down any questions.”

Maintaining Morale and Company Vision

Keeping company morale high is challenging, but certainly a necessary task when a CEO departs, regardless of the circumstances. If a CEO is fired, it is important not to ignore how the dismissal will affect remaining staff members and the executive team; internal communications are even more important than external ones. Employees will certainly take notice if their outgoing

leader is not treated respectfully, and managers may fear that they will receive the same treatment. “If the CEO is not treated fairly, remaining managers will know about it, assume the same could happen to them, and may wish to seek employment elsewhere,” say Tucker Mays and Bob Sloane, principals and executive coaches for Stamford, Conn.-based OptiMarket LLC.

In some instances, company morale can benefit from a CEO’s exit — regardless of if the leader left on good terms or bad. “On good terms, morale can actually be boosted when staff sees there is an exit strategy where people have opportunities for growth inside and outside the company,” says Steinmetz. “On bad terms, it can also be a morale-booster if the CEO was incompetent, mean-spirited and taking the company into failure.”

Experts agree that a strong succession plan can help organizations remain on-track with their goals and maintain company performance despite this change in the top spot. “For a smooth transition to take place in the aftermath of a CEO departure, there already needs to be a common vision, clear goals as well as a solid strategy in place when the CEO is still with the company,” says David Nosal, founder, chairman and CEO of San Francisco-based Nosal Partners LLC, an executive search and development firm. If an individual outside the company is eventually named CEO, he may decide to revisit the vision, mission and values of the company at that point, says Steinmetz.

Because CEOs are leaving organizations (under both good and bad circumstances) with such frequency these days, company executives really need to be prepared for a departure before it’s announced. “Things happen and if a company’s top team addresses it before it is a crisis, then when the worst happens, there is a plan and a well thought-out, rational path to take,” says Armon. “The hardest situation is to try to dig the company out of an emotional situation and a rational one at the same time.”

If You Want to Be CEO

If your career goal is to become a CEO, the departure of your company’s chief executive may or may not represent your chance to shine. If you haven’t already expressed an interest in the top spot, you may be able to use this opportunity to formally announce your intentions. However, be braced for disappointment — if you are part of your company’s succession plan, you should already know it.

“It is certainly appropriate for someone to step-up and express interest after a CEO leaves,” says David Nosal, founder, chairman and CEO of San Francisco-based Nosal Partners LLC. “But from a succession-planning standpoint, an executive who is only raising his or her hand after the CEO leaves has missed the boat. This individual should have already been working with the board and CEO to convey interest in one day being considered for the top spot.”

Mark Jaffe, president of Wyatt & Jaffe, a Minneapolis, Minn. retained search firm, agrees. “If that executive doesn’t already know whether or not he or she is part of the succession plan to the big office, it’s safe to assume that isn’t happening any time soon.”

Nosal adds that creating the foundation for a chance at a CEO position has to begin well before a CEO departs. Grooming yourself for such a role must be part of an ongoing process. “Well in advance of a CEO’s departure, a potential successor should sit down with different constituents within the organization to understand whether he or she is even a viable candidate,” says Nosal. “The executive should then start preparing for potential consideration through developmental programs, such as coaching and other key experiences that he or she might need to gain to be considered a contender.”

If you’re not currently a contender within your current company, all is certainly not lost. The CEO’s departure may actually make you desirable to other organizations. Tom Flannery, managing director of the Pittsburgh office of executive search firm Boyden, notes that if current members of the executive team are possible candidates, a company’s board of directors shouldn’t waste any time letting these individuals know they are being considered to fill the vacancy.

“Once the opening occurs, the board should act quickly to confirm that internal candidates are being considered,” says Flannery. “Headhunters are typically all over senior executives in such a situation, so quick action on the part of the board to assure all senior managers that the ship is afloat and on-course, and their standings within the organization are being considered is imperative.”

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CEO Leaves

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Dealing With a Scandalous Departure

If illegal or immoral actions led the departure of a company's CEO, it's important for the executive team to work together with the board of directors to ensure the company survives the leadership shake-up.

Nosal says that organizations must avoid being outspoken in the press, and they can't become defensive. "This is about strong leadership in the toughest of times," says Nosal, noting that such strength must be anchored by the board. "The board members have to discuss the issues. In the case of illegal activities, the board needs to develop a well-thought story, but not talk excessively about the issues. Illegal activities will inevitably end up in a court of law, so board members must be careful about agreeing upon what they say and can't say."

What is eventually communicated to the outside world should also be approved by the company's legal counsel and marketing executives. The message needs to illustrate how the organization is going to move forward despite the actions of the departing CEO. "The story should be concise and supportive of the remaining executives, as well as the company's strategy and business values," says Nosal. "It should also make it clear that the actions of one person are not representative of the culture of that organization."

This is especially important because, when CEOs leave amid scandals, there is a public perception that the remaining executives are also involved. Being proactive is probably the best way to handle it. "Tell the truth and tell what the

CEO Turnover Shines Bright Light on Compensation Issue

Organizations have received much criticism in the public eye regarding exorbitant salaries paid to chief executives. The attention to those salary figures is increased when a high-profile executive leaves an organization and the details of their equally generous severance packages are revealed. This additional publicity may eventually force companies to rethink their compensation structure.

"Most people outside the ranks of senior corporate management think CEOs are overpaid," says Tom Flannery, managing director of executive search firm Boyden's Pittsburgh office. "Situations like this only provide fresh grist for the mill."

These situations are only magnified when a CEO's departure is directly tied to the financial health of the organization. "In today's world of scrutiny of cash and equity compensation, the higher the pay package, the higher the severance package, and the more a CEO is going to come under fire from public opinion and critics who feel that the compensation program is too high," adds David Nosal founder, chairman and CEO of San Francisco-based executive search firm Nosal Partners LLC. "This is especially true in instances where someone who is terminated because of lagging company performance still receives a significant severance package."

One recent example is the attention received by Home Depot's Robert Nardelli, who resigned in January. The former chairman, president and CEO of the home improvement chain, was given a \$210 million severance package. Shareholders were apparently already displeased with his generous compensation package.

The U.S. government is hoping corporate America makes some changes to its current compensation structure. President Bush last month made executive compensation a topic of his State of the Economy speech, calling on boards of directors to structure executive pay based on performance.

"Compensation packages have a way of slipping up to the skies when no one is paying attention; and no one pays that much attention when things are going well," says Mark Jaffe, president of Minneapolis, Minn.-based retained search firm Wyatt & Jaffe. "You can be sure that the old compensation package will be harshly re-examined in the light of the departing CEO's shortcomings. When the new CEO arrives, every penny needs to be analyzed and justified with respect to that individual's previous accomplishments and the board's expectations for change."

company is going to do to rectify the situation," says Robinson. "Take action to be sure that the situation won't be repeated and communicate that to the public. Action will always speak louder than any of your words, so act and report what you've done via PR and media."

Could You Be Next to Leave?

While remaining executives don't typically need to worry about filling the CEO vacancy, they should be concerned about

the recruitment process the board follows in identifying a new leader. This selection could strongly determine their own future with the firm.

So, it's important that each member of the company's executive team takes a closer look at his own personal plan. When a CEO leaves, it is natural for the remaining executives to begin to contemplate their own exit. Experts agree that a change at the top is a strong signal for executives to reassess their own career paths.

For example, if you are a vice president who was hired by a CEO who was fired, your future with the firm is certainly questionable, note Mays and Sloane. Executives need to make the following determinations, advise Mays and Sloane, to assess if they may, in fact, be next out the door:

Expert Resources:

- Karen Armon, Alliance Resources, LLC (AllianceResources.net)
- Tom Flannery, Boyden (Boyden.com)
- Mark Jaffe, Wyatt & Jaffe (WyattJaffe.com)
- Tucker Mays and Bob Sloane, OptiMarket LLC (OptiMarketLLC.com)
- David Nosal, Nosal Partners LLC (NosalPartners.com)
- Carl Robinson, Ph.D., Advanced Leadership Consulting (LeadershipConsulting.com)
- Allan Steinmetz, Inward Strategic Consulting (InwardConsulting.com)

Insider Insight

Managing Big-Time Stress

“Stress is any opposing force that potentially limits forward progress.”
— Terry Lyles, Ph.D., *The Secret to Negotiating Life's Storms*

By James Mapes

We are overloaded. Text messaging, cell phones and computers mean more demands for instant responses in communication. The web further raises the bar for marketing excellence and puts constant pressure on business to grab the customer before the competition. The flattening of the world pushes industry to operate 24/7. Walking into almost any office today is like being trapped on a treadmill with no “off” switch.

Parenting brings the constant pressure of racing to sports practices or games, piano lessons or play dates. And, there is the ever-present worry about rising gas prices, inflation in general, terrorist attacks, identity theft and war.

On top of it all there are the unexpected “whacks” of life — illness, accidents, loss, divorce and financial reversal.

Oh, and then there is living the rest of your life.

What does this plethora of activity create? Big-time STRESS.

Is it Necessary?

You bet it is. Without stress we would wither, shrink, atrophy and die. Stress is a part of life — unavoidable. Our attempts to run from it, get rid, evade or eliminate it are futile.

My grandma used to make many of her meals in a pressure cooker. She explained to me that unless the pressure was periodically released, the pot would explode. That worried me terribly and, as it relates to stress, should really concern you.

Here's what's happening to a great majority of people in the world today. They don't know how or when to release the steam that stress builds up. They're not only stressed-out, they're burned-out and they have no idea what to do about it.

Stress has devoured lives like a ram-paging killer shark through mental,

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When you're living your life at full-tilt, you can't see the life you are living.

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emotional, spiritual and physical illness. It is widely known that the damage from stress has cost businesses billion of dollars in lost revenue and productivity through both accidents and sickness. According to the American Institute of Stress, the vast majority of visits to the doctor are directly related to stress — regardless of the specific complaint.

What Can Be Done?

To answer that question we must first understand that stress is really not the problem and paradoxically, that this stress stuff is for real. As Terry Lyles writes in *The Secret to Negotiating Life's Storms*, “The problem is our inability to process and utilize stress constructively...Properly utilized; stress can propel us toward success in every area of life. Stress is meant to define us, not defeat us...”

The major issue is that we have been programmed, and have allowed ourselves to be programmed, with one very destructive false belief that more, faster and harder makes us better. “Don't Stop! Keep Going! Beat the Competition! Win the Race!” is the battle cry that never ends.

Do you know what happens to people when they buy into this belief? They break. They break mentally, becoming unfocused, listless, unable to sleep, scattered and prone to making mistakes. They break physically. Their immune system weakens. They lose their energy and become susceptible to every illness floating around. Their blood pressure rises. They break emotionally, blowing their tops at the most inappropriate of times, backbiting and sabotaging themselves and others. They break spiritually and lose sight of their higher purpose and relationship to others.

What's the Answer?

The answer is to develop and work a strategy that will give you the greatest edge to live the most creative, productive and healthy life possible. Here are five tips that will help you create an absolutely foolproof system to use your stress in the best way possible.

- 1. Begin your day with a two to five minute rehearsal.** When you're living your life at full-tilt, you can't see the life you are living. By rehearsing your day, you prepare yourself. You may not be able to predict what can happen,

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James Mapes, a principal faculty member of Liminal Group, is the creator of *The Transformation Coach* program and the author of *Quantum Leap Thinking: An Owner's Guide to the Mind*. As a renowned executive coach and high-performance specialist, he has worked closely with thousands of executives and hundreds of Fortune 1000 companies in more than a dozen countries to develop breakthrough thinking, change management, team-building and transformational leadership. Mapes writes and produces training films; the latest, *Creating Our Future* was rated one of the year's ten best by *Successful Meetings* magazine. He also wrote and starred in the Broadway one-man show, *Journey into the Imagination*.

Insider Insight

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but you can know where and on what you want to focus. What are your priorities for the day? What mental and physical preparations do you have to make?

By doing a brief mental rehearsal of your day, you form a mindset and jumpstart your subconscious for problem-solving.

- 2. Learn to let the steam off.** No human being can go full throttle on a consistent basis and maintain excellence, not a professional athlete, computer programmer, performer, salesperson, CEO, parent or you. The fact is, if you go full blast for over one-and-a-half hours, you put yourself in serious jeopardy. That is how your body works. So, if you want to maintain peak performance, you must take a mini-break every 90 minutes — period. Get up, move around and stretch. Better yet, close your eyes and take a few deep breaths, inhaling slowly through your nose and exhaling slowly through your mouth. Also, when you feel, frustrated, sad, fearful or angry, take a break and shift your focus.
- 3. Snack or eat a small meal every three hours.** This is the way to keep your body operating in the most efficient way possible and, in turn, will affect

Quantum Leap Thinking: A Whirlwind Tour of the Mind

April 19, 1:00 to 5:00 pm, Alice Tully Hall, Lincoln Center, New York City

Join 1,000 executives as they embark on a riveting exploration of the mind and a rousing celebration of the imagination.

Quantum Leap Thinking is a bold, yet fun, program designed to empower business people with the simple, concise and effective skills which lead to clearer thinking, enhanced creativity, and higher productivity.

James Mapes and the audience will explore imagination, perception, visualization, managing change, creativity, communication, goals vs. vision, competition vs. cooperation, stress reduction and motivation by values. Participants will walk away with powerful tools to break through barriers, overcome self-defeating habits, solve problems and create results!

Go to LiminalGroup.com for more information and registration details. Use code ENET for your 10% discount.

your energy in a positive way. Big meals take a great deal of time to digest and saps energy while your body is metabolizing the food. You may believe that skipping breakfast or eating three square meals a day is best for your body type. That's a myth.

- 4. Drink plenty of liquids.** Hydrate on a consistent basis throughout the day. Most of us do not drink enough water, and it affects our ability to perform in every area of life. Of course you can drink other beverages, but make sure to include some water. Try it for a couple of days and you will notice a major difference.
- 5. Focus on what you can change and let go of the rest.** I do believe that we spend 90 percent of our energy trying to change the 10 percent of life that cannot be changed and that just pumps

up the pressure in the cooker. Plus, it wastes a lot of our limited energy. We will have to pay our taxes; the sun will set in the west; you will age; you will have to deal with people; you will have to pay your water and electric bill — if you want water and electricity. If you have a question as to what you can control, write your issue down and then write an action step. If you can't write an action step, let it go.

Remember, life is going to do what it does. You always have the choice of how you respond to life.

These five tips will change the quality of your life and, yes, it does require commitment and action. You don't have to do any work to stay as stressed as you are, but the work you do put in will come back many fold. ■

Your Career Advisor

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keep people interested in the brand. You should too.

- **Be conversational.** Your elevator speech shouldn't seem wooden and rehearsed. The key is to practice, but to avoid memorization so you don't sound like you're scripted. Keep an elevator speech as conversational and spontaneous as possible.
- **Adapt to the situation.** What hooks, connections, stories or analogies can you add that will make your opening more powerful and relevant to a particular person or company? Test different approaches to your elevator

speech with a few colleagues. What works best?

Name Your Ideas and Projects

If you want to be a successful self-brander, you have to get into the naming game for your ideas, initiatives, projects and concepts. When you name something, you make it memorable and special. And you will be halfway there in terms of selling a pet initiative just by giving a project a compelling name. Great names position the project or idea in a favorable way (Operation Iraqi Freedom). It helps to employ literary devices like alliteration (Six Sigma). The best names and sound bites are elastic enough to grow. Apple uses the prefix "i" for its

products (iBook, iPod).

Never go into a business meeting without having something to say — and how you are going to say it. Advertisers dress up their messages by making them entertaining, topical or emotional. You should too. Try to create sound bites — a memorable phrase or analogy to express your idea and point of view.

Business success, like branding, is a game of perceptions. If people think you are on top of your game, you are. If people think you are a bit player, you will be one until you change their thinking. Self-branding gives your strategies and tactics for harnessing those outside perceptions so that you can make the most of your most important asset, You. ■

CEO Leaves

Continued from page 5

- A. The CEO was terminated for reasons that could apply to the VP as well;
- B. The termination signals a change in company strategy that may not be consistent with the VP's skills;
- C. This is the first step in a corporate reorganization and/or cost-cutting or downsizing and;
- D. Company performance is so weak that there is a real possibility the new CEO may bring in a new management team.

Mays and Sloane say that executives need to speak with the CEO himself and the head of HR to try to answer these questions. In addition, input from colleagues as well as a self-evaluation of their own performance can also help them determine their current standing and future within the organization.

Because a new management team is such a strong possible next-step for the company, Mark Jaffe, president of Wyatt & Jaffe, a Minneapolis, Minn.-based retained search firm, says it's best to update your résumé.

"You never know what type of chemistry or quid pro quo your future relationship with the next CEO holds in store," says Jaffe. "Assuming the previous CEO left because business conditions were less than ideal, you and your peers may be perceived as part of a fundamental problem."

In addition to updating your résumé, Mays and Sloane suggest making a list of networking contacts, creating a job

:: Noteworthy Stay Tuned...

By Robyn Greenspan

Just like the rest of the working population, ExecuNet members are at different places in their careers. Some are highly engaged and satisfied in their current companies and are seeking executive development tools; others are mounting career upgrades and need the appropriate resources to help them move upward; some are looking to connect with business development and networking contacts; and there are those who are looking to interact with the recruiters who can help them land their next position.

And then there are all the individual variations that make each of us unique.

CareerSmart Advisor provides a professional compass through exclusive content from best-selling business authors, subject matter experts, thought leaders and industry analysts; but some of the information may be outside your immediate needs, so we are going to give you a peek at upcoming articles and programming.

We hear a lot about the first 90 or 100 days on a new job, but the first month really lays the very critical foundation. In an upcoming feature article, we focus on the first 30 days — the "micro on-boarding phase" — with suggestions on how to assess the new landscape; identify the go-to people; and start building a solid team.

You'll also read our exclusive interview with Terry R. Bacon, the author of *What People Want: A Manager's Guide to Building Relationships that Work*. Bacon's survey of 500 employees reveals the management challenges in the workplace, particularly as generational diversity forces new engagement and motivation strategies.

If you are considering life outside the corporate walls, a new online and interactive program, *The Opt-Out Revolt: Why People Are Leaving Companies to Create Kaleidoscope Careers*, could provide you with some viable alternatives. The authors of this book will guide you through an assessment of your needs, value and life choices, which might lead you to a new career.

In addition to these features, you'll find information that is sure to resonate with your ongoing career management needs. If not today, then sometime soon, so you might want to hold onto your issues of *CareerSmart Advisor* for future reference.

We welcome your feedback: RobynCSA@execunet.com

objective, and targeting industries and companies to determine potential prospects. If you eventually find you don't have to leave, all is certainly not lost. "If subsequently fired, the VP has a running

start in the job search process," say Mays and Sloane. "If the VP survives, this effort stands as a valuable career update and assessment." ■

CareerSmart Advisor
Strategies & Solutions for Your Career Success

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A biweekly publication of ExecuNet, the premier executive job, career and networking organization for senior level executives with salaries in excess of \$100,000.

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