

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

As many of you may already know, ExecuNet is celebrating its 20th anniversary this year. Reaching this major milestone has caused me to reflect frequently on the last 20 years and how my professional life has transformed during that time.



ExecuNet was born after the company I was working for was acquired. For the first time in my life — I was 48 at the time — I was looking for a job when I didn't already have one. As my search continued, my displeasure with the process grew. What I thought should be a relationship based on a win-win outcome was one that felt more like a win-lose proposition.

It appeared that organizations that sought senior-level talent and executives who sought stimulating and rewarding careers had the same goals in mind — they both wanted to find the right fit. But finding each other seemed elusive.

I took my experience as a job seeker and combined it with my knowledge as an HR professional to create a solution that I thought would benefit everyone involved in the job search process.

The answer was what you know today — a community where both recruiters and senior-level executives can come together in a career and business network *with* confidence and *in* confidence.

I keep thinking about how fortunate I am to make a living doing something I am as passionate about today as I was 20 years ago. There's an old saying that most of us have heard: "Luck: where preparation meets opportunity." This has been such a great opportunity for me. When the next opportunity knocks for you, will you be ready?

Sincerely,



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

Electing the Government as Your Next Employer

By Marji McClure

The spotlight seems to shine brighter on the federal government during election years, as people ponder the work of the previous administration and look toward the progress they expect from the next one.

At the same time, that spotlight can shine on the government as a potential employer as those same people become inspired to contribute to the future progress of the country. "Whether you've enjoyed the last eight years or not enjoyed them, people seem ready to contribute more," says Therese Lyons, an ExecuNet member who spent 20 years working in Washington, DC in both the government and nonprofit sectors. "People are looking for a change."

They're apparently looking to drive that change. "There is a large amount of patriotism and strong desire to do the right thing among everyone, industry and government," says Richard Dean, principal of Lorton, Va.-based Market Intel Consulting, which helps clients, who serve the federal marketplace, improve their business development functions. "Many want to make a commitment to participate. This is quite evident in the number of voters during the recent primaries."

For Lyons, her change was inspired by a State of the Union address by President George W. Bush after 9/11 in which he spoke about providing more community service. Lyons says that she made contact with friends already working in the government, and three months later, landed a position in the White House as Director of Public Liaison in the office of the USA Freedom Corps.

Another factor that is drawing many to the government sector for employment is the promise of job security, something that is rather difficult to find in the private sector these days. "There has always been a desire to 'be safe' when it comes to employment; and during an economic downturn, this drives even more people to seek safe shelter as a government employee," says Dean.

Government jobs also typically offer flexibility in terms of benefits and actual working hours, which can be appealing to many executives who work longer hours in the private sector. "Someone from the private sector who is seeking more stable benefits and hours, combined with

Continued on page 4

Insider Insight Time to Re-Think and Re-Build Antiquated Management Models	2
Food for Thought Advocates: Add Their Influence to Your Marketing Plan	3
Your Career Advisor Managing Your Career Though Effective Planning.....	6

FastTrack Programs
July/August 2008
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 7/18 — **FREE PROGRAM FOR MEMBERS** —
Expert Résumés for Career Changers —
Romona Camarata
- 7/24 — **How to Land the Job You Want When You're
Over 50** — Jean Walker
- 7/25 — **FREE PROGRAM FOR MEMBERS** —
The Sure Fire Formula to Exploding Sales —
Rochelle Togo-Figa
- 7/31 — **MarketOne: Land a Top C-Level Role
This Year** — Karen Armon
- 8/15 — **FREE PROGRAM FOR MEMBERS** —
The Anatomy of Executive Search and Job-
Hunting Strategies — Carol Ponzini
- 8/21 — **How to Land the Job You Want When You're
Over 50** — Jean Walker
- 8/28 — **7 Rules for Creating an Elevator Pitch That
Gets Attention** — Right Away — Karen Armon

Register today! Call ExecuNet's Member
Services at 800-637-3126 or visit
www.execunet.com/fasttrack

Networking Meetings
July 2008

Hosted by ExecuNet Facilitators

- 7/8 — **Orlando** — Jim Douglas & Mike Murray
- 7/8 — **Philadelphia** — Ed Kelleher
- 7/8 — **Philadelphia Sr. Executive Roundtable** —
Ed Kelleher
- 7/9 — **Cleveland Sr. Executive Roundtable** —
Rick Taylor
- 7/9 — **Toronto Sr. Executive Roundtable** —
Martin Buckland
- 7/9 — **Cincinnati** — Jennifer McClure
- 7/10 — **Columbia, MD** — Ed Loucks
- 7/10 — **Seattle Sr. Executive Roundtable** —
Susan Stringer
- 7/10 — **Stamford** — Linda Van Valkenburgh & Bruce Hall
- 7/10 — **Atlanta** — J. Patrick Haly
- 7/11 — **Parsippany, NJ** — Linsey Levine
- 7/11 — **Tampa Bay** — Gina Potito
- 7/14 — **Miami/Hollywood** — Jeannette Kraar
- 7/14 — **Boston Sr. Executive Roundtable** —
Marg Balcom
- 7/15 — **Cleveland** — Rick Taylor
- 7/15 — **Houston** — Michael J. Grove
- 7/15 — **Wilmington** — Rick Hays
- 7/15 — **Seattle** — Susan Stringer
- 7/17 — **Indianapolis** — Romona Camarata
- 7/17 — **Minneapolis** — John Wetzel &
Barbara Johnson
- 7/17 — **Vienna/Tysons Corner, VA** — Peter McCarthy
- 7/17 — **Pittsburgh/Cranberry Township** —
Donna Korenich
- 7/21 — **Boston** — Marg Balcom
- 7/22 — **Chicago** — Melody Camp
- 7/22 — **Vienna/Tysons Corner, VA Sr. Executive
Roundtable** — Peter McCarthy
- 7/23 — **Portland, OR** — Jean Walker

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

Insider Insight

Time to Re-Think and Re-Build Antiquated Management Models

By Robyn Greenspan

ExecuNet was invited by global executive education organization HSM to create a series of articles based on the presentations at its World Innovation Forum in New York City in early April. HSM delivered the articles to the senior business leaders who attended the two-day Forum of innovative thinking, and we are pleased to also share them with our ExecuNet members.

Innovative thinking powers every new product, service or piece of technology; and author and business strategist Gary Hamel, Visiting Professor of Strategic and International Management at the London Business School, says that in this point in business history, we need to apply that same sense of progressive change to management.

"Management is a technology. Why, when everything else is changing around us, is management caught in a time warp? The thing that most constrains the organization right now is its management model. This is the most important innovation of all. I want you to reinvent your mental model to go back and help your company reinvent its management model," urges Hamel.

While we may perceive that CEOs, boards of directors and executives are managing companies, the real control still rests with the patriarchs of modern management whose views and processes are deeply embedded and echo in our minds across the decades. "So pervasive is their influence that the technology of management varies little from firm to firm," notes Hamel.

Stay Ahead of the Game

Innovative management and a new mindset about organizational structure can be the differentiator from the competition,

thereby enabling employees a new freedom to be innovative in their jobs.

"The irony here is that we don't spend much time thinking about management innovation, which typically gives you the most return-on-investment and the longest payoff," says Hamel. "When you innovate management, it can take a generation for the competition to figure out what you have done."

Three Key Challenges

Every business is being faced by challenges around management, says Hamel, and the first is to build a company that is as **nimble as change** itself. "CEO tenure is shrinking, and changes in computational horsepower and communication are driving this high-speed environment," observes Hamel; and he uses Google's model of bold aspirations, small self-managing teams, transparency and differentiated rewards as examples of how to best capitalize on the fast pace of business.

The second challenge, outlines Hamel, is building a company where **everyone innovates every day**. "Ask your first-level employees how the company has trained them to be innovators," suggests Hamel. "What investment has your company made to give them the skills to be a business innovator?"

The last challenge is **employee engagement**, which is a driver of institutionalized innovation; but Hamel says it needs daily passion, creativity and initiative as the main ingredients.

If innovative management is the solution to business problems, how is it ignited? Hamel says it starts with a challenge because we are ordinarily too practical to dream big and don't have a vision for re-invention. "You need courage to commit yourself and your company outside the edges of best practices."

Continued on page 6

Food for Thought

Advocates: Add Their Influence to Your Marketing Plan

By Marjorie Brody

Building advocacy is an extremely vital part of any successful professional's career.

Savvy executives — whether embedded in thriving careers or newly looking for the next great opportunity — need to constantly build strategic relationships with others and hone them into key long-term relationships.

Building advocates is part of the concept of personal marketing. According to *Webster's New World Dictionary*, an advocate is “a person who pleads another's cause ... a person who speaks or writes in support of something.”

My definition is a bit broader. I believe that advocates are those individuals who are willing, either from direct exposure or benefit, to speak out in support of your abilities, character and value. Their opinions are given in terms of what they believe you have to offer individuals, groups or an organization.

Advocates are people who create “buzz” about you and your company or services. Consider them your unpaid salesforce.

Advocates will be able to advance you, hire you or influence others who can. An advocate is your champion — someone who sells you and sells for you. The goal is to build a team of advocates who are willing to help you get the opportunities and recognition you need to achieve your goals. Of course, you can't just go out and ask someone to be your advocate; they need to be earned.

In most cases, you can count on top executives to be your advocates if:

- You are someone they can trust to do an effective and efficient job.
- You are loyal.
- You make their job simpler, not more complicated. Be the person who takes things off his or her desk, not someone who constantly puts stuff on it.

Secondary advocates are also important to have on your team. The expectation is that your manager will be your primary advocate. If he or she isn't, it's time to move on. Secondary advocates — anyone except your manager — are critical.

How to Build Your Team of Advocates

Building your team of advocates is a combination of serendipity and strategy.

When serendipity happens, you better be paying attention! Never overlook the “chance” encounter in an elevator at a regional meeting or on a special team project. It could be a providential — and profitable — encounter with a potential new advocate.

“

The goal is to build a team of advocates who are willing to help you get the opportunities and recognition you need to achieve your goals.

”

Don't leave it up to serendipity. You must be strategic, too. From my interviews with successful people, I offer you this advice about the importance of strategically seeking advocates: Make the time and effort now to surround yourself with people who can help you reach your goals — and do it as early as possible in your career. Be proactive. Identify and then connect with people who can get to know you and become potential advocates. To do this:

- Study the politics and structure of your organization to target key people.
- Actively seek recognition and exposure with these people.

- Ask potential advocates for their time, be helpful and do favors for them.
- Take on projects that give you visibility.
- Add value.

When serendipity meets strategy, be prepared. In other words, when opportunity falls into your lap, grab it! If you happen to learn that the CEO gets coffee in the cafeteria every morning at 8 a.m., then, by all means, be strategically positioned by the coffee machine the next day at 8 a.m., and ready to start a conversation. Maintain and develop the relationship over time by making the person aware of your abilities and interests, and seek his or her professional advice.

Don't overlook the fact that many potential advocates are probably already in your life. It's simply a matter of making these people aware of your capabilities and goals. Always look for ways to add value and help others.

Seizing Advocate Opportunities

Make a good first impression when you meet potential advocates by following these five basic principles:

- Develop and maintain a manner that is an outward reflection of your professionalism. This includes having the following: a strong handshake, good direct eye contact, and an effective self-introduction.
- Present a business card that's in good shape, and do it without a lot of searching and fumbling.
- Be a promise-keeper. If you tell the person that you will call or send information, do it.
- Make a follow-up phone call; send promised information.
- Stay informed about your company and your entire industry so that you can initiate and participate in meaningful conversations.

Electing

Continued from page 1

flexibility, is particularly drawn,” says Beth Colley, principal of Chesapeake Résumé Writing Service and certified federal job search trainer and professional résumé writer. “However, the system works both ways. A record number of government retirees in the mid to late 50s know that they can find a private sector consulting job and earn their full government retirement benefits.”

Making Change, Finding Security

Regardless of their motives for seeking work in the government sector, executives should find that the government is hiring and could provide very career-satisfying positions. “Some executives may be drawn to the federal government’s increasing movement to a ‘best practice’ approach to doing business,” says Peter McCarthy of McCarthy & Company, an executive coaching and outplacement firm based in Arlington, Va. “The federal government is now aggressively reaching to mature, seasoned private sector executives who bring great value to our government. The tempo and interest in hiring private sector executives has increased exponentially, and no longer gives the appearance of a fleeting idea or experiment. It is the real thing.”

Experts agree that there are many available opportunities, as the government sector shares general employment trends with other industry sectors. “One of the main factors is Baby Boomer retirement, just as in the private sector,” says Colley. Those retired workers need to be replaced by qualified individuals.

“As senior federal executives retire, there will be a knowledge and management void,” notes Mark Amtower, an expert on federal marketing as well as an author, speaker, consultant, CEO coach and radio host.

As in most industries, that void can be filled in a variety of executive position- and pay-levels. Government positions that are available for executives include those in Senior Executive Service (SES), which are just below Presidential appointee positions. Candidates for

Transitioning from the Military to a Government Position

Opportunities within the government sector certainly exist for retired military personnel, experts agree. They bring a skill set that can serve many different facets of government. “Any military retiree, officer or enlisted, with or without a security clearance, will find that his skills are of value to all sectors of the government,” says Richard Dean, principal of Lorton, Va.-based Market Intel Consulting.

“Those possessing skills closely identified to the war on terrorism will be particularly valuable,” adds Peter McCarthy of McCarthy & Company, an executive coaching and outplacement firm based in Arlington, Va. “Retiring officers with technical, acquisition, finance and logistics backgrounds are well positioned for federal service. In most cases, military officers will also bring along a top secret or secret clearance, which adds additional value.”

McCarthy notes that a member of his firm’s support group served as a private sector lawyer and former Marine JAG during Vietnam. He took that experience into the public sector as a counsel in the Office of the Secretary of Defense. “He wanted this to be his career capstone position,” notes McCarthy. He says that a retained executive search consultant in one of the support groups staffed much of a new Homeland Security organization with Marine Corps officers because of their experience in task organizing for warfare or humanitarian missions.

SES jobs must meet outlined ECQs (Executive Core Qualifications): leading change, leading people, results driven, business acumen and building coalitions. Another option for entry into the government workforce at an executive level are (General Schedule) GS-14/15 positions. All require strong leadership backgrounds.

A Different Type of Leader

Yet, while the skills you have honed as a leader in your current industry sector will provide a solid background for government work, experts caution that being an executive leader in government requires a different skill set than what is required in the private sector.

“In the private sector, you’re focused on delivering shareholder value and that translates into bottom-line profitability. You have to have extraordinary customer service in a way that differentiates you from your competitors,” says Lee Salmon, program manager for executive coaching and leadership development for the Federal Consulting Group of the US Department of Treasury. “In the government, you’re focused on a mission to produce results, from providing services to the public to taking care of issues around public care and welfare.”

Salmon adds that, in the government sector, executives find that they are delivering results that don’t have a bottom-line focus. “It’s more of a value-exchange proposition and how you can keep costs

down,” he says, adding that a political focus means that there is sometimes oversight by governmental bodies, such as Congress, making sure things are done properly. “You may have a good solution; but if it’s not politically correct, you can’t do it,” Salmon says.

Brandy Riffée-Grassi, a consultant with San Diego-based consulting firm Morgan & Reed Inc., stresses that executives need to understand the nuances of governmental processes. “There is a rhyme and reason to it. Maybe they got in trouble in the past and maybe it’s not the easiest or fastest way to do something,” says Riffée-Grassi. “In government, it’s slow and steady.”

Success as an executive working in government hinges on being able to thrive under these conditions. “Experience working successfully in a large bureaucracy is an important qualification for getting along in the government,” says Dr. Rachele Canter, president of San Francisco-based executive development firm RJC Associates. “The government, like other bureaucracies, is slow-moving, and features lots of hierarchies, protocols and red tape. Someone who has worked only in smaller, faster, often more entrepreneurial organizations is often frustrated and frustrating to others in government settings. It’s not just what you know, it’s your know-how in getting along that determines success.”

Continued on page 5

Electing

Continued from page 4

“If you don’t have much flexibility or ingenuity, you won’t do well,” adds Salmon. “If you are more focused on making money and products that are in commerce, [the private sector] might be a better place.”

Finding Your Place

Opportunities exist across a wide spectrum of government operations, notes McCarthy, from the Department of Homeland Security, Department of Defense, Department of Energy and the Federal Emergency Management Agency. “An executive job seeker would be very wise to follow the policy debates and try to ascertain where the government is placing emphasis,” says McCarthy. “Aside from security issues, in the last couple of years, we also have seen focus on energy, agriculture, trade and healthcare.”

“In today’s world, I believe the skills most in demand are financial, technical, acquisition and procurement, and logistics skills, as well as particular skills required in fighting the war on terrorism,” adds McCarthy. “Increasing emphasis on good management skills, particularly with the increased interrela-

tionship between the public and private sectors, is very important.”

How can you best position yourself for a move within government that makes sense for you and the entity for which you want to work? “Understand what the real needs are for any particular agency,” suggests Dean. “Do they seem to need technical guidance, a broader vision and just good old leadership? Every agency is its own entity, has its own culture, its own rules and its own problems.”

All of the same job hunting-related research activities definitely apply here. “Executives should research the federal government just as they were going to research a private sector job,” suggests Colley. Amtower suggests reading several of the relevant trade publications, such as *Government Executive* magazine. McCarthy suggests reading government-related columns in *The Washington Post* and *The Washington Times*.

When you find the agency that matches your interests as well as your skill set, the next step is to begin an extensive application process, notes Colley. She says that oftentimes the application process consists of answers from 3-5 KSAs (Knowledge, Skills and Abilities). Applicants must address how their skills fit the KSAs outlined in a particular job description.

Executives will certainly notice a difference between applying for positions in the private sector and those within government. Colley notes how it is difficult to just “send in a résumé” for a federal job since application requirements are so extensive.

If you want a fast career transition, reaching your goal in such a time frame could prove challenging in the government world. “The hiring process is often very long, which can make moves to government not feasible for people who need to make quicker career moves,” says Canter.

New Executive Goes to Washington, or Not

Of course, many executive positions within the government are located in the nation’s capital, so a relocation to Washington, DC could possibly open more doors to an executive seeking to transition to this sector. But, making the move is certainly not a requirement. For many executives, viable government opportunities could actually be right next door.

Many government entities have offices in major cities throughout the US, from Boston, Philadelphia and San Francisco to New York City, Seattle and Denver. Salmon notes how technology is making flexible working options more of a possibility as well. He says that some of the executives he coaches live in a different city than their main office.

While experience in local and state government can be helpful, it’s definitely not necessary for an executive to possess when seeking a position with the federal government. “State and local governments are separate from federal government,” says Salmon. “Just because you’re in one, doesn’t mean you’ll be good in another.” Dean adds that holding a government position at any level can provide insight into government processes, although he agrees that such a background isn’t crucial before taking on a federal government role. “There are different rules, different politics, different personalities, different missions and different views that may impact the executives’ perspective on successful task accomplishment.”

When the Administration Changes, Which Jobs are at Risk?

While government is typically a safe haven for employees — many can expect to be employed for several years — it’s not quite so secure for political appointees who lose their positions when a new administration takes office.

Lee Salmon, program manager for executive coaching and leadership development for the Federal Consulting Group of the US Department of Treasury, says that political appointees typically begin seeking new employment about nine months before an administration change. “When you have a big change in government, it means there is going to be a whole new way of doing things,” says Salmon. “Things will be different on January 20.”

According to Peter McCarthy of McCarthy & Company, an executive coaching and outplacement firm based in Arlington, Va., several thousand jobs are filled by a new administration, and these top-level jobs are listed in The Plum Book.

McCarthy notes that when their positions end, appointees typically move back to the private sector or to other positions. “In Washington, the ‘former appointees’ who leave will frequently become lobbyists; executive search consultants’ join professional services firms; become a ‘Washington Rep’ for a major company; join a trade association or move to another type of nonprofit,” says McCarthy. Yet, it’s a transition that most government employees don’t have to make.

The uncertain status of political appointees actually makes up a small portion of government workers. “The vast majority, about 90-95 percent, are immune from changing administrations,” says Therese Lyons, an ExecuNet member with more than 20 years experience working for the government and nonprofit agencies in Washington, DC.

Continued on page 8

Your Career Advisor

Managing Your Career Through Effective Planning

By Steven Landberg

More than 90 percent of executives have a defined career objective; but less than 20 percent have a documented career plan, despite recognizing its importance for their career, financial and personal success. Those executives with a well-developed career plan tend to have resultant higher level positions and compensation. Your career is a very important, if not your most important “asset,” yet few are focused on career planning despite its clear benefits. These key findings are from a recent Claymore Partners survey of executives ages 30 to 50 earning more than \$100,000 annually.

Establishing Career Objectives

Most executives tend to establish their career objective during their first 10 years of working and almost 40 percent have had multiple objectives during the course of their career. Less than 30 percent of executives have a consistent objective

during their entire career with many of those being in professions such as accounting, law or consulting, as well as in the information technology arena.

Less than 10 percent of executives had defined their career objective when entering college or graduate school, and only 15 percent had identified their career objective upon graduating from college or graduate school. Making a higher education choice and completing higher education seems to have little impact on one’s career objectives. The importance of being in the workplace and an executive’s first few positions seem to be the primary drivers of their resultant career objectives more so than their formal education.

Executives’ career objectives tend to focus on the type of job or role and compensation levels they seek. Their profession, work-life balance, and title or levels are also important aspects of their career objectives. The type of industry and employer were the least important parts

of executives’ career objectives, which has interesting implications for employers and retention of their executive talent.

More than half of executives felt that having a well defined career objective and plan resulted in greater career success, financial well-being and personal happiness. Feelings of self-worth and emotional well-being were also viewed as important results of having a career objective and plan. One’s career drives both professional and personal success and satisfaction, which would imply that spending quality time and effort on defining and developing a career via planning would be of great value.

Developing a Career Plan

Despite its importance and value, less than 20 percent of executives have established a documented career plan. Most executives have a defined career objective and indicate that they are primarily managing their careers by examining new positions or jobs in light of that career objective.

[Continued on page 7](#)

Insider Insight

[Continued from page 2](#)

Begin with deconstructing your management orthodoxies, Hamel recommends, as business is typically held hostage by the handful of people at the top of the leadership chain. “Build a company that is more community than bureaucracy and look to constitutional democracies for innovation,” says Hamel, noting that change often doesn’t happen from the top down but from grassroots involvement.

What’s Happening Online?

Learn from those individuals who Hamel calls “positive deviants” to find great feats of organizing or managing with almost no organization or management. These positive deviants are self-organizing on the web, and to reach

this desperately needed talent, companies will be forced to loosen their antiquated structures. They will expect to work where:

- All ideas compete on equal footing.
- Hierarchies are natural, not proscribed.
- Authority doesn’t depend on position.
- Tasks are chosen, not assigned.
- Leaders serve, rather than preside.
- Resources get attracted, not allocated.
- Power comes from sharing, not hoarding.
- Most judgments are peer-based.
- Users can veto most policy decisions.
- Intrinsic, not extrinsic, rewards matter most.
- Passion counts more than credentials.
- Hackers are heroes.

“Our job is to create incentives and give them tools to allow them to move

up the hierarchy, amplifying human capabilities, making it easier for them to contribute; to aggregate them together so we can do things together that we couldn’t do separately,” says Hamel.

The future of the Internet is the future of management; and according to Hamel, the survival of business is incumbent upon creating innovative environments where tomorrow’s talent can flourish. “I don’t know how long it will take to build the future,” says Hamel, “but it will need to be where commitment is voluntary, tools are widely distributed, power is granted from below, individuals are empowered with information, and everyone gets heard.”

“We need to think about how to build corporations every bit as adaptable as the human beings who work there,” he adds. ■

Your Career Advisor Continued from page 6

Executives believe that the most important parts of a career plan are having a defined career objective, defining the key skills and competencies needed to achieve that objective, and pursuing the networking approaches to further position themselves for career advancement. Identifying a mentor, establishing compensation expectations, and creating functional focus were also viewed as important aspects of a career plan.

Executives generally feel that they have been most successful in obtaining the education and training needed for their career success. About one-quarter of executives feel that they have made a good career choice and have selected jobs that have furthered their career. However, only 15 percent feel that they have pursued an effective path to achieve their career goals.

Executives also feel that industry and functional information is available to enable them to evaluate those aspects and obtain their career information via self-directed research and mentors at work. Relatives, friends and spouses were also an important source of career information for executives. They continue to seek

better sources of salary information and effective networking opportunities to further their career development.

Managing Your Career By Developing a Plan

In order to better manage your career, developing and pursuing a thoughtful career plan is a critical foundation for success for executives. A career objective is a strong starting point, but not sufficient for managing such a critical asset. While most executives invest in developing a financial plan to manage their investments, they need to also view their career in the same light. Career planning and management involves five major steps:

Assessment: Identifying your strengths, skills, interests and goals/objectives.

Evaluation: Determining career path options and evaluating them in terms of your goals/objectives.

Planning: Creating a plan to enable you to pursue your objectives via education/training, work experience, desired positions, mentors, networking, coaches, focus and drive.

Management: Evaluating new positions in light of your career objectives and plans as well as monitoring your progress and development on an ongoing (annual) basis.

Implementation: Developing and pursuing specific actions to enable you to better pursue your career objectives and plan to further enhance and accelerate your career development.

Spending just one day each year to develop, evaluate, and modify career objectives and plans will clearly provide enormous benefits for executives in terms of their career, financial and personal success. Let us proclaim a career day each year for each executive to put aside the daily grind to focus on his or her career. Are you satisfied to just let your career happen or are you willing to invest in proactively planning and managing your most important asset? ■

Steven Landberg is the managing director of Claymore Partners, an executive search firm specializing in financial services. He has more than 30 years of experience including executive roles with Citicorp, GE Capital and PepsiCo, and served as a financial services consulting partner with Gemini Consulting, Sibson & Company, and Nextera. Landberg has been in the human capital arena since 1996 in both executive search and consulting capacities. He can be reached at 203-987-4641 or slandberg@ClaymorePartners.com

Food for Thought Continued from page 3

Test Your Advocate Awareness

The following example illustrates a good strategy when it comes to finding and creating opportunities through advocates:

You want new customers within a specific territory. Who should you target as your potential advocates? 1) Satisfied customers; 2) People who make the purchasing decisions for your product and services.

Here is an exercise that will help you prepare your plan to develop advocates and create advocate opportunities. Who are your current advocates at work, in your field and in your community?

Now that you've identified current advocates, think strategically about who would help you achieve your goals.

Developing and Maintaining Advocates

The advocates in your life often evolve and grow over time, as you get to know each other better. There are, however, steps you can take to speed up the process so that you have positive interactions and visibility with these people:

1. Choose projects and tasks that enable you to work with your advocates or that give you recognition with them.
2. Ask for their advice. They will probably appreciate and remember the fact that you respect their opinion.
3. Focus on ways you can help your advocates, not just on how they can help you. Be willing to listen, offer insight, help with projects and share your best practices.
4. Keep the relationships active by sending short notes or relevant news articles, leave a voice mail and set

meetings when possible.

5. Acknowledge the accomplishments of your advocates with a card of congratulations or a phone call.
6. Let them know what you have been doing and the value you bring.

Remember, if people don't know who you are and what you do, how can they benefit from what you offer? Never underestimate the power of advocates. ■

Marjorie Brody is an author, public speaker and coach to Fortune 1000 executives. Brody's professional development titles include Market Your MAGIC: A Guide to Reward & Recognition; Professional Impressions: Etiquette for Everyone, Every Day; and Speaking is an Audience-Centered Sport. She can be reached at MarjorieBrody.com or 800-726-7936.

Electing

Continued from page 5

The Importance of Networking

When seeking new career opportunities, many job seekers find success when utilizing their networking skills. Networking is crucial when looking for a new job within the government sector, experts agree.

“Most of the senior-executive positions are found by word of mouth,” says Salmon.

He suggests that executives network at various government-focused conferences as well. One such conference is Excellence in Government, which has a session scheduled for this month.

Executives can also seek out opportunities through the main website for government jobs, USAjobs.gov. “Use the government websites to locate opportunities, but use your network to help you identify opportunities and contacts which can be crucial to uncovering hidden opportunities and streamlining your job search,” says Canter. “Contacts are important to any job search in any sector, but they are crucial in government searches.”

Transitioning Back and Forth

If you decide to transition into a career in the government sector, it could be one of the last transitions you make. Or it could lead to an equally rewarding transition back to the private sector. Either way, a government job is not typically a career-limiting opportunity.

Both Salmon and Lyons say they have found their government work very rewarding. Salmon plans to stay longer.

Expert Resources:

- Mark Amtower, Amtower & Co. (FederalDirect.com)
- Dr. Rachele Canter, RJC Associates (RJCAssociates.net)
- Beth Colley, Chesapeake Résumé Writing Service (chesres.com)
- Richard Dean, Market Intel Consulting (MarketIntelConsulting.com)
- Peter McCarthy, McCarthy & Company (careertran.com)
- Brandy Riffée-Grassi, Morgan & Reed Inc. (brandyriffee@sprint.blackberry.net)
- Lee Salmon, Federal Consulting Group (FCG.gov)

Lyons isn't counting out a return. I'm going on 20 years,” notes Salmon. “I ended up enjoying the work and decided to stay.” He recommends a government career to younger workers.

After spending three years at the White House, Lyons transitioned into the role of special assistant to the Secretary of Agriculture for the US Department of Agriculture, a job she held for three years before leaving Washington, DC for a change of scenery in Santa Barbara, Calif. Regardless of whether she stays in government or not in the future, Lyons says her career goal is to help people, a skill she was able to develop in the government sector.

McCarthy says that his company had six clients who transitioned into the government sector after 9/11. One was a CIO in the private sector before becoming the first CIO of Homeland Security. He then became CIO of the American Red Cross before taking a job as president of a private equity firm. Another client, who ran maritime, shipping and tourism operations for a Greek shipping magnate, joined Homeland Security to help with maritime and port security operations.

Yet another client, a president of a major food corporation, took on duties in policy and management for Homeland

Security. Both now address homeland security issues for professional services firms. “Today, many people feel the pull of making a contribution to their country through federal service, whether for a short term or a long term,” says McCarthy.

“The chance to add government experience to one's current portfolio of experience and skills can be a competitive advantage to someone eventually hoping to return to the corporate sector,” says Canter. “I have worked with many people who have made strategic career moves into and out of government for just this reason.”

Before you make a move into government, be sure that it fits your motives and goals for both the long and short term. “Be sure you are moving for the right reason,” advises Dean. “What is driving your decision: power, glory, commitment, patriotism, challenge or peer pressure?” A strong desire to improve a process or mission, or to do the right thing, with a good dose of understanding for internal government/bureaucratic processes helps, notes Dean. A sound understanding of technology, a patient perspective, the ability to see the big picture and a commitment to succeed can all guide a smooth transition to the government sector, adds Dean. ■

CareerSmart Advisor

Strategies & Solutions for Your Career Success

Founder & CEO: David Opton

Executive Editor: Lauryn Franzoni

Editor-in-Chief: Robyn Greenspan

Editor: Marji McClure

Copy Editor: Carol Hamilton

Layout/Design: 5050Design.com

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

ExecuNet
295 Westport Avenue
Norwalk, CT 06851
Phone: (800) 637-3126
E-mail: info@execunet.com



© All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying and recording, or otherwise without the prior written consent of ExecuNet.

www.execunet.com