

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

I guess everybody has a couple of “favorite” interview questions and one of mine has always been to ask “Why do you work?” You get some interesting responses aside from the normal “to pay the bills.”



It certainly is something I’ve thought about a lot; and as a recovering HR person, I guess it would come as no surprise when I tell you I learned long ago that money is not what motivates me.

This all came up recently when I had dinner with our Senior Contributing Editor Joe McCool and Bob Benson, chairman of Slayton Search Partners. When Bob asked how things were going at ExecuNet, I told him that aside from the fact that things were going very well in the network, in terms of job satisfaction, this has been the most exciting and rewarding experience of my career.

The reason is that we feel so blessed to be able to make our living from helping as many people as we do. It was a tremendously satisfying feeling, and Bob knew exactly how I felt.

We have lots and lots of members who were all looking for senior executive jobs when they joined and many of them got the next gig after responding to one of our postings. And an even bigger kick comes from those members who tell us they make their job change via networking.

Maybe a lot of people would tell me to “get a life” in terms of what turns you on; but as I told Bob and Joe, I live for this stuff. It’s why I work.

Sincerely,

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

Seven Secrets to Success, One Relationship at a Time

by Keith Ferrazzi

1. Build It Before You Need It

I can’t tell you how many times a friend has called me and said, “Keith, I just became unemployed. I need to start networking, will you teach me how?” My answer: “No. No. No. You need to start job-hunting! You should have been building relationships for the past five or ten years, so now that you need a job, you could make 20 twenty calls and have five job offers waiting for you in a week.”

Believe it or not, these calls don’t just come from people in their early 20s. People even near or at executive levels make the same mistakes of not proactively making the connections today that they’ll need tomorrow. Don’t let that be you. Begin today by identifying the people you need to get to know and develop a plan to consistently start and strengthen those relationships for your success.

2. Do Your Homework

Before I meet one of my target contacts for my business and my career, I like to have a one-page synopsis about the person — not just the professional. Homework includes the story of his career, of course, but also his hobbies, his favorite charity, and the stuff that matters most to him like what his children are up to, if he’s dealing with any health issues, or if something in his organization is wreaking havoc on his everyday job.

The point is to find some common ground that is deeper and richer than what usually arises during a serendipitous encounter. Also, you want to find a way to make them more successful, as individuals, inside or outside their companies.

Before one executive conference, I was doing my homework on one CEO I admired and wanted to meet; and just a quick Google search revealed that she had run the New York City Marathon the previous year. When I ran into her at the conference, I said, “You know, I don’t know how you do it. I like to think I’m in great shape, but the training for a marathon killed me. I had to stop.”

Of course, she was surprised. “How the heck did you know I ran

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FastTrack Programs
August 2006
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 8/8 — **Reinventing Your Career** — Jean Walker
- 8/9 — **Managing Your Out-frastructure**
— Linda Dominguez
- 8/15 — **Guerrilla Marketing For Consultants**
— Michael McLaughlin
- 8/16 — **Never Eat Alone** — Keith Ferrazzi
- 8/17 — **Converting Interviews to Offers with DISC**
— Linda Dominguez
- 8/17 — **The 12 Secrets of Behavior-Based
Interviewing** — Louise Kursmark
- 8/22 — **Creating We: The DNA of Leadership**
— Judith E. Glaser
- 8/29 — **How to Land the Job You Want When You're
Over 50** — Jean Walker

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
August 2006
Hosted by ExecuNet Facilitators

- 8/9 — **Cleveland Sr. Executive Roundtable**
— Rick Taylor
- 8/9 — **Stamford** — Howard S. Bader
- 8/10 — **Atlanta Sr. Executive Roundtable**
— J. Patrick Haly
- 8/11 — **Tampa bay** — Gina Potito
- 8/14 — **Miami/Coconut Grove** — Jeannette Kraar
- 8/15 — **Cleveland** — Rick Taylor
- 8/15 — **Wilmington, DE** — Russ Dunn & Rick Hays
- 8/15 — **Irvine (Orange County, CA)** — Mark James
- 8/15 — **Hartford** — Howard S. Bader
- 8/15 — **Houston** — Cecilia Rose
- 8/16 — **Philadelphia** — Ed Kelleher
- 8/16 — **Philadelphia Sr. Executive Roundtable**
— Ed Kelleher
- 8/16 — **Pittsburgh** — Jeffrey T. Dressler
- 8/22 — **Chicago** — Melody Camp
- 8/23 — **Portland, OR** — Jean Walker
- 8/23 — **Denver** — Karen Armon
- 8/24 — **Toronto Sr. Executive Roundtable**
— Martin Buckland
- 8/24 — **Atlanta** — J. Patrick Haly
- 8/24 — **Palo Alto** — Linda Holroyd
- 8/24 — **Columbus, OH** — Janine Moon
- 8/25 — **St. Louis** — Jim Clarkson
- 8/31 — **Dallas** — Bob Hueglin

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

Insider Insight

The DNA of Leadership

By Judith E. Glaser

All human beings have a DNA for Leadership made up of Seven Vital Genes — which contain the encoded messaging for how to lead in a world where collaboration and interdependence is the formula for success. Once leaders understand the wisdom of leadership, and the conditions under which the leadership genes become *expressed* or *suppressed*, they are able to crack the code on leadership and culture change.

Genetic Research

Unlike conventional wisdom that says our DNA does not change, new research has identified two different types of DNA: that which does not change — our identity genes — and that which changes — our regulatory genes, which can be influenced by the environment and by interaction with others. Language influences how we feel and how we interact with each other — hence conversations regulate change.

This is a breakthrough concept. Once leaders understand the regulatory nature of conversations, they are able to facilitate growth and development inside of people, teams and organizations. In other words, they are able to facilitate change.

In the Beginning

Perhaps you've heard the story about the leader who, when faced with a crisis of momentous proportion, went alone to a mountain retreat to meditate and seek inspiration. He sweated over which option he would choose that would determine the future of his team: continue to battle the forces that threatened their survival, likely at great cost, or cut their losses and move on in search of a new way.

After tortured contemplation, this great leader decided to accept a new approach, and that changed everything about his culture and ensured its long-

term survival. He turned to his organization and shared his ideas with them. Together they worked on how to transform the culture. Rather than feeling he needed to hold the challenge inside, he engaged with his people to create change.

Could this be about a CEO of a Fortune 100 company, or about a valiant entrepreneur at a high-tech start-up? If it sounds familiar, it is the story of Moses, and it reminds us that the challenges we face as leaders are as old as recorded history and remain the same.

“

An organization's ability to get to its next level of greatness is determined by the climate of the culture, which is determined by the quality of the relationships which is determined by the quality of the conversations. Everything happens through conversations.

”

We are individuals finding our way in the world, finding our purpose, and joining together with others to create something great. Whether we lived in ancient times or today, our vital instincts are the same. Human beings need to bond to live; and once we realize the power of connectivity, we will see how to facilitate it or erode it.

The wisdom of the ages is available — and eminently useful — to all of us now. But it doesn't take divine intervention to lead boldly and effectively in the face of challenges. What it takes is the awareness that to master change you must first understand how

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people change, and that requires a willingness and courage to be open to learn from the wisdom embodied in our leadership DNA.

Why do some companies thrive in both bull and bear markets, while others seem constantly beset by organizational and financial setbacks? It has to do with the way leadership DNA is expressed. Our genetic code is encoded for I-thinking and for WE-thinking. Those leaders who are masters at creating experiences that communicate “We’re all in this together” bring out the best in all of us, and rally us to achieve great heights even in fact of incredible challenges.

The Buck Stops Here!

The remarkable success of Starbucks, which went from less than 100 locations to over 8,000 in 15 years, is not just because of a great product and a good business plan. It’s because they see every employee as a partner who delivers an “experience” to millions of customers, one at a time.

Companies like Starbucks and the others we have researched, worked with and profiled are led by executives who consistently express the WE half of our genetic code to positively impact their leadership teams and employees. They understand that success, despite capital and technology, comes down to how people work together to creatively shape the future. They know that what they say and do shapes their environments, and that environments are their brands. They know that the “I” alone is not what leadership is about; it’s the “I inside the WE” that needs to come alive.

Evolution and growth take place in healthy cultures that handle conflict and change effectively. This is best done when the thinking and the energy that solutions require come from the collective whole instead of from one person or a small group. I-centric leaders dictate and imitate, and their organizations are stagnant when confronted by change. WE-centric leaders integrate, differenti-

Creating WE: The DNA of Leadership

Unlock your leadership DNA and become the leader you were born to be as you discover all you need to know to transform conflict into creativity and fear into expansive thinking. By understanding the **Seven Dimensions of your Leadership DNA**, you will be able to create “Leadershifts” in yourself and others. Attend this 90-minute webinar to learn how to:

- Make distinctions between Power-Over and Power-With Leadership
- Clarify the difference between Healthy and Unhealthy Leadership
- Be aware of what environments trigger the progressive side of our genetic code
- Understand how language shapes our reality and triggers our genes
- Learn to step up to a WE-centric mindset
- Ensure that the impact of every conversation you have is what you intended
- Become the change you want to be in the world!

Special Bonus: When you register to attend this special event, you’ll also receive a **FREE** copy of Judith’s book, *The DNA of Leadership: Leverage Your Instincts to: Communicate, Differentiate, Innovate* (a \$24.95 value). This FastTrack program will be presented on Tuesday, August 22, at 4:00 pm ET. Registration information can be found at www.execunet.com/fasttrack. Attendance is limited.

ate and innovate, and their organizations capitalize on change and constantly move forward.

In healthy organizations the “I” can differentiate its uniqueness inside of the “WE” — one of the most powerful concepts of the 21st century leadership. Our Leadership DNA is encoded to teach us how to bond with others inside and outside of our organization, so that the “I” transforms into a healthy “WE.”

Each gene in our DNA helps us examine leadership from the words (micro) to the behaviors and practices (macro) that combine to create a growth environment. Compelling use of our leadership genes reshapes our organization from a territorial one to a community that gels with a shared view — not because of forced compliance, but because of a genuine commitment to common and far-reaching goals.

Forward-thinking leaders are not limited by narrow thinking. They challenge old ways and upset the status quo if it stands in the way of progress. Most of all, they are driven by an overriding purpose: to release the unbounded potential of WE.

Connections throughout the Organization

In today’s increasingly connected world, companies themselves must also be finely interwoven to connect effectively with

their suppliers, partners and customers. How you link your employees to one another, and to other teams and divisions, makes all the difference in how successfully you connect to your outside world to achieve your mutual success.

Do you withhold information, enforce boundaries and defend territory, or do you cross boundaries to share knowledge, decision-making power, and ownership of ideas and success? Do you rely solely on your own knowledge and vast experience, or do you tap into the wealth of resources readily available in your team and across your company? Understanding how to foster connections lightens everyone’s load and leads to greater success faster.

Corresponding Corporate Culture

How you express your Leadership DNA determines the norms and patterns that govern how everyone works together — “the way it is around here.” Culture represents how work gets done, from how you make decisions, to how you run meetings, to how you assign projects, to how you recognize and reward effort, to how you develop employees. These patterns stamp everything and ultimately define your brand.

Do you hold people back or challenge them to advance to the next level of skill and responsibility? Are you

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Seven Secrets

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a marathon?” she happily quipped. She was flattered that I had made a special effort to learn about her, and the marathon training conversation led to us arranging to workout together whenever she’s in Los Angeles, quality time to further build a relationship.

3. Put Yourself in the Right Place at the Right Time

I knew I’d be able to run into that CEO during a standard conference break, but to meet others on your “aspirational” contact list, you may have to get a bit more creative.

In the “Conference Commando” chapter of *Never Eat Alone*, I mentioned how my first meeting with visionary media executive Barry Diller happened when I learned he was speaking at a conference I was attending. Even though my boss at the time was a friend of his, getting access to someone at Diller’s level was still a tough nut to crack. To create our initial, brief conversation, I positioned myself where he would be leaving the stage after his talk, and it led to a more formal meeting.

Another example: this spring at the Microsoft Small Business Conference, I hoped to get some time with Kevin Turner, Microsoft’s COO, who I had first met a few years ago. But when I looked at the schedule, I realized the only time I might be able to catch him was in makeup, backstage. So I camped out beside the makeup artist, and sure enough, I got three minutes of his attention without the usual circus that surrounds a Fortune 500 executive.

Putting yourself in the right place

Never Eat Alone

Keith Ferrazzi has networked his way to CEO and chief marketing positions at iconic American firms such as Deloitte Consulting and Starwood Hotels. The key to his success has always been his ability to forge genuine connections with the right people. **Now in partnership with ExecuNet, Keith will share the secrets of his success with you.** Attend this meeting to learn how to:

- Get access to even the most powerful, busy C-level executives
- Turn business relationships into genuine personal relationships
- Maintain these relationships using Ferrazzi Greenlight’s ERM (Executive Relationship Management) methodology
- Realize revenue from the relationships you build
- Avoid the common mistakes when building relationships for career success
- And much, much more

Free Bonus

As a paid attendee, you’ll also receive a FREE copy of Keith’s book, *Never Eat Alone: And Other Secrets to Success, One Relationship at a Time* (a \$24.95 value). This FastTrack program will be presented on **Wednesday, August 16, at 4:00 pm ET**. Registration information can be found at www.execunet.com/fasttrack. Attendance is limited.

at the right time can be very helpful, but remember that it does not supersede doing your homework. To have a productive meeting, always be prepared.

4. Befriend the Gatekeepers

So I got three minutes with Kevin Turner and of course I’ll follow up with him, but it’s more likely I could maintain a relationship with someone close to him: a gatekeeper. When Kevin went on stage, I spotted a few people from his team. I introduced myself and had a great conversation with Kevin’s right hand. Turns out he’s from Pittsburgh like me, and now he’s a Seattle transplant, so we had fun with the Steelers/Seahawks Super Bowl banter. I learned a lot about his career and his family, especially the difficulty the frequent travel limits the time he can spend with his six-year-old daughter. Interesting person. Exactly why you should always treat gatekeepers as well as you’d treat their bosses.

Many times, if you respect their intelligence, you can turn gatekeepers into your sales reps, too. If you take the time to get to know them and you genuinely have something of value for their bosses, they’ll be excited to take it to them. They can spot good ideas when they see them.

5. Know your Competitors

Especially at the executive levels, it’s important for your business and your personal career that you get to know your competition. In the past, I always got to know my competition when I was in key posts, such as Deloitte CMO, Starwood CMO, and there were multiple reasons for doing so. One, it’s more important to focus on getting your own stuff right than is needed on beating the other guy in order to succeed. Two, you never know where you or they will end up over the long term and one of you might hire the other. Sure I appreciate a healthy rivalry, but again, that does not mean you cannot be friends around such a rivalry. And three, of course, you can actually learn a lot from each other as well.

6. Find MentorS

Note the capital S. MentorS. Too often rising stars try to pattern themselves after one individual they resonate with early in their careers. That’s a recipe for

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Widely hailed as one of the world’s most “connected” people, Keith Ferrazzi (kf@ferrazzigreenlight.com) is CEO of Ferrazzi Greenlight (ferrazzigreenlight.com), a strategic consulting and professional development firm that helps people and organizations grow through improved relationships. His national-best-selling book is *Never Eat Alone: And Other Secrets to Success, One Relationship at a Time*. Subscribe to Keith’s Tip of the Week at NeverEatAlone.com, and you’ll also receive his new Conference Commando e-book.

Seven Secrets

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disaster when you reach the executive band. Your one hero may have been great in her particular situation, but maybe she wouldn't have all the answers in your position. So turn more than just one of your contacts into great mentors and learn from all of them. Ultimately, it's YOU the organization wants to make something happen, not you molded in the image of another.

7. Share Your Passions

Remember that no matter the titles or the résumés of the contacts you're making, they're not just professionals. They're people. They're human. Your business relationships are *personal* relationships. Treat them as such. Build

trust through intimacy by skipping the small talk and going deep into what really matters — your dreams or fears, your children or the business issues that keep you up at night.

And don't think for a moment that they'll think less of you. In fact, usually the opposite happens. When I tell people about my humble beginnings — I grew up a country boy in rural southwestern Pennsylvania, the son of an oft-unemployed steelworker and a cleaning lady — and how it took me so long to overcome my insecurities of being poor and being picked on by kids from more well-to-do families, people don't think less of me. They immediately empathize and feel more endeared to me than ever before. All you have to do is let your guard down and show enough vulnerability to make others comfortable with

opening up to you.

Share your passions, in words and in actions. Invite your business-contacts-turning-personal-friends along to your favorite activities.

For me, those are workouts, dinner parties, even going to church. Workouts are great replacements for meetings in the office, because you get to work on your health at the same time as strengthening relationships for your career. And at dinner parties the atmosphere allows for mixing your business associates with your personal friends and family, enabling your clients or future employers to get to know you in a more natural setting and allowing you to spend time with all the important people in your professional and personal life. That's as good as it gets for an executive who is building relationships for total life success. ■

Insider Insight

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Leadership Gene	Pair Bond	Progress Culture
C: Community	Including vs. Excluding	Instead of bonding with others through dictatorship, create environments with open and transparent communication where people feel included, involved in the strategy, engaged in the business, and accountable for results.
H: Humanity	Appreciating vs. Blaming	Instead of bonding with others through judgment and retribution, create an appreciative atmosphere that values uniqueness and diversity, and respects the talents of each individual.
A: Aspiration	Striving vs. Fearing	Instead of bonding with others through overt and covert threats to meet targets, marshal the wonder of individual imagination and desire to achieve greatness.
N: Navigation	Sharing vs. Withholding	Instead of bonding with others by withholding power and resources, ask others within teams and across the division for guidance in making headway toward common goals.
G: Generativity	Wondering vs. Knowing	Instead of bonding with others through micromanaging and enforcing compliance with what has always been, nurture innovation that leads to inspired breakthroughs.
E: Expressing	Developing vs. Dictating	Instead of bonding with others by stifling voices in favor of one voice, encourage all to speak up, take risks, and develop themselves to develop the organization.
S: Spirit	Celebrating vs. Conforming	Instead of bonding with others through cold calculations and expectations, create an atmosphere of ongoing homage, accomplishment and evolution, so that everyone pulls together to move toward the future.

distant and secretive, or accessible and open? Is your vision created and implemented by a select few, or does everyone contribute to its definition and realization? Leaders, who practice rituals that maintain stability while at the same time embrace change and encourage

personal growth, will be the most successful in the new millennium.

How to Encode and Decode the Genes

Leaders influence the culture of an organization. We've identified a set of

dimensions that, we believe, dramatically influence how leadership is expressed in organizations. When you focus your attention on these dimensions, you create environments where the human spirit can thrive in the face of internal and

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Books Worth Your Time

Recommended Reading from ExecuNet Experts

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

Dave Dart, FastTrack webinar presenter: *Establishing Real Relationships With Recruiters, Morisey-Dart Group (morisey-dart.com)*:

"The book of the month happens to be ready to go to the poolside this weekend. *Succeed on Your Own Terms* was written by Herb Greenberg and Patrick Sweeney."

Allan Hoving, ExecuNet managing editor of online communities:

"On my night table right now are these two, which I highly recommend: *Who's Freedom?* by George Lakoff and *The Age of Fallibility* by George Soros. You can download the prologue and intro <http://www.georgesoros.com/files/chapters/intro-the-age-of-fallibility.pdf>. (I only read books by authors named George.)

Louise Kursmark, FastTrack webinar presenter: *The 12 Secrets of Behavior-Based Interviewing, Best Impression Career Services, Inc. (yourbestimpression.com)*:

"*Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent* by Ken Dychtwald, Tamara J. Erickson, and Robert Morison. Beginning with statistical evidence that quantifies the looming shortage, the authors present strategies for companies to engage and retain talented employees in all age groups.

And for fun...In the course of unpacking books at my new home I rediscovered a stash of old favorites and am working my way through the novels of two light-reading favorites, Dick Francis and Mary Stewart."

Joe McCool, ExecuNet senior contributing editor:

"I recently finished *One World: The Ethics of Globalization* by Peter Singer. It explores our changing world, from the view of changes in the atmosphere (global warming), our economies, legal system, and relations between people. It has a lot of relevance in terms of the changing demands on leadership, corporate social responsibility, and the question of whether we're now suffering the consequences. It's an interesting read for the beach."

Michael McLaughlin, FastTrack webinar presenter: *Guerrilla Marketing For Consultants, Guerrilla Consulting (guerrillaconsulting.com)*:

"In the non-fiction area, I'd suggest, *Mastery* by George Leonard; *Rapid Results* by Robert Schaffer; and *Working the Room* by Nick Morgan.

In the beach fiction department, I just finished *The Lincoln Lawyer* by Michael Connolly and *The Persuader* by Lee Child."

Meg Montford, Kansas City meeting facilitator (abilitiesenhanced.com):

"*The Number: A Completely Different Way to Think About the Rest of Your Life* by Lee Eisenberg is a book I read this year that really rocks! It deals with retirement planning for the mid-upper level professional."

Dave Opton, ExecuNet CEO and founder:

"I am currently reading *Truman* by David McCullough. It's fascinating to me for a couple of reasons. First, I am of that era but was too young to really be fully aware or interested when he became President, so it is just interesting from an historical perspective. Second, it is very interesting to see how his management style impacted the 'organization' he was thrust into

running. Talk about following an icon!

I also like a little book called *Wisdom of the Flying Pig* by Jack Hayhow. As it is described in the marketing material, it is a book for managers and the leaders who rely on them. An easy read but it does an excellent job of reminding any executive of the differences between leading and managing, and does it in a way that helps you to remember those things we know but too often forget in the heat of battle."

Maggie Pisani, ExecuNet vice president and controller:

"*The CEO and the Monk* by Kenny Moore and Robert Catell. It's about Keyspan Energy (formerly Brooklyn Union Gas) and how good deeds, community involvement, and a great working environment can and does lead to growth and profits."

Kevin Sghia, ExecuNet senior product manager:

"*The Wisdom of Crowds* by James Surowiecki discusses the advantages of diversity and proves the points with numbers. This may help Executives get new insights into their market.

Waiting for your Cat to Bark by Jeffrey and Brian Eisenberg. Like the title implies, you need to understand your customers to serve them better on your website — and part of that understanding is not waiting for a cat to bark, or to expect the impossible. Different segments of your customers have different personas. It's only by understanding your customers' personas that you can serve them. Are they ready to buy now or just researching? What do they like? Do they need an offer?

Money Ball: The Art of Winning an Unfair Game by Michael Lewis. Moneyball is a quest for the secret of success in baseball. It really is an excellent resource on putting analytics into action."

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Books Worth Your Time Continued from page 6

Ellen Stuhlmann, editor of

ExecuNet's Executive Insider:

“Leaving Microsoft to Change the World: An Entrepreneur's Odyssey to Educate the World's Children by John Wood. At a recent event, I met John Wood, a former Microsoft executive who is changing the world one book at a time. At the event, Wood shared his story of creating Room to Read, a stunningly effective nonprofit organization that has created a network of more than 2,000 schools and libraries throughout Asia and has donated more than one million books. I received an advance review copy of the book that will be available at the end of August — not in time for summer reading but perhaps a fireside read in late autumn!

In *Leaving Microsoft to Change the World*, Wood chronicles his life and work from the start-up years at Microsoft, to his life-changing decision to leave, and includes the methods he uses to make Room to Read so successful. The book is an adventure story, an instructive primer on creating success

and an inspiring tale of selfless generosity coupled with business genius and a mission to change the world.

Learn more about *Leaving Microsoft to Change the World* and Room to Read at <http://www.roomtoread.org/book.html>. The book is magical — I couldn't put it down! I've shared it with family and friends with one caveat — they must return it to me so that I can continue to promote it!”

Leslie G. Ungar, FastTrack webinar presenter: *Are You a Human Helicopter?*, Electric Impulse Communications, Inc. (ElectricImpulse Communications.com):

“If You Meet the Buddha on the Road, Kill Him!” by Sheldon B. Kopp has value and a few chuckles when you apply it to your executive life.

The book says, ‘All important decisions must be made on the basis of insufficient data’ and this eternal truth echoes a mantra that I preach to clients. It is my adaptation of Pareto's 80/20 rule. I preach that you can't wait for perfection, that's what sequels are for: that's why there is a

Windows I and Windows XP. In this 21st century world you have to move based on insufficient data, or figuratively die.

Kopp states, ‘There is no particular reason why you lost out on some things’ but before you can rightfully come to this eternal truth, you have to look at what you can control along the journey to winning and losing. That always comes back to three things: YOU, YOUR MESSAGE, AND THE ENVIRONMENT TO A DEGREE. The more you control these three factors, the more you control winning and losing. But in the end, after some examination, you just have to let go.

The title of the book, *If You Meet the Buddha on the Road, Kill Him!*, is an actual line on page 188. We can and must benefit from outside sources. Then you have to twist the information for what is right for you, for this time, this challenge, with this team.

‘How often we make circumstances our prison, and other people our jailers’ is discussed on page 193. How often do we put ourselves in a box because we can't do this, and we can't try this, and so on and so on? In reality, we put ourselves in our own prison, and we are our own jailer.” ■

Learnings from Landings

Six Weeks to a Six-Figure Job

Artie Negrin used the tried-and-true job search techniques to quickly land him an international sales director position with a \$250+ million home furnishings company. “I used every available avenue...networking, recruiters, job boards, etc. Networking within my own industry worked the most/best,” says the 50-year-old ExecuNet member, who relied on making connections, a “dynamite cover letter” and strong résumé.

Although Negrin says he found the executive job market to be competitive, he found more open positions than he initially expected. “I was a bit surprised it took six weeks to land a six-figure job.”

Job Selection, Résumé Customization

Negrin says he only replied to positions

Establishing Real Relationships with Executive Recruiters

A good executive recruiter spends up to five hours on the phone each day, making up to 500 contacts with employers and candidates each week. A recruiter is very often the first person who knows a position has opened up. When you establish a good relationship with a recruiter, you are automatically tapping into their network of thousands of contacts and a fresh supply of new positions. Attend this 90-minute webinar to learn how to:

- Build a strong, effective network of executive recruiters
- Strengthen your recruiting network into an ongoing force throughout your career
- Stand out from the crowd and have recruiters call you back
- Tap into the networks of your recruiters
- Create cover letters that work
- Identify recruiters you must have in your network
- Nurture and grow your recruiter network, and avoid Relationship Killers

This FastTrack program will be presented on **Friday, September 29**, at 11:00 am ET. Registration information can be found at www.execunet.com/fasttrack. Attendance is limited, so register today.

where he was at least 80 percent qualified. “When I knew the organization with the

opening,” says Negrin, “I went to their

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marketplace challenges.

Leading with these dimensions in mind, you are able to reduce fear, increase trust and support, and unleash the maximum potential of every individual and the collective whole. Each dimension — or “gene” — is used to activate leadership for effective solutions, development and growth.

Genetic research conducted by scientists such as Dr. Kathleen Hall and David Haig is beginning to validate the fact that our genes are encoded to be impacted by the environment — and they have a survival and vital nature. Depending on the “feel” of the environment either the survival or vital side of the gene is triggered. Based on this emerging proposition, we are proposing that if we understand the nature our genetic code, we can shape environments to express our vital leadership dimensions.

Learnings from Landings
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website and read about them; then I tried to tailor my letter to their needs instead of mine.”

Negrin advises others to “not rely on just the computer or on one venue to pursue; to not reply to every ad; to avoid blasting résumés to recruiters” and as a result of trying different methods to source jobs and connect with the right people, Negrin wound up landing his current position through an ad in a magazine.

Judith E. Glaser is an organizational anthropologist, leadership consultant and the author of two best selling books: *The DNA of Leadership* and *Creating WE: Change I-Thinking to WE-Thinking & Build a Healthy Thriving Organization*. She has appeared on NBC Today Show, ABC World News, FOX TV, and has been quoted in the *NY Times*, *Wall Street Journal*, *Business Week* and the *Harvard Management Review*. As the CEO of Benchmark Communications, Inc. ([BenchmarkCommunications Inc.com](http://BenchmarkCommunicationsInc.com)), Judith has worked with CEOs and their teams for over two decades, helping them handle competitive challenges in a world of moving targets.

The Seven Vital Leadership Genes: C-H-A-N-G-E-S

Like our cellular DNA, these leadership practices always bond together in pairs. The seven “pair bonds” determine the culture of your organization, how it responds to the constant change associated with personnel, products, vendors, partners and customers.

Each half of the practice pairs will either lead to growth — capitalizing on change — or stagnation — resistance to change. When leaders are mindful of the

power of these genes, and the positive effect the progressive half of the pair bond has, they will sustain and develop their organizations in the face of business challenges.

Within each pair are insights into how to shape practices and when they are “grafted” into meetings, conversations, new product development, and strategic business transformations such as mergers and acquisitions, they will enable you to successfully manage change — instead of change managing you! ■

Working with Recruiters

Those in job search sometimes encounter obstacles; and for Negrin, recruiters posed the biggest collaborative challenges. “Sure they are swamped, and besieged by too many people applying for positions for which they are not qualified. But through all the talk I hear and things I read about developing a relationship with one, they do not seem interested unless you immediately can fill the position they are working on.”

Negrin had a particularly disappointing experience with one search firm pro-

fessional: “I even had one recruiter respond to my résumé by calling me the day he got my résumé/letter; he got my voicemail, and his message was, ‘Hi Arthur, this is <name left out>. I received your résumé earlier and want to talk with...uh, excuse me, my other phone is ringing, I will call you back.’ THEN HE NEVER CALLED BACK! I called him a day later, got his voicemail and never heard another word from him.”

Undaunted, Negrin recommends, “Keep trying, all it takes is one hit. Just remember to count to 10.” ■

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