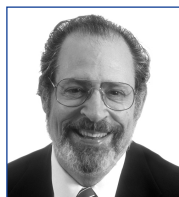


# CareerSmart Advisor™

Strategies & Solutions for Your Career Success

## A Note From Dave

When you ask leaders where they actually learned their leadership style, a typical response is “from other leaders.” We have been taught to emulate the qualities and styles of those we wish to resemble. However, attention is turning toward employees as individuals from which leaders can learn a lot.



Leaders are always looking for new ways in which to achieve success in their organizations. I recently read an article in *The Wall Street Journal* that suggests that leaders turn to their organizations’ lower-level employees — or followers — for guidance. The article notes how such a strategy has worked for well-known businesses as Best Buy, United Parcel Service and Hewlett-Packard. It also cites two recent books on this subject: *Followership* by Barbara Kellerman and *The Starfish and the Spider* by Ori Brafman and Rod Beckstrom.

The authors suggest that companies turn to these employees and listen to their ideas to create new ways to drive growth and continued organizational success. They should know what’s happening within the company and be allowed to make solid contributions.

Because these individuals typically work in the trenches, they can be more knowledgeable about day-to-day operations. They likely know much more about customers since they have more direct contact. They probably also know what the competition is doing.

It’s always a good idea to gain a fresh perspective, especially when faced with a challenge. When was the last time you turned to your employees for advice? If you haven’t yet, why not give it a try? They will certainly appreciate being asked as much as you will undoubtedly appreciate and benefit from their insights.

Sincerely,

*Dave*

Dave Opton  
ExecuNet Founder & CEO  
[www.execunet.com/davesblog](http://www.execunet.com/davesblog)

## Avoid the Typecasting Trap

By Marji McClure

**B**eing known as the best in your particular company might seem great for the ego. But is it really a blessing or a curse for your career overall? If you are considered the best CIO in your company’s history, then this is how you will be viewed within your organization. But does this mean that you’ve reached the summit of your career ladder and there is no place else to go? According to ExecuNet’s ongoing research, lack of personal growth was the top reason why executives reportedly become dissatisfied in their jobs. More specifically, they faced limited advancement opportunities and a lack of challenge in their current positions. Essentially, these executives felt trapped in their roles.

At the same time, there are executives who don’t feel trapped, but instead feel a sense of safety in their role. They know exactly what their job entails and perform their duties consistently well. But are they really safe? On paper, it sounds ideal. But, the truth is, being typecast in a particular role can yield more risk than reward.

Some of the risks, according to Kathy McAfee, president of Kmc Brand Innovation, include:

- You can begin to define yourself by what you do and the title that you hold. The reality is that you are so much more than what you do.
- You can lose out on potential growth opportunities because you and others don’t see yourself in any other light.
- You may become less flexible and less resilient in managing the inevitable changes in the employment market. It may take you longer to secure new employment following a job loss, potentially suffering financial and emotional strain in the transition.
- Ultimately, you limit yourself to a smaller set of possibilities.

### Identifying Broader Goals

You might be the best CFO your company has ever had. You may also truly love your job. But if your long-term objective is to become a CEO, you need to show others — and yourself — that you can perform well in other segments of the business.

“An executive who wishes to have maximum personal growth, while avoiding becoming typecast, should first decide during middle management years how much increased responsibility is desired and what

**Continued on page 4**

<b>Your Career Advisor</b> Navigating Your First 90 Days on the Job.....	2
<b>Insider Insight</b> Strategies for Successful Salary Negotiation During the Interview Process.....	3
<b>Food For Thought</b> Retaining Talent: How It’s Done in China and India.....	7
<b>Learnings From Landings</b> Two Different Job Searches Yield One Ideal Position .....	8

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## Your Career Advisor

# Navigating Your First 90 Days on the Job

By Stephen H. Baum

Books have been written to provide context for the first 90 days in a leadership role, when executives are familiarizing themselves with their new environments. But even after my clients and friends read such texts, they say: “I have a to-do list and a pretty good idea of the business challenge. What I need is something more personalized, more in the context of the situation and who I am.”

Here are some ideas I have used with a variety of people who are either new in the top job or who have taken the top job at a new and unfamiliar company or who already have the top job, but are now involved in a merger. The ideas are applicable at any level, but you may have to adapt the specifics.

### Write Your Own Cover Story

Pick a periodical that will be meaningful to you if someone were to write a feature about you and your enterprise and your accomplishments in three years. It could be a newspaper or trade journal or a more popular magazine.

Write the 100-word abstract. Then write a two- to three-page retrospective that includes these topics:

- What was the enterprise like when you found it?
- What was your initial role?
- What is the specific set of accomplishments you hoped to achieve (in the marketplace, inside the enterprise, with investors, et al)?
- What is the organization now positioned to do that it couldn't dream of doing when you first took the role?
- What have you changed and what have you preserved?
- What are the consequences for various stakeholders of achieving that new set of capabilities or reputation?

If you haven't a clue about the content, speak with a few people in the enterprise and do your homework. But do the cover story early on. If you do have a sense in your gut about the answers, then write the first draft and improve it as soon as you can. Revisit the document periodically to help keep you centered.

### Create Your “Yellow Pad of Extremes”

*Yellow Pad Part One:* As with double entry bookkeeping, separate the left and right side of a piece of paper (or computer screen if you can avoid getting caught up in the format and technology). On the left side, in simple declarative sentences, write a list of the events that would cause your tenure to be an over-the-top success. On the right side, write a list of events that would cause your tenure to be a disaster or even aborted in the first 30 days.

Be creative. Think “outside the box.” Make sure you have entries that are highly improbable as well as those which are likely.

Now mark the ones that are “exogenous” (out of your control) and the ones you might have the possibility of stimulating to happen.

*Yellow Pad Part Two:* Now create a second page with two sides. Make the left side a list of the challenges, difficulties and risks to you and your career. Make the right side a list of all the wonderful ways the opportunity will cause you to grow. For example, thinking on your feet; building a team; an increased ability to embrace risks and recover from setbacks; your ability to get others to follow you or to connect with consumers; a new network of people you know; a new area of subject matter expertise; etc.

Use Part Two to provide a personal

**Continued on page 3**

## Your Career Advisor Continued from page 2

context and compass that will be critical in periods of stress. One of the benefits of the yellow pad exercise is that the act of anticipation prepares you emotionally, as well as mentally, for events. Revisit your “yellow pad” from time to time.

### Develop Your Listening System

Spend time with individuals and small groups of people from across the company. Let them know you are counting on them to fill you in on some basics about the company so you can be both more effective and more sensitive to peoples’ perspectives. Questions such as, “What’s it really like to work here?” and “How would you describe the culture and the unwritten rules for success?” can yield great insights.

Let people know you need their input to be effective and sensitive. Encourage them to bring thoughts and issues to you at a later date as long as they are not attacking or criticizing someone behind their back. Let them know that if there is a serious issue of importance to them and the company, they should communicate it in a way that you can get your own data without “burning” the source or anyone else.

### Identify Your “Trustees”

No one succeeds in an enterprise entirely on his or her own. Early on, decide which few people you can trust with your private thoughts, who will be in your inner circle and begin the process of enlistment.

Also determine who in the organization can be a secret angel, making good things happen if treated with respect. Go see them if you can.

### Write Your First Speech

Write your first speech or briefing. Use your natural language and keep it under 10 minutes. In addition to what you see as the opportunity for the enterprise and your strategy for accomplishing it, cover:

- What’s in it for them? Why should they see this as an opportunity?
- Why should they believe it is feasible? What beliefs are in the way?
- What is their role in it?
- What are the early challenges?

And make sure you address the front line, not just the upper crust, in your target audience.

Assess whether the speech is memorable. Is it provocative? What are the few key messages that you will have to repeat, time and again?

### Tactical Top 10 List

Write down what you consider to be the

top 10 most important tasks for you in the first 90 days and make sure they each have a key role in developing the cover story. When things get out of hand (they always do) and you are overwhelmed or just “whelmed,” reacting to demands on your time, revisit the list.

By the way, make sure your list includes at least a couple of what I call “Signal Acts,” which are deeds that speak far louder than words about what it means to believe in you and your agenda. And you will do better overall if you have a safe sounding board for all of these exercises.

Finally, if you are not the top dog, if you are a division CEO or a department head or team leader, there is upward management to consider. ■

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*Stephen H. Baum has been an advisor and coach to CEOs for more than 20 years, first as a partner with Booz Allen & Hamilton, the global consultancy, then as an independent practitioner. He is chair of a Vistage Group of business owners and chief executives engaged in peer-to-peer coaching, and he hosts Inside the CEO, a leadership series comprised of a CEO interview and unscripted student Q&A about the life experiences that prepare leaders to lead. Baum can be reached at [www.StephenBaumLeadership.com](http://www.StephenBaumLeadership.com)*

## Insider Insight

# Strategies for Successful Salary Negotiation During the Interview Process

By Tony Beshara

**M**oney is just one of the ways to “keep score” of how we are doing; and when a person is changing jobs, mishandling this discussion during the interviewing process can be disastrous.

Most people overemphasize money, especially during the interviewing process. The reason we do this is that our egos are tied to our earnings. Society often promotes the idea that the measure of a person’s worth or success is reflected in one’s

earnings, when in fact, studies have ranked money as the fifth or sixth reasons why most people work.

Still, money is usually a very sensitive issue. Since people don’t change jobs very often, they are not used to dealing with this topic. They either talk about it too much in the beginning or never discuss it, leaving it until the very end of the process.

A recent poll by the Society for Human Resource Management (SHRM) and CareerJournal.com confirms that

most job seekers are not comfortable negotiating employment terms, especially money. Seventy-eight percent of the polled job seekers stated they did not like talking about money. Here are some quick reference points regarding money that I have learned over the years.

### Be Patient

Don’t bring up money during the first interview, and maybe not even during the second or third interview depending on

**Continued on page 6**

# Typcasting Trap

*Continued from page 1*

additional skills are needed to earn that responsibility,” say Tucker Mays and Bob Sloane, principals/executive coaches at Stamford, Conn.-based OptiMarket.

Most companies seek well-rounded executives to run the show; and often-times, they even groom potential leaders accordingly. So you have to position yourself as one.

“Many large organizations have rotational programs among their senior executives,” says Kathryn Sollman, managing partner of Women@Work Network, a national network of mid- to senior-level women based in Wilton, Conn. “Many of them try to move their senior executives around to many different areas of the organization, because they want them to be multifaceted. The more you do that at the lower ranks, the more that you’ll be perceived as someone who is ready for major leadership. You can’t be a leader of a company and only know one small area.”

It sounds like an overwhelming undertaking. But experts agree that rather simple strategies can help change others’ perception of you and your skills and get you on track for a rewarding career.

## Drastic Measures Not Necessary

To avoid being typecast, it’s not necessary for executives to completely abandon their current role and skill set. Subtle enhancements to an individual’s capabilities can be very effective. Ruth Sherman, president of Old Greenwich, Conn.-based Ruth Sherman Associates, says that any drastic changes can backfire. “Any kind of change that’s too drastic is going to make people uncomfortable,” she says.

Sollman suggests attending a different departmental meeting once a month for an hour. Perhaps if you’re an IT executive, you can lend some insights to the marketing department during that time. “Be aware of what’s going on as much as possible and see where you might be able to contribute some thoughts,” says Sollman. “There are so many initiatives in organizations that require task forces and different think tank groups. It can be very simple to get around and try to act as

## Your Strategic Personal Growth Plan

Your overall career advancement strategy should include a personal growth plan; one that positions you for long-term success and helps you avoid being typecast in one particular role. Bob Sloane and Tucker Mays, principals/executive coaches for OptiMarket, suggest that executives follow these six steps in building their own personal growth plan:

1. Decide what expanded responsibilities you want. This is the most important step.
2. Measure your skill set against the expertise needed for your desired role. As a reference, determine the skills/prior experience of other senior managers at that level in the organization.
3. Identify “skills of the future,” such as those involving fast-changing or emerging new technology, and take steps to learn them.
4. Fill skill gaps by asking for relevant assignments; working with colleagues in skill gap areas; demonstrating growing proficiency in key areas, such as finance, project facilitation and talent management; and consider taking relevant courses, possibly with company-funding support.
5. Seek increased functional and supervisory responsibility from superiors when earned.
6. You may determine, at some point, that your current company will simply not be able to provide the maximum career growth desired. Seeking a more fulfilling environment with another company offering greater personal growth opportunities will then become a more attractive path to pursue.

a consultant in other areas.”

Preventing yourself from being typecast in one particular executive role should actually be part of your overall career plan.

“As human beings, we are constantly evolving, especially when we value and actively seek lifelong learning and career and personal development,” says Gail Sussman Miller, personal and business coach for Inspired Choice in Chicago. “Make it your goal to continue to grow your skills, expand your interests and experiment with what you want, what you are good at, what you enjoy and where your talents lie. As we move through our 40s, 50s and 60s, we can expect to uncover greater awareness and richer skills, so plan to continually change roles. Communicate your desires as they evolve and keep the conversation about your interest casual and continuous.”

## Effective Communication is Key

Communication with your boss is essential, especially if you’re not being selected for different projects that would expand your skill set. Bosses aren’t always aware of your successes and your goals. Sometimes, they really don’t know what you have done and what you can do.

“You think the boss knows, but the boss is so busy putting out fires and returning 300 emails a day that there is no time to think about what each

individual person on the team is doing. It’s that person’s responsibility,” says Sherman. “It’s always been a good thing to do, to keep your boss in the loop. But it’s become absolutely essential in the last 10 years. Bosses are so much busier.”

Sherman says one way to keep your boss apprised is to send periodic emails; however, understand that they may or may not be read. She says the most effective way to communicate with your boss is a face-to-face encounter. “If you really want to make sure the boss knows who you are, you have to get up out of your chair and stick your head in your boss’s office and tell him. Or set up some time periodically to talk, to share ideas, to ask for a quick evaluation of your job, of your work,” says Sherman, who advises against waiting for an annual performance review to schedule such discussions.

“People who are claiming credit for the work they do are getting the credit for it,” adds Sherman. “If you don’t claim credit for your work, someone else will. If you’re the least bit introverted or shy, you have to push that aside and make sure you keep the boss in the loop.”

Sometimes, executives are reluctant to display their additional skills because they don’t want to be perceived as being too extroverted or aggressive. “I think people get very comfortable where they

**Continued on page 5**

## Typcasting Trap

*Continued from page 4*

are. They might be reticent to speak up and say, ‘Maybe I can help you with that,’ says Sollman. “They may be worried they might be perceived as pushy or that it might be misinterpreted as someone trying to get too much recognition, being too political in an organization.” But Sollman says there are ways to highlight your capabilities without being pushy.

“You can start by saying, ‘I’d love you to come and talk to me about what you’re doing, because I think that intersects with what I’m doing here.’ Eventually, it becomes a two-way street,” says Sollman. “Try to be perceived as someone who’s open to helping and open to receiving suggestions. You do that by meeting different people within the organization and showing that you have the openness, and you start a dialogue. Then, over time, you’re going to help each other, just like in networking. It has to start somewhere.”

Also, don’t be afraid to let people know about your outside interests. “People should know your hobbies and other interests,” says Douglas Campbell III, managing director of The Success Coach. “People remember that. Most executives have volunteer activities that they do. It’s good to share that.”

### Helping Your Team Avoid Typcasting Too

While avoiding being typecast can benefit an executive’s individual career, helping his team avoid a similar fate is also beneficial. McAfee stresses the importance of taking the time to get to know the individuals on your team. Find out what they really care about and what motivates them.

Sherman suggests calling employees on the phone to touch base or stopping by their workspace to talk. “They want you to talk to them. They long for it,” says

### Get Out of Your Comfort Zone

It’s certainly easier to just maintain the status quo in your career. But it’s definitely not the best strategy. The challenge many typecast executives face is that they are hesitant to try something new, especially if they are successful at their current role.

“Even if it’s a little out of your area, that’s how you grow and develop and learn [new skills],” says Douglas Campbell III, managing director of The Success Coach. “You can always go back to what you were doing.”

“Probably the most important change an executive will need to make is the change in his/her beliefs and decisions,” says Kathy McAfee, president of Kmc Brand Innovation. “So many executives, even the successful ones, have limiting beliefs and decisions that they’ve made about themselves and their world. They are deeply embedded in the unconscious mind and become the scripts that are played out the rest of your career and life; unless you decide to change it, that is.” McAfee suggests working with an executive coach to help get the process started.

Gail Sussman Miller, personal and business coach for Inspired Choice, says that she is currently coaching an executive client who had a successful career, but realized later in life that she didn’t feel fulfilled by her job.

“This [illustrates] how as we age, we realize we are not being true to our natures, are not leveraging our potential, and are just working to work; because we’ve been good at it without tapping into passion,” says Sussman Miller. The client is now using vacation and personal time to test out a new business idea. “She is seeing how it’s an incorrect assumption that she is trapped by her résumé, and that change is possible,” Sussman Miller adds.

Sherman. “The more communication, the better.” Off-site meetings, including group meals, can also be effective, since there are fewer work-related interruptions in such settings.

“Ultimately, the best way to recast yourself is to model this behavior as a leader,” says McAfee. “Show that you value diversity and see potential in others beyond their current roles. People are more than just what they do. If you want others to take a risk on you, then you must demonstrate this behavior by taking a risk on others. It’s the leadership thing to do.”

Still, such team-building exercises can (and should) begin before employees even join the team. Executives need to take a closer look at their hiring practices to ensure that they are selecting the right people.

“As a hiring manager, you can test your own ability to think broadly about people and their potential,” says McAfee. “The next time you write a job description/

requisition, look at résumés or conduct interviews, be more open to other possible solutions. The more you try to force-fit someone into a square peg, the more you are modeling the kind of thinking that will limit your career in the long run. If you have hired an executive recruiter to help you fill the open spots, challenge their thinking on this matter too.”

### The Reward: A Successful Career Transition

If you need any inspiration in taking steps to avoid being typecast — and perhaps find a new, more satisfying career path, McAfee offers these examples of individuals who were successful in doing just that, posting many achievements outside of their original fields — Ronald Reagan, Arnold Schwarzenegger, Al Gore and Ron Howard.

“All four of these individuals reinvented themselves several times to become significant leaders in their own fields,” says McAfee. “How did they do it? They stretched themselves. They acquired new skills. They developed an influential network. They took personal risks. They got involved beyond their daily tasks and assignments. They were able to successfully recast themselves and take their careers to impressive new heights.” ■

### Expert Resources:

- Douglas Campbell III, The Success Coach ([TheSuccessCoach.com](http://TheSuccessCoach.com))
- Tucker Mays and Bob Sloane, OptiMarket LLC ([OptiMarketLLC.com](http://OptiMarketLLC.com))
- Kathy McAfee, Kmc Brand Innovation LLC ([MarketingMotivator.net](http://MarketingMotivator.net))
- Ruth Sherman, Ruth Sherman Associates LLC ([RuthSherman.com](http://RuthSherman.com))
- Kathryn Sollman, Women@Work Network LLC ([WomenAtWorkNetwork.com](http://WomenAtWorkNetwork.com))
- Gail Sussman Miller, Inspired Choice ([InspiredChoice.com](http://InspiredChoice.com))

## Insider Insight Continued from page 3

the situation. If you are asked about what salary you want, respond by saying: “My current earnings are \_\_\_\_.” (If you are in sales, state how much is base salary and how much commission.) “I am not as concerned about the money as I am concerned about how this opportunity fits for you and me.”

Do not say any more than that. Steer the discussion more toward the job for which you are interviewing, your capabilities, etc. If the interviewer persists in talking about money, you simply restate the above script in a more emphatic way: “Again, my current earnings are \_\_\_\_\_. Let’s discuss details of money at the offer stage. If everything else fits, then the money will work out.”

### It’s Not a Deal-Breaker

Do not decline an interview based on money. Money is one of the most flexible things a company can offer. We consistently see candidates get more money than is initially published in a job posting, simply because they sold themselves and demonstrated greater value to the prospective employer.

Remember, the money at the time of the offer will either be right or it won’t. You can negotiate or turn the job down.

### Be Honest

Always tell people the truth about what you have been earning when you are asked or when it is appropriate. We have had candidates think that since other people have told them that they are worth more money than what they are making, they “fudge” information about their earnings.

Some companies that are interviewing people ask for W2s to back up a candidate’s earnings statement. If what they have been told isn’t substantiated, it will be the end of interviews, no matter how much they like the candidate.

Once in a while, we interview candidates who won’t tell a prospective employer or us what they are earning. They want such a big raise that they fear they will appear foolish, so they

don’t want to say what they have earned. That will never work. End of interview!

### Know Market Value

Starting salaries are relative to the market. The number and quality of candidates available on the market will often determine what companies might pay.

It is a myth, however, that companies try to pay “as little as they can” to get good talent. Now, they may be frugal and, to a certain extent, pay the relative, market salary. But the vast majority of companies know that they get what they pay for.

No one is intrinsically “worth” anything. Some candidates tell us that they read a survey stating that people on their level or in their type of job earn “X” amount. They, therefore, think they are intrinsically worth that amount, regardless of the market. No research is exhaustive enough to provide true information about the value of your experience. Rarely do people who publish these “surveys” state the methodology of the research nor do most hiring authorities read these surveys.

A candidate’s “worth” in the marketplace is whatever he or she can get. A person has to take into account the realities of the job, the company, the future, along with the money.

### It’s Not Personal

Take your ego out of the deal. Remember that money is usually going to take care of itself, if and only if, you have presented your prospective employer with value. Do not let the money part of an offer be the deciding factor. The money in an offer is not personal. It is a reflection of the market. People who take it personally will always be disappointed.

Approach money like any other issue. It should be discussed like any other part of the interview (duties, responsibilities, territory, management philosophy, advancement). Salary negotiations and the degree of flexibility regarding all terms of employment differ with each company. You need to be able to accomplish the negotiations with the prospective employer.

When a company and a candidate are trying to work out an equitable arrangement, it has to be a win for everyone. No one can be perceived as doing something “to” the other. Each has to be perceived as doing something “for” the other. So, when you are talking about money with the prospective employer, put yourself in their shoes. See it from both your point-of-view and theirs and then work with him or her to come to reasonable terms.

### Set the Tone

The right attitude sets the tone for “money” discussions. Begin your “negotiation” with a statement along the lines of, “Mr. or Ms. hiring authority, I’m really excited about accepting this job and working for you and your company. I’d like to see it happen for both of us.” This kind of statement lets the hiring authority know that you want the job and you want to work something out. The fear of you rejecting them is lessened. You still have the right to turn the offer down for any reason. Studies have shown that this kind of “let’s all win” attitude is the best negotiating statement a person can make.

If you have interviewed well, you already know some parameters of the job’s potential salary. Write down all your questions about the opportunity, including money questions, before you get into the final negotiations. Rehearse or role play with a spouse or friend the discussion that might take place. Don’t focus on just the “money.” Practice discussing all aspects of the new job. Then relax with a “We are all in this together” attitude. ■

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*Tony Beshara is a 30-year veteran of the placement and recruitment field and owner of Babich and Associates, a job placement firm. He is recognized as the top recruiter in America according to the Fordyce Letter, a recruitment industry journal. Beshara is also the author of Acing the Interview: How to Ask and Answer the Questions That Will Get You the Job and The Job Search Solution: The Ultimate System for Finding a Great Job Now! He can be reached at [www.babich.com](http://www.babich.com)*

# Food For Thought

## Retaining Talent: How It's Done in China and India

By Mickey Matthews

**B**usiness is now conducted in a global village, where the practices are as varied as the cultures. While the differences are often subtle, they are all united by a single purpose: finding and retaining the best people in order to build successful teams and generate value for shareholders.

Let's focus on China and India, the world's leading emerging economic powerhouses. As outposts of increasing numbers of American companies and a vast source of talent, it is important to understand what retention strategies they bring to our global economy. This knowledge can increase our bottom lines.

China and India bring thousands of years of history to their business practices, especially when it comes to their workforce. There is a natural inclination toward retaining people. They learned a long time ago that it eventually yields big returns.

An ancient proverb common to both nations says it well: If you need returns within a year, invest in crops; if you need returns within 10 years, invest in trees; and if you need returns for over 100 years, invest in people.

The biggest advantage shared by both countries is their young, qualified and eager-to-work population. The challenge is how to leverage this good fortune. In India, the median age is less than 26 years and in China less than 30.

Each country has adopted specific retention strategies that have contributed to their economic growth. Some of the key features include:

### Growth Practices

Chinese managers are more entrepreneurial, even when working for a large company. They like to pursue aggressive results, look for reinvestment of actuals into business, and grow business enterprises through projects and new acquisitions.

To retain Chinese management, companies should develop jobs and offer a

larger entrepreneurial risk-taking job profile. This can include incorporating bigger responsibilities in terms of revenues, geographical coverage, product lines and organizational staff.

In India, management prefers more specialization and subject matter orientation. Managers want to align with new technologies — something creative with higher potential of future growth — in areas such as life sciences, semiconductors or creative media. A pivotal retention strategy is to expose these areas to managers, offering them opportunities to experiment with engineering, creativity and technology.

### Job Mobility

The Chinese are entrenched in job locations, more so than Indians who will gladly move anywhere. That's why there are four million Indians working worldwide. Their mobility is always attached to higher savings potential, which they aim to achieve in a financially rewarding job. Strangely, their mobility is higher when it comes to an international location than within India.

The Chinese, who tend to be restricted in their mobility, prefer to grow within the geographical zone familiar to them, often sacrificing growth opportunities.

### Services vs. Products

The Chinese are more product-oriented. They are comfortable in a large infrastructural manufacturing or a rapidly growing consumer enterprise. They time their entry and exit in a career, sensing the boom in any particular sector. Action-oriented, they like to ride the wave of a new concept and fuel its growth.

Indian managers are service-oriented. They like to build solutions and after-market service plans around core hardware. They thrive when there is a lot of engineering on a small-scale production, whereas the Chinese thrive with less engineering and more production.

### Compensation

In dealing with job candidates from both regions, we have found that the Chinese aim hard to maximize bigger gains, while Indians tend to be micro-sensitive on compensation matters. For Chinese managers, pay-design with an aggressive (even 100 percent of fixed salary) performance pay would be the right strategy. For Indians, pay costs with a higher benefits quotient may do the trick. Both seek higher salary stakes.

### Luck and Destiny

In most instances, Indians and Chinese believe that destiny and luck govern one's success, although they differ subtly in their attitude toward destiny. Indians time their moves when they think that luck is favoring them. Chinese may believe in destiny, but at times, are open to challenge. They do not mind taking risks to disprove that what was destined to happen didn't really occur.

### Safeguarding Key Assets

It is critical today for companies here and abroad to hold onto their valuable talent, which may well be their most valuable asset. To safeguard this asset and remain competitive, consultants and the companies they serve must work together to avoid a potential brain drain. Many companies now realize that the consultant's role does not always end at the hire.

In China and India they learned long ago that an investment in people is a wise and profitable investment. ■

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## Learnings From Landings

# Two Different Job Searches Yield One Ideal Position

Like many executives these days, ExecuNet member Doug James had more to consider about his next career opportunity than just finding a position that fit his skill set. He also sought a job that would fit his lifestyle as well. James had aging parents who he wanted to live closer to and a son entering high school in two years. He wanted to make sure that his next job wouldn't uproot anyone.

At the same time, James was continuing to launch a start-up company in Florida, where he lived when his search began. Based on both his personal and professional needs, James decided that his only option was to conduct two different job searches.

The first was a local search in Florida, where he tapped into his network of business contacts, from venture capitalists to recruiters and friends. He focused primarily on obtaining a senior VP, COO or divisional president position at a technology firm, since he had spent his entire career in the technology field.

The second search was a broader, more national one that took him to the midwest (Chicago, Kansas City, St. Louis, Denver), where he once lived — and would bring him closer to his family. Here, he knew his options were likely not as promising. But James was willing

### Doug James' Job-Hunting Tips

- Leverage your network. It always surprises me how distant business contacts, and sometimes strangers, will help by making introductions or passing along contact information.
- When networking, don't put the other person on the spot by asking for a job or introduction. Ask for thoughts, guidance, gossip on the street. They will volunteer the assistance. Also, be specific about what you're looking for and don't waste their time.
- Target companies and contact senior executives directly or via introductions. Of the more than 100 letters I sent to senior executives directly, more than 75 percent were answered personally, most within the first 48 hours.
- Get some help with your résumé. I thought mine was strong until I asked for professional help.
- In scanning Internet postings, be realistic about whether you're really a fit and don't waste your time and/or the hiring manager's time.
- If there is an Internet posting that is a fit, find the name of the hiring manager (it takes time) and contact him directly to avoid the recruiter or HR black hole.
- Always say "Thank you," be polite, be patient; and when you do land a job, don't forget to lend a helping hand to others.

to compromise, if necessary. Instead of his network, James relied on Internet searches and direct contacts he made with executives in the area. He also reached out to venture capitalists and executive recruiters in the region. "Since technology firms are not as numerous in these areas, I was looking at taking a step back to VP of marketing in order to change industries," says James.

"Although I really wanted a C-level position, I didn't think it was realistic," he notes. "As a couple of close friends said, 'You want a C-level promotion in a new industry in a new city? You're look-

ing for a needle in the haystack!'"

It took only five months for James to find that position. He received three offers, through help from his network, for positions in Florida. But he eventually accepted an offer for a COO position in Kansas City. In addition to offering a satisfactory compensation package, his new employer covered all of his relocation expenses. "More important than the compensation is that after 90 days, the CEO and I both feel we made good decisions on my fit (cultural and skills) for this position," says James. ■

## CareerSmart Advisor

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