

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

As you've heard us say often, networking — establishing and nurturing business relationships for mutual benefit — is a continuous process, not something you pick up suddenly when you find yourself in transition, then drop as soon as you land. It's the most effective strategy we've found for long-term career advancement.



We've just added some new tools to our networking kit: EXECUNET CONNECTIONS is a set of enhanced networking features designed to make it easier for you to find contacts, connect with executives and recruiters, and accelerate your job search or career advancement.

You can access the new features under the **Connections** tab in the top navigation bar, but the changes can be seen throughout our site.

Begin by viewing your own Member Profile under the **Membership** tab, check your settings and preferences and, make sure you are opted in to connect. (As always, your confidentiality is our primary concern: you control how much information you share with executives, and with recruiters and employers seeking networking sources.)

Once you've opted in, click on the **Find Contacts** tab to instantly connect with other executives based on education, industry, geographic location, and other common interests using our direct e-mail introduction system. This is a 1-to-1 direct connection, with no referrals required.

ExecuNet Connections represents a significant change in your membership, and we want to make sure you understand and take advantage of it. If you have any questions, please e-mail me at dopton@execunet.com

Sincerely,

Dave Opton
 Founder & CEO
 ExecuNet

Leadership Speaks, Pt. I

By Robyn Greenspan

NEW YORK — Among a crowd of pinstripe suits and warmed by the ambient light of BlackBerries and Treos, I attended the *World Business Forum: Leadership Speaks* at Radio City Music Hall in New York City, September 13 and 14. Produced by executive management education firm HSM, the event featured some of the top voices in the executive ranks, who deftly shared examples of strategy and challenge.

Disaster was at the forefront of the minds of the presenters and the audience, as the event occurred shortly after the ravages of Hurricane Katrina and within days of the 9/11 anniversary. Nearly all of the luminaries commented on the government response to the hurricane while also offering their own leadership suggestions.

Rudy Giuliani, former NYC mayor

Rudy Giuliani kicked the event off in a high gear with stories of leadership during times of crisis. Shrouded in the emotional remembrance of exactly four years ago — the time when NY's mayor emerged as a national leader during national tragedy — Giuliani recalled how that day was the ultimate test in leadership.

He began his presentation on a light note, quipping that he preferred walking around the stage rather than remaining fixed in one place. "I'm nervous behind the podium," said Giuliani. "It's too much of a target."

Giuliani outlined the six principles that make good leaders:

1. Destination — "You must have a direction and goal or your leadership is reactionary," explained Giuliani. "Some elected officials are followers of polls."

Good leaders accept the criticism that goes along with unwavering goals, and Giuliani cited Ronald Reagan as his role model for this principle because of his ability to look into the future, set goals and then stick to them, whether they were popular or unpopular.

Business leaders are advised to establish goals for their own company and then evaluate every problem with the long-term outcome in mind. "Where do you want your company to be one year from now? Two? Five?" Giuliani asked.

2. Optimism — Giuliani credited optimism for driving some of his quick decision-making on 9/11. "I saw and lived through things I never imagined before and needed to be an optimist through the

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FastTrack Programs —
October 2005
Hosted by Dave Opton,
founder and CEO, ExecuNet

- 10/5 — **Establishing Relationships with Executive Recruiters** — Dave Dart
- 10/11 — **How to Land the Job You Want When You're Over 45** — Jean Walker
- 10/12 — **Converting Interviews to Offers with DISC** — Linda Dominguez
- 10/13 — **Market of One: How to be the Passive Candidate** — Karen Armon
- 10/18 — **Winning Interviews: Converse, Connect, Convince** — Judy Rosemarin
- 10/19 — **Market Yourself: You're a Big Ticket Item** — Steve Conner
- 10/20 — **Winning Networking: Great Contacts Become Offers** — Bill Belknap
- 10/27 — **Warm Up to Cold Calling** — Nick Papadopoulos
- 10/27 — **Seven Steps to a Great Executive Résumé** — Louise Kursmark

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Networking Meetings in Your Area
October 2005
Hosted by ExecuNet Facilitators

- 10/4 — **San Diego** — Mark James & Rob Vickery
- 10/5 — **Orlando** — Beverly Harvey
- 10/5 — **Cincinnati** — Louise Kursmark & Mike Lynch
- 10/5 — **New York City Sr. Roundtable** — Judy Rosemarin
- 10/5 — **New York City** — Judy Rosemarin
- 10/10 — **Miami/Coconut Grove** — Jeannette Kraar
- 10/10 — **Detroit** — Marge Larsen
- 10/11 — **Raleigh/Durham** — Stuart Levine
- 10/11 — **Sacramento** — Wilcox Miller & Nelson
- 10/11 — **Irvine, CA (Orange County)** — Christine Edick
- 10/11 — **Boston** — Pam Lassiter
- 10/11 — **Princeton** — Cindy Pellechio
- 10/11 — **Jacksonville, FL** — Gina Hall
- 10/12 — **Columbia, SC** — Jay Werth
- 10/12 — **Stamford, CT** — Howard S. Bader
- 10/12 — **Greater Kansas City** — Meg Montford
- 10/12 — **Cleveland Senior Roundtable** — Rick Taylor
- 10/12 — **Portland** — Jean Walker
- 10/13 — **Southern Wisconsin** — Clara Hurd Nydam
- 10/13 — **Pittsburgh** — Vince Papi
- 10/13 — **Atlanta Sr. Roundtable** — J. Patrick Haly
- 10/13 — **Columbia, MD** — Ed Loucks
- 10/14 — **Tampa Bay** — Fran Kent
- 10/14 — **Buffalo/Niagara/Rochester** — Beth Stefani & Brian Weber
- 10/14 — **Parsippany, NJ Sr. Executive Networking Forum** — Nancy Hutter
- 10/14 — **Seattle Sr. Roundtable** — Susan Stringer

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

Your Career Advisor

Presenting Ideas to Skeptical People

by Shelle Rose Charvet

Have you ever had a great idea shot down by a skeptic? Why is it so difficult to get some teams energized around your new ideas? How can you convince people who spend their time looking for the crack in what you say? What do you do when you present the facts and even give statistics and still they haven't bought in? How can you get the Board to drop their negative attitude and at least consider an innovative idea?

What if you could deal with the objections right away so even the most *conscientious objectors* become curious and more open? And wouldn't it be great if you could pry open some mental space when you have to convince those "Macho" types and even make your message *irresistible*?

Enthusiasm Creates Skepticism

Have you noticed that the more enthusiastic you are about an idea, the more skeptical some people become? It's as if you are pushing their Skeptical Buttons. You may have experienced this yourself, when someone foists their idea on you. Enthusiasm can create skepticism; because when someone is very excited about an idea, it is as if they are deciding for you what your opinion should be. Unless that person has impeccable credibility, it's easy to resent being told what to think.

Here's a process to make sure that you are not demanding that people take a leap of faith. It is designed to help you identify your outcome and avoid having your team become skeptical.

1. Create Your Main Message

What is the most important point you want to get across? What response do you want to your message? Do you want agreement, action, a change of beliefs?

For example, the message of many

motivational speakers is: "Goal setting will change your life." Motivational speakers want people to believe this and to take specific actions as a result — they want people to set goals and follow a plan of action for achieving them.

2. Identify the Objections

Think about the people you want to convince. What are the objections, including the most extreme that anyone could have about your message? List several. See the world from your audience's point-of-view. Ask your cynical friends and family for help with this, if you are stuck in a positive frame of mind.

Some typical objections are: "Goal setting will not help me when most of the things that happen in my life are outside of my control," or "setting a goal won't make things happen."

3. Find Common Experiences that Prove Your Point

Identify some experiences that your audience will have had that provide evidence that your main message is true. The key here is to choose experiences which enable each person to go inside themselves and verify the truth of your message. "Think about a time when you were so determined to get something you wanted, that no matter what obstacles were put in your way, you still made it happen in spite of everything."

4. Create Your Opening Using Objections and Common Experiences

First briefly introduce your topic. Next, address the conscientious objectors by telling them the objections that you came up with. "Some people may be thinking that setting goals won't help them because there are too many areas in their lives over which they have no control."

Invite your audience to think about

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Learnings from Landings

Relationship with Recruiter Speeds Search

When Mitch Gouze embarked on his job search in February 2005, he already had a pocketful of resources. “I found talking to all my work friends, contacts and acquaintances about my situation helpful, as many of them provided me with names of people to contact, agencies to connect with and networking opportunities that existed that I was unaware of,” said Gouze.

Further aiding the transition, this 52-year-old member says he was fortunate that he received outplacement assistance as part of his separation agreement. “They helped me get my résumé in order and enabled me to understand what it would take to market my skills and background as well as introduce me to a number of people who helped with getting me involved with networking groups,” says Gouze.

While Gouze maintained a solid foundation of contacts, he found that he didn’t have to formally create a networking strategy. “I did not do a lot of true networking in terms of setting up informational meetings, as my search was fairly active using the means I set up for myself. But if the search had extended further, I probably would have begun to reach more to cold contacts referred to me through the networking groups I had joined.”

On Recruiter’s Radar

Ultimately, it was Gouze’s connection to a recruiter that helped him land his director position at an 800-employee biotechnology company after just four months. “Frankly, I got a job quicker than I expected. I think this happened in part because the recruiter who placed me here had worked with me and in fact placed me at another position earlier in my career. She knew my personality and my background, and I think that helped as she served as my advocate in keeping my candidacy alive as the company went through its selection process.”

“I think you have to be aggressive in

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Define very early on what your goals are...

”

getting to this group [the recruiters], and follow up is important. Prior to using an Executive Recruiter, I would advise checking with your network to see if others have used this firm and/or individual, so you know what to expect in terms of responsiveness, how they are going to deal with your résumé, and if they will truly take the time to understand what you are seeking career wise, and then try to find an appropriate match.”

The Good and the Bad

Gouze was pleasantly surprised that he experienced a high level of activity in his job search process. “I expected a slightly slower market for my field, but things remained fairly active during my search.”

Gouze’s exchanges with companies were positive, and he says that there was typically a high degree of interaction. “I found that once I was either on the phone with a company representative or face-to-face, there was a great deal of professionalism and responsiveness. I received phone calls from the companies I interviewed with to let me know of their decision, and they were all willing to explain their reasons for rejection in those cases where I did not get a job offer.”

Despite quick job search success, Gouze still encountered challenges. Unfortunately, his complaint was a common one to job-seekers. “Even though I have been working for a number of years and have changed jobs on several occasions both voluntarily and as a necessity, I am

still surprised by the lack of professionalism and courtesy demonstrated by many executive recruiters. I got a number of calls soliciting information about myself and my background, with indications that I would hear back regarding opportunities, and then never heard back. Even when I called or dropped an e-mail to follow up, I received no response.”

Internet: Friend and Foe

“I used the Internet and linked into a number of specialized HR job sites as well as the general search engines,” said Gouze. “I subscribed to ExecuNet and UpLadders and found these both to be helpful in terms of opportunities that were not broadly advertised. ExecuNet also was helpful as another networking tool and provider of information through its chat boards.”

But Gouze warns that while attaching and sending résumés online is relatively easy to do, job-seekers shouldn’t be lulled into an inattentive state. “I found that at times, for no logical reason, I rushed through the process of applying and putting together appropriate cover letters,” recalled Gouze. “As a result, on several occasions I sent out either the wrong résumé or botched the cover letter in some way, which I am sure disqualified me from consideration. The process one takes should be methodical and always recheck everything prior to clicking on that send button.”

Words of Advice

“Define very early on what your goals are in terms of your job search and communicate that clearly to all you speak to whether they be your network, recruiters, or during the interview process with companies,” Gouze suggested.

The most effective tactics, Gouze said, were reconnecting with contacts and participating in external networking groups and attending the meetings. ■

Leadership

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worst circumstances.”

“My father taught me a lesson that helped on 9/11. He said if you are in an emergency, people will panic. Become the calmest person in the room even if you are not.”

“Most follow those with hopes and dreams and who have solutions to problems,” noted Giuliani. “Pessimists will say that things are bad and will only get worse — follow me.”

3. Courage — “Courage is not the absence of fear. It is acknowledging the presence of fear and overcoming it. Fear is a good thing because it acts as a warning,” said Giuliani, using firefighters as a prime example of courage. “They use fear to train, practice, reduce risk. They assess risk — not ignore it — and make the best decision.”

4. Relentless preparation — By mentally practicing for the worst possible situation, you can figure out the best way to handle things. Giuliani cites the New York Stock Exchange’s ability to quickly recover after the 9/11 attacks, saying that the organization was adequately prepared for worst-case scenarios.

Giuliani talked about the misinformation that abounded when the first plane struck the World Trade Center and how his team needed to quickly activate plans as the events unfolded. “When the second plane hit, we knew it was a terrorist attack...This was beyond what we’ve ever seen. We had no plans for this. I had to start making decisions. I used the existing plans we had and built on them.”

Communication became critical, and Giuliani’s team relied on its preparation so that all members could speak the same language. “When I said,

‘Cover priority targets,’ our team knew what that meant. ‘Get generators’ — the head of emergency management knew his plan was to call GE.”

5. Understand the value of teamwork — “No one single person can get you through anything difficult,” remarked Giuliani, as he underscored the importance of creating teams that balance your weaknesses with the strengths of others. “If I made a mistake, they could rectify it.”

6. Communicate — “It doesn’t matter how good your plan is if you can’t communicate it to others,” Giuliani warns. “The best way to communicate effectively is to do the other five things and then just be yourself. ‘Communicating’ becomes just talking to people.”

Giuliani sat down for an interview with CNBC’s Maria Bartiromo and also took questions from the audience. As expected, the queries addressed business strategies, politics, and current events.

“I don’t want to join the chorus of critics,” said Giuliani of the quality of leadership that was displayed during the Hurricane Katrina catastrophe, but his responses to a later question were revealing. When asked what he would have done in New Orleans, Giuliani outlined a plan that coordinated all the key decision-makers into one command post. “Put everyone together as close as possible to the scene, so you can see and feel everything. If you are too far away, you don’t get accurate information.”

While the former mayor had constructive comments for how the president can regain leadership credibility, Giuliani revealed that he had not yet decided whether he was going to make a run for the White House.

Keith Ferrazzi, author, *Never Eat Alone*

“There is no such thing as business relationships — only personal ones that happen in a business environment,” said the networking advocate. “Fifty percent of the value of this conference is the speakers, the other fifty percent are the people sitting around you.”

Ferrazzi urged the audience of roughly 4,500 to “build relationships before you need them” and to practice the “deep bump,” his suggestion to get intimate with others as quickly as possible.

To illustrate the ongoing need for relationship-building, Ferrazzi recalled a gentleman that called him and said that he just lost his job and was ready to start networking. Ferrazzi said his reply was, “No, you need to start job hunting. You should have been networking a long time ago.”

Intimacy and generosity are the keys to relationships, says Ferrazzi, and he encourages executives to share their passions and struggles with others. By eliminating small talk and résumé recitations, you can create fertile ground for growing and sharing. “By expressing the things we worry most about, we find that we’re not unique.”

“Generosity enriches your life. I want to make everyone I meet successful,” Ferrazzi said enthusiastically.

Terry Semel, CEO, Yahoo!

The head of the content portal emphasized the convergence of media and the importance of including the Internet among delivery channels and marketing efforts. “The ‘walled garden’ approach is ridiculous. Find a way to incorporate the Internet and innovate,” urged Semel.

While the Internet now counts roughly 1 billion global users per month, another connectivity revolution is underway. “Many people in the world don’t meet the Internet on a computer,” said Semel. “They are using wireless devices, and phone functionality will continue to evolve in unimagined ways.”

Semel recognized that there would be intrinsic differences between running youth-oriented Yahoo! and Warner Bros., his previous employer of 24 years. In fact,

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Rudy Giuliani’s Quick Leadership Tips

1. Train yourself to see problems as challenges.
2. Realize you will be afraid.
3. Do everything you can to learn how to handle situations.
4. You don’t know everything.
5. Love and care about people — not statistics. “Recognize that running an organization is about running human beings.”

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the average Yahoo! employee was just four years old when Semel took the role as chairman of Warner Bros. Despite the generational differences, Semel identified key leadership principles that bridge any gap:

- Really enhance the next generation — An age-diverse workforce will allow for younger workers who understand and live the trends, and the more experienced business people who will drive the initiatives.
- Embrace change — Timing is everything in today's marketplace, and Semel says to ask whether you want to be a pioneer or wait until the business is gone? An example of critical market timing is Kodak, which could have easily positioned itself early in the digital imaging arena. Their reluctance to shrug traditional film photography made them a late entry into an emerging technology, and they are currently ranked third in digital camera sales behind Sony and Canon.
- Be fast, take educated risks, move quickly.

Tom Peters, author, *Re-Imagine! Business Excellence in a Disruptive Age*

Peters' boundless enthusiasm was difficult to contain to the stage, making it even more challenging for this reporter to take notes. Thankfully, Peters' PowerPoint presentation is available on his website (<http://www.tompeters.com/slides/uploaded/HSM091305.ppt>).

Using a style that combined his own unique insights with the quotes of other business notables (Jerry Garcia of the Grateful Dead notwithstanding), Peters summarized the emerging economic concerns in two words: Beijing and

Bentonville. "All you need to know about business strategy: don't compete with China on cost or Wal-Mart on price," said Peters.

Peters credited Wal-Mart's sophisticated inventory management and logistics capability for springing into quick action during Hurricane Katrina. The 120+ stores in the affected region not only had uninterrupted phone service, the inventory system allowed for the right items to get on the right trucks at the right times and sent to the right places. As a result, the company immediately trafficked thousands of bottles of water and emergency supplies to those in need.

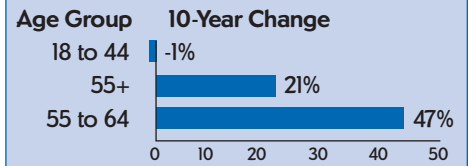
Compounding the adaptability messages, Peters said that many companies continue to focus on capturing a large piece of the 18 to 44-year-old market, but shifting demographics will necessitate a change of emphasis.

"Women buy everything and so do old people," Peters reminded the marketers in the audience. Home Depot wanted to compete with the corner hardware store and they created dark, rustic stores that appealed to men, noted Peters. However, Lowe's recognized that 80 percent of do-it-yourself projects were started by women, so their stores are better lit, cleaner, and include more "soft" products.

Proclaiming 44 to 65-year-olds as the "New Consumer Majority," Peters said the "Boomer Bonanza" would be responsible for trends worth trillions of dollars. "The New Customer Majority is the only adult market with realistic prospects for significant sales growth in dozens of product lines for thousands of companies," Peters quoted David Wolfe and Robert Snyder, *Ageless Marketing*.

Peters also aimed a whirlwind diatribe at the failings of the education system and the lack of creativity in business schools. "Education in general, up to and

Looking at Age, 2000 to 2010



Source: Tom Peters

including the Master's degree level, focus on 'the wrong stuff.'"

School curriculums with a creativity void bear some responsibility for the dwindling level of American innovation. In a 2004 survey of 500 executives conducted by *BusinessWeek*, 46 percent said that reduced R&D spending was the greatest barrier to the future of U.S. innovation, closely followed by the public education system, and corporate bureaucracy.

To underscore the importance of a diversified business program, Peters featured this slide in his presentation, crediting Richard Farson and Ralph Keyes in *Whoever Makes the Most Mistakes Wins*:

"In his career-long study of millionaires, Thomas Stanley has not only found no correlation between success in school and an ability to accumulate wealth, he's actually found a negative correlation. 'It seems that school-related evaluations are poor predictors of economic success,' Stanley concluded.

What did predict economic success was a willingness to take risks. By contrast, the success-failure standards of most schools penalized risk takers. ... Most educational systems reward those who play it safe. ... As a result, those who do well in school find it hard to take risks later on."

Curriculum of 15 Leading Business Schools

	Core Classes	Elective Classes
Design	0	1
Creativity	0	4
Innovation	0	6

Source: DMI/Summer 2002, Research by Thomas Lockwood

Look for the conclusion of the World Business Forum summary in the October 17th issue of *CareerSmart Advisor*. ■

Upcoming HSM Events

- **World Negotiation Forum**
Madeline Albright, William Ury, Herb Cohen, Richard Shell, Robert Cialdini
November 8-9, 2005, New York City Center, New York
- **World High Performance Forum**
Stephen Covey, John P. Kotter, Mike Ditka, Ram Charan, Patrick Lencioni, Frank Maguire
November 15-16, 2005, Navy Pier, Chicago

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the common experiences, getting them to relieve each one. Ask them, “Remember a time when you weren’t sure of what you wanted and then ended up doing what someone else wanted? Think about a situation where you were so determined to do something, that no matter what obstacles were put in your way, you still managed to make it happen.” (Always end on positive experiences.)

Create a link to your main message: “It’s all about figuring out what is important to you and how you can make it happen. Well, that’s what I wanted to talk to you about today...”

When you introduce a topic by stating the possible objections and the common experiences that prove your point, you are creating a framework for your message. This allows you to go meet a person or a group where they are, even if they are extremely skeptical. Because you have raised their possible objections, everyone knows that you have thought through what you are saying or writing. They can begin to feel that you have truly taken into account their point of view.

If you don’t *preframe* the objections and proof them this way, people hang on to their objections and then respond to your ideas with: “Yes, but...”

The Macho Test

One of the most irritating aspects of day-to-day communication is facing a “Macho” attitude. Everyone becomes Macho at times, especially when told what to do or to think. Both men and women can become Macho!

When someone goes Macho, they operate as if they believe the following:

- They already know everything there is to know.
- They do not have any problems, everything is perfect.
- If there are problems, they are of someone else’s making.
- They are better, higher, more important and more knowledgeable than anyone else.

Shelle Rose Charvet is President of Success Strategies, an international training and consulting company, specializing in communication and influencing. In addition to facilitating comprehensive workshops around the world, Success Strategies has produced several books and audio programs designed to help individuals to communicate more effectively. For more information, visit: www.shellerosecharvet.com or www.wordsthatchangeminds.com.

How many times have major decisions been made to assuage someone’s ego or simply to not lose face? Just listen to media interviews with politicians. When the interviewer asks if the politician was surprised by the turn of events, rarely, if ever, will the person admit to being surprised. That would imply they did not already know everything there is to know.

All of us become Macho at times. Remember your reaction when one of your parents told you how to run your life!

To make sure that even someone who has become Macho will consider my ideas, I use the “Macho Test” as an editing technique. While I have formalized the Macho Test, I suspect that you have already done something like this to make sure your important messages get through. I write my document or prepare what I am going to present using the 4-step formula for presenting ideas to skeptical people. Then I look it over and ask myself the following questions:

- Is it anywhere stated or implied that...
1. There is something they don’t already know?
 2. I am telling them what to do?
 3. They have a problem and I have the solution?
 4. They are not perfect in some way?
 5. I am better than they are in some way?

If any of the above are stated or implied, then my words do not pass the Macho Test! I will need to rephrase as follows:

1. As you probably know...(then state the thing you suspect they do not know)
2. Use the language of suggestion: You may wish to consider...
3. I understand that other organizations have had this issue and what some of them have done is... How have you solved this problem?
4. With your experience and knowledge in this area....

5. Your role is.... My role is...
(establishing different, yet equal, roles)

Next time you get the sense that if you present a ‘new’ idea that the person will deny it’s actually new, try suggesting that it’s something they might have already considered. You probably already know exactly who the Macho people are in your life. I find that once I edit myself to pass the Macho Test, the people I’m addressing stop being Macho and become more willing to participate in the free flow of ideas.

I published an article entitled, *Ten Tips for Surviving the Health Care System*. The title passes the Macho Test as “tips” are only suggestions. It would not have received nearly as much attention had I entitled it, *Ten Rules for Getting Through the Health Care System*.

All the Skeptics in the World

When I am preparing for a speaking engagement, I usually imagine that the people I will be addressing are skeptics. I pretend that they are busy people who don’t want their time wasted; don’t want to be blamed for the ills of the planet; that they need to be given a good reason to give me some of their precious time; and that any flaws in my argument will be cause to mentally dismiss me. While this may seem pessimistic and unnecessarily negative, it ensures that I rigorously prepare for each and every audience.

While most executives are not constantly making presentations, there are times when a little thought and preparation will go a long way to getting buy-in. It really doesn’t take much time to think through the 4-step process: What’s my main message? What are the possible objections? What common experiences

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provide proof? Open with the objections and common experiences and link to the

main message.

Then go through the Macho Test and you are ready to convince professional naysayers and perhaps even your spouse

or your kids!

But why should you believe me? The only way you'll know for sure is to try it out for yourself. ■

Books Worth Your Time

Guerrilla Marketing for Consultants

Expanding on the popular series, Jay Conrad Levinson brings Michael W. McLaughlin on board to lend his consulting expertise to the guerrilla format. McLaughlin is certainly qualified as an expert, amassing more than twenty years of consulting experience and \$300 million in deliverables. McLaughlin is also a principal with Deloitte Consulting LLP and the publisher of *Management Consulting News* (managementconsultingnews.com) and *The Guerrilla Consultant* (guerrillaconsulting.com).

Guerrilla Marketing for Consultants outlines how consultants need cutting edge knowledge of their particular specification, and they must also possess the salesmanship and marketing skills to cultivate clientele. It is not only important to be the best at what you do, but to get as many paying customers to recognize your expertise too.

The book guides consultants of all types through marketing plans, branding techniques and ways to get noticed among potential customers. Levinson and McLaughlin suggest speechmaking, article-writing and book publishing as methods for increasing exposure, generating publicity and stimulating business.

In addition to the suggested methods consultants can use to gain attention, Levinson and McLaughlin build a complete operating plan for consultants, with recommendations for handling clients, building relationships, selecting projects, creating proposals, closing deals and setting fee structures.

Coauthor Michael McLaughlin took time to answer some questions:

Q. A portion of the book is almost like a personal branding manual, which can be applied to executives who are conducting job searches for

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Consultants who understand and take full advantage of guerrilla marketing tactics will prosper.

”

full-time positions as well as the consultant audience. Which marketing technique garnered you the most attention from potential clients?

A. Consultants are, in some respects, full-time job seekers. Once they've finished a project, they start a search for the next one. It's a continuous cycle. The lesson of guerrilla marketing for consultants is that marketing is most effective when you use an array of techniques — single tactics rarely pack the marketing power of several working in concert.

Some techniques may work more effectively than others, but that will depend on your market. So don't put all your eggs in one basket. Spread your marketing efforts across a variety of tactics for the best chance of success.

Q. The book mentions blogs, which are increasingly becoming integrated into traditional marketing campaigns. In a crowded blogosphere, how does one produce content that really stands out?

A. It's nearly impossible to keep up with the recent growth of blogs. Today, you generally find three types of blogs. Commentary blogs contain posts developed from the news or an item a

blogger found on another blog. Product blogs exist for marketing a product. Original content blogs are based on the author's own ideas. Most blogs have some characteristics from all three categories.

To develop a blog that really stands out, focus the majority of your effort on developing original content that is in your area of expertise. It's interesting to delve into new areas when writing, but focus on what you know best. Then, you have to proactively market your blog so readers will find you.

Q. I like how you guide the reader step-by-step through all the business items that are relevant to becoming a successful consultant. What is the most common mistake new consultants make and how can they avoid it?

A. It may sound like simple advice, but the most common mistake new consultants make is not to create a real marketing plan. They usually develop business plans describing the forecasted performance of the business but don't pay enough attention to how they'll achieve those objectives. That's what a marketing plan does.

I'd advise a new consultant to put the marketing plan ahead of the business plan. Answer questions like, what's the purpose of the business? What is the substantive, tangible benefit you provide? What's your target market? How will you reach that market? What image do you want? And how much will you spend to market yourself?

Those questions are both simple and complex. But neglect to answer them and you're likely to miss opportunities. And, by the way, those questions are just as relevant for job seekers. ■

Hurricane Relief Effort

Dear Fellow ExecuNet members:

As we were contacting ExecuNet coaches and members in the areas affected by Hurricanes Katrina and Rita, an e-mail came in from ExecuNet Atlanta member Louis R. Woike, PE. He explained he wouldn't be attending the networking meeting because he was headed back to Mississippi to continue helping wherever he could with his considerable engineering and logistic skills. Here's what Louis has to say about the needs in the region:

Everyone that I have spoken to has wanted to help in some way but did not have any idea of how to contribute. Good management practices should be used to identify areas of expertise and talents and then directing people in a way that they can make significant and rewarding contributions. People just do not know how to contribute. It is our job to help them find ways to contribute.

I became involved quite by accident. My wife and I volunteered to take a four-hour shift collecting donated items at our church. We began to separate, organize and box the donated items. One thing led to another and soon we were on our way to Mississippi to deliver donated items including a donated Winnebago to be used as a home for a minister and her husband who had lost everything. To say the least it has been a very rewarding time for me on many levels.

I found the people who are enduring this disaster to be resilient. However I spoke to others who are having difficulty coping

with this overwhelming loss. Many people lost everything including their jobs. While this is not my area of expertise I have spoken with experts who state that mental health professionals will be required for both adults and children. If you are able to provide any of these services I would suggest that you contact your local American Red Cross office or the regional office of the Red Cross in Atlanta. The Regional office of the American Red Cross in Atlanta is in charge of the disaster relief in the area.

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Many people lost everything, including their jobs.

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Organizational and managerial skills are desperately needed. There are many talented people who are willing to work but need direction on how to best utilize their skills.

This in no way is a complete list of needs of the victims of Katrina. My suggestion is to assess how your training, skills and talents can best be utilized to make the most impact on the relief efforts.

Long term I am developing a plan and working with two other disaster relief personnel to put together and train a disaster relief team that will be ready to quickly respond to future disasters. I have observed

that during this disaster quite a bit of time was lost organizing a response. The goal is to be able to mobilize a response within hours and have the necessary supplies on the ground within one or two days. We are starting to build up a network of people who will have specific responsibilities to minimize the time that it takes to get badly needed goods to the victims of the disaster. For Katrina it took more than a week for badly needed supplies to get to the victims. When the supplies arrived some of the needs had been already met but other needed supplies were not available.

Thanks for your help. The people in Mississippi, Alabama and Louisiana need our help.

How would you put the talents and capabilities of the ExecuNet membership to work meeting the ongoing, long-term rebuilding efforts? We'd like to know and help connect members with fellow executives who would benefit from mentoring. For example, if you're an expert in government contracting, you could help companies in the area learn how to connect with rebuilding business opportunities. If you're in HR, you could help advise in long-term crisis management and support for displaced workers. Let us know how you'd like to connect. ■

Allan Hoving
ahoving@execunet.com
Managing Editor
ExecuNet

CareerSmart Advisor

Strategies & Solutions for Your Career Success

Founder & CEO: David Opton

Executive Editor: Lauryn Franzoni

Senior Editor: Robyn Greenspan

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



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