

CareerSmart Advisor™

Strategies & Solutions for Your Career Success

A Note From Dave

If you haven't yet checked out the Executive Business Roundtables on the ExecuNet website, I suggest you take a look. We're continually rolling out new areas, and we now have four: sales and marketing; human resources; general management; and consulting. They're designed to help our members get the most out of ExecuNet's networking capabilities; and these roundtables enable folks working within these particular sectors to connect with their peers and share ideas and resources.



If you don't work in any of these sectors, stay tuned. We will hopefully launch a roundtable that fits your profession in the near future. But in the meantime, I encourage all of our members to take a seat at any of these roundtables. I read them often, and have learned a lot from our members' dialogues.

Just recently, a discussion in our General Management roundtable caught my attention. Members were talking about making tough leadership decisions, namely firing people. One member, Kevin Cronin, says that he recalls hearing a successful turnaround CEO say that he has never lost sleep over people he had to fire. He knew the firings were the right thing to do. The CEO said he instead lost sleep when he didn't fire someone soon enough and it affected the performance of the entire organization.

Thinking more about Kevin's story just reinforces something I have thought for a long time. It's not the three main tasks of a leader — hiring, firing and evaluating — that are difficult. What makes a leader's role challenging is that these tasks are so subjective, not objective. Perhaps if we all had a better understanding of that, we would be even better leaders or managers.

Sincerely,

Dave

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

A New Career for the New Year?

By Marji McClure

Holidays are times to count your blessings and reflect on what you have in your life and what you want. The same holds true for your career. Why not enter the holiday season with a self-reflection of your professional goals to make sure that you're on the right track for the New Year to get where you really want to go?

There are many ways in which to examine the true state of your career, from serious conversations with yourself and with loved ones, as well as structured assessment tests, such as Myers-Briggs. Experts agree that regular career introspection is necessary, but unfortunately, they also agree that executives just don't perform such self-assessments often enough.

"The end of the year is a natural time for an assessment in preparation for goal setting for the next year," says Beth Ann Wilson, M.Ed., a Pennsylvania-based career consultant. "The reality is that most executives find themselves assessing what is important to them in their lives and careers when crisis strikes or when an opportunity to make a change presents itself. Executives get busy; they take care of mentoring their staff through performance assessments, they evaluate their organization's finances or they meet with a financial planner to rebalance their personal portfolio. One's own career assessment goes to the end of the list. It often takes a crisis to bring the issue front and center."

Percentage of Executives Who are Considering...	
Changing industry	71%
Changing job function	46%
Starting a company	23%
Starting a consulting practice	22%
Changing to nonprofit/gov't/education	19%
Buying ownership in existing company	18%

Source: ExecuNet, 2007

A vice president of finance of a mid-size consulting firm lost his job and immediately began to worry and didn't accomplish much else. "Instead of reflecting on what he really wanted, he took the first job that came along," recalls Cliff Hakim, founder of Rethinking Work,

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Hosted by Dave Opton,
founder and CEO, ExecuNet

- 11/14 — **Make Your Contacts Count** —
Lynne Waymon
11/16 — **FREE PROGRAM FOR MEMBERS** — **Leverage
Job Search Anxiety to Your Advantage** —
Judy Rosemarin
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Steve Meissner & Ann Scott

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- 11/12 — **Miami/Coconut Grove** — Jeannette Kraar
11/12 — **Detroit** — Marge Larsen
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Pam Lassiter
11/13 — **Sacramento** — Wilcox Miller & Nelson
11/13 — **Seattle Sr. Executive Roundtable** —
Susan Stringer
11/13 — **Washington, DC Sr. Executive Roundtable**
— Peter McCarthy
11/13 — **Orlando** — Jim Douglas & Mike Murray
11/13 — **Wilmington** — Russ Dunn & Rick Hays
11/13 — **Phoenix** — Fred Coon
11/14 — **Stamford** — Howard Bader
11/14 — **Cleveland Sr. Executive Roundtable** —
Rick Taylor
11/14 — **Denver** — Karen Armon
11/14 — **Charlotte** — Merton Marsh & Michael Hall
11/15 — **Pittsburgh/Cranberry Township** — Vince Papi
11/15 — **Seattle** — Susan Stringer
11/15 — **Columbus** — Janine Moon
11/15 — **Minneapolis** — John Wetzell &
Barbara Johnson
11/15 — **Princeton/East Brunswick** — Rod Colon
11/20 — **Irvine (Orange County)** — Mark James
11/20 — **Hartford** — Howard Bader
11/20 — **Cleveland** — Rick Taylor
11/22 — **Toronto Sr. Executive Roundtable** —
Martin Buckland
11/27 — **Chicago** — Melody Camp
11/27 — **Houston** — Michael Grove
11/28 — **Toronto** — Martin Buckland
11/28 — **Portland, OR** — Jean Walker
11/29 — **Dallas** — Bob Hueglin
11/29 — **NEW! Los Angeles** — Eileen Hupp
11/29 — **Palo Alto** — Linda Holroyd
11/29 — **Atlanta** — J. Patrick Haly
11/30 — **St. Louis** — Bill Severson & Cyd Dodson
11/30 — **Detroit Sr. Executive Roundtable** —
Marge Larsen
12/3 — **Miami/Hollywood** — Jeannette Kraar
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12/5 — **New Haven** — Paul Mathews
12/5 — **Columbia, MD** — Ed Loucks
12/5 — **Cincinnati** — Mike Lynch
12/5 — **Denver** — Karen Armon
12/6 — **Washington, DC** — Peter McCarthy
12/6 — **Southern Wisconsin** — Clara Hurd Nydam
& Tom Senge

Registration information can be
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Insider Insight

Looking Inside ... Networking Internally

By Monique A. Dearth

A man approached me as I finished a keynote presentation on the importance of personal networking and exposure in the workplace. He told me he was living proof that people need to spend time developing their connections inside work just as much as they develop their external connections with clients and prospective customers. It turns out that he had recently been downsized from his organization, where he was a field sales leader. He prided himself on a strong work ethic and the fact that his customers loved him, but he was a virtual unknown within the walls of his own company. When he was cut, his immediate manager told him that he just didn't have enough top-level support or sponsorship within the organization; people didn't know who he was!

Many books and articles have been written about the importance of external networking. We focus on building those "business card exchanging" opportunities where we have opportunity after opportunity to deliver our perfectly rehearsed elevator speech in hopes of making the ultimate connection with someone who turns out to be the next big client. I speak frequently about the importance of having all the pieces of the P.I.E. — Performance, Image and Exposure. Of course, exposure is your personal visibility and branding program that encompasses both external and internal networking.

What about the importance of networking internally? Networking not to land your next big client and close that

big sale, but networking to develop your reputation and become a known entity within your own organization. I'm talking about the kind of networking that builds your brand in an organization and develops your sponsors. I'm talking about building connections with people who will go to bat for you and always give you sage advice. I'm talking about building the kinds of relationships that will create long-term opportunities and open doors that might otherwise stay closed.

We heavily focus on external networking...participating in network groups, sales groups, trade shows, associations, and the like, but are we paying so much attention to external networking to the detriment of not being networked enough internally? I challenge you to take a look at your calendar. How many times in the last month have you scheduled time to attend a lunch meeting to get to know people associated with a trade group or a networking group in which you are involved? More importantly, how much time have you dedicated to getting to know people within your own office? Are these numbers different, and if so, why?

Benefits of Building an Internal Network

Clearly, building your internal network and developing some sponsors has benefits beyond just keeping your name off a reduction-in-force list. Think about it. We all know the benefit of a referral. Whether it's looking for a new restaurant, or going to see a movie, we typically

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Five Strategies for Successful Internal Networking

1. Both quantity and quality are important.
2. Be meaningful and intentional. No one likes to be used.
3. Networking down and across is as critical as networking up.
4. Cast a wide net. Don't limit yourself to a few key relationships.
5. Make time for internal networking. It should be an intended action.

Insider Insight

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prefer to act on someone else's recommendation. Knowing that someone else vouches for a particular restaurant or movie makes us more likely to try that referral.

The same is true in the people game. The more people who know you, the more internally networked you are, the better chance you have of being connected into opportunities, situations and projects that you might otherwise not be aware of. The more people who know you, the better your chances of having new opportunities and experiences brought your way.

It is not simply the quantity of people with whom you are networked that is important; rather, the quality of this network is just as critical. If a large number of people know you, and they all think of you as selfish, arrogant and dishonest, then it seems obvious that your internal network will work against you. It is critical as you build your internal network — which is really building your reputation — that it is built upon a solid foundation of values.

Strategies for Building an Internal Network

Internal networking is also different from the proverbial brown-nosing. Internal networking must be altruistic.

Monique A. Dearth, JD, is the founder and president of Incite Strategies/HR OptIn. Incite Strategies provides global leadership assessment and development. HR OptIn provides flexible HR project management solutions. Clients include GE, The Home Depot, Textron and Ventana Medical Systems. More information can be found at InciteStrategiesInc.com or HROptIn.com. Monique can be reached at 678-513-7661.

No one wants to feel they are being schmoozed for some other person's gain. Just as with external networking, and perhaps even more importantly, internal networking has to be sincere. It has to occur with the intent to build a symbiotic relationship. No one appreciates feeling used, and that kind of approach is often easy to see through.

Internal networking is not simply an "upstream" maneuver. With rapid change as a cornerstone in the workplace today, it is smart to network yourself across all spans — up, down and across — within your own department and across functional lines. As quickly as things change in the name game, it's important to not become known as an individual who only manages up at the detriment of building relationships across and down.

Perhaps the most important strategy for successful internal networking is to cast a wide net. In today's turbulent economic times, it would be silly to place all of your money in a single investment. Similarly, in today's turbulent workplace,

it would be silly to rely on one or two key relationships while ignoring the nourishment and development of others. We cannot become complacent in continuing to build our network.

It's dangerous to have the mindset of being able to coast in the challenge of internal networking simply because of a comfort level with whom you are already networked. It's amazing how many times I have seen leaders on a fast track suddenly fall off that track, leaving their network gasping for air, and trying to figure out what just happened. Their support team is gone in an instant, and suddenly they are an unknown. Their sponsorship, their inside track, has just ended. What now?

The adage, "out of sight, out of mind" is true. We need to ensure that we make internal networking a key part of our work ethic. It is not something that just happens. To develop properly, it takes focus, a commitment of time, and the desire to build meaningful relationships. ■

Your Career Advisor

Outsourcing as a Business Strategy

By Ming Yu

Executives face the constantly rising pressure today to reduce costs while maintaining acceptable quality and, potentially, higher productivity. While seemingly an impossible task, it is actually relatively easy, as these executives utilize an outsourcing strategy to accomplish their goals.

Outsourcing presents executives both opportunities and challenges to capitalize on the benefit of lower development cost and better business development through improved resource focus. If done successfully, it can reduce an organization's

Ming Yu is a bilingual professional with more than 10 years of experience in business software development, outsourcing and business continuity planning. Throughout his career, Yu has worked with a variety of outsourcing vendors from India, Vietnam, Israel and China. Yu holds both a MS and BS in computer science and is also an active member of the International Association of Outsourcing Professionals and a former member of the Project Management Institute. He can be reached at emailingyu@gmail.com

development cost by an average of 41 percent, according to a Duke University/Archstone Consulting survey.

Whether executives can successfully master the skill of outsourcing and capitalize on the benefit of outsourcing has a

profound impact in shaping the future of both their careers and the organizations.

However, the benefit of outsourcing neither comes automatically nor overnight. It requires setting clear

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a career consulting and strategy firm based in Arlington, Mass. The executive accepted a position similar in responsibility and compensation in a different state, leaving his family behind. “He realized his unexamined, fear-driven choice was not a change at all,” adds Hakim. “He had an impossible weekend commute. He missed his family, and for what? He was still stuck on the same rung of the career ladder. The process of reflection would have saved him this misstep.”

Test Your Desire

Put simply: It’s time to take care of yourself — evaluate the goals you have achieved and those that have eluded you so far in your career. “Most assessments take the form of an internal dialogue where an executive looks back at the work-related goals and aspirations he or she had and evaluates the actual results he or she was able to accomplish against these goals,” says Dr. Agata Dulnik, president and owner of Executive Value Solutions, LLC in Connecticut.

Wilson suggests making a list of career and personal accomplishments for the year, answering questions such as: What are you proud of having completed? What was the most meaningful to you about your work and your community affiliations? What proof do you have of these accomplishments — are they measurable?

“Clearly, it is easier to complete such an exercise if you keep a running list of accomplishments through the year,” adds Wilson. “Write your responses to questions such as the following: What does career success mean to me? How do I want to be described at my 70th birthday party? How do I know that what I have done this year has been of value to my organization — is there proof?”

Hakim stresses the importance of clarifying what value most inspires and drives an individual. He suggests brainstorming with a friend or colleague to create a list of 20 or 30 primary values, such as freedom, health, creativity,

Wading in New Career Waters

For most people, the perfect job is one where they excel and can truly enjoy. “The road to success requires one to do what he loves and is good at,” says Carl Robinson, PhD, principal of Advanced Leadership Consulting. “If you want to be a novelist, but no one likes what you write, you might have fun writing, but you won’t make a living at it.”

If you’re still searching for that perfect fit, most experts advise taking small steps toward a new career path. Career consultant Beth Ann Wilson says that many executives test their leadership skills by volunteering to preside over a community organization or professional association. Wilson suggests sharpening public speaking skills at Toastmasters or at a local church or synagogue or raising funds for an important cause to develop fundraising abilities.

One of the biggest challenges executives face when contemplating career changes is how to ensure that a particular change — oftentimes to something completely different from what they’ve ever done — is the best one for their immediate and long-term career objectives.

Cory Chacon found herself in a position that many executives can relate to — her record industry company went through a restructuring forcing her to figure out what to do next with her career. In assessing what she enjoyed about her job, the international marketing executive recognized that she loved the travel aspect of her job; in particular, she gained an interest in the hospitality field.

To decide if a career in hospitality was in her future, Chacon turned to a Portland, Ore.-based company that helps individuals practically jump into a new career without the commitment. Customers purchase “vocations” in a field they are interested in and they are assigned a career coach and mentor to guide them through the experience.

VocationVacations coordinated a two-day internship with the Hotel Monaco in Chicago; and Chacon spent her time shadowing the hotel’s general manager, who served as Chacon’s mentor. Chacon says she was hooked and, after taking a few weeks to build a contact list in the industry, she landed her next job in only two months. She is now a concierge at The Muse in New York City, where she serves as a trusted source of information for a global base of travelers. “It is really a perfect fit,” says Chacon.

Ruth E.N. Cox, a VocationVacations mentor and ExecuNet member, says she has been a mentor at her Sherman, Texas-based spa for the last year so she can help others find that “perfect fit.” “I’ve always been active in formal and informal mentoring,” says Cox, a former operations executive. “This was just another opportunity to do this.” Cox has hosted a few ‘vocationers’ so far, individuals who are typically in the discovery stages about spa ownership, notes Cox. “They’re early in their thinking about it. They are still in their current job,” says Cox. “For most of them, [spa ownership] is part of a five-year plan.”

Cox can certainly relate to these individuals. “Always part of my career plan was a C-level job or going into business for myself,” says Cox, who worked for a cellular phone company. “I began to think about what I wanted. I loved going to spas on my business trips. As a single parent, it was the only time I had to get away.” Cox says she looked at purchasing various franchises, but opted to open the Bella Fontana Spa two years ago. “I have the opportunity to make people happy and feel good — for even just a few minutes,” she adds. “In the cell phone industry, it’s difficult to achieve that customer satisfaction.”

Both Chacon and Cox say that individuals have to be willing to take risks and a leap of faith when contemplating a career change. They are certainly not alone in taking chances. VocationVacations launched in January 2004 and continues to add new “vocations,” according to Brian Kurth, the company’s founder and president. Kurth says that 75 percent of “vocationers” are seeking a career change, while the remaining 25 percent are just curiosity seekers. “Not only are people using [the service] as a career development tool, but they’re making a career change,” says Kurth. “We offer a pragmatic approach. We’re the first step toward a dream job.”

generosity and family.

“Determine which appears to be the foundation value that supports the other four,” says Hakim. “You might choose

‘creativity,’ reasoning that if you could optimize creativity in your work-life, you would stay healthy, give back to others,

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and spend time with your family. You would avoid jobs that demanded routine in a structured hierarchical setting. Instead, you would focus on uncovering opportunities that stretched you to hatch fresh ideas or lead a creative team.”

Hakim adds that he asks his clients to write about their history, beginning with family background and noting the high and low points of their lives, major turning points, and how they arrived at their current career position. All submit at least a few pages to Hakim.

“Some produce a lot more once they get started, becoming absorbed by their own narratives,” says Hakim. “I call this exercise the ‘mini-autobiography.’ Reflecting on your mini-biography can lead to your strengths — values, skills, attitude and beliefs — that are most vital to buoying your self-confidence and to creating your future.”

It can also be helpful for individuals to get outside help in uncovering their particular strengths. For some, it can be difficult to identify these qualities on their own. “We are inherently blind about our own capabilities and talents,” says Carl Robinson, PhD, principal of Seattle-based Advanced Leadership Consulting. “People either over- or under-value what they do.” Robinson suggests enlisting the help of an independent third party to conduct interviews with people who know the individual well, such as his spouse, friends, colleagues, employees and clients. Some questions that can be asked, suggests Robinson:

- When you think of X, what do you think X brings to the marketplace that has the most value?
- What is X most talented at?
- If you were going to place X into a job, what would that be?
- What type of role do you think X should never apply for?

When you understand your values, it can definitely help you project the ones necessary to succeed in your career. “When I was the director of ‘Executive

Potentials’ at a large aerospace company, I reviewed the file of an individual who earned ‘C’ grades at his university,” recalls Larry Lee, EdD, senior director of research and development for Houston-based Birkman International Inc. “The company was promoting him as a candidate to the Stanford University graduate school, which cost the company \$250,000. The company’s justification was eloquently simple; the applicant had ‘turned around the opinion of the United States government so that an important program was not canceled.’ Eventually, this individual was accepted by Stanford and later became president of the defense group of the company. The individual overcame his modest academic achievements, but it never would have happened without personal excellence in the workplace.”

An Array of Standardized Assessment Tests

While many of these less-structured and more personal tests can be valuable, there are more-structured options for individuals seeking to perform a career-introspection in the form of standardized assessment tests — which are typically administered by licensed psychologists.

Perhaps the most well-known test is the Myers-Briggs Type Indicator (MBTI), which is a personality test. According to Cicely Horsham-Brathwaite, PhD, assistant professor, counseling and human resources at the University of Bridgeport, Myers-Briggs can help individuals uncover personality type and work-style preferences.

Horsham-Brathwaite says she has also found the Strong Interest Inventory effective. This test assesses an individual’s likes and dislikes and compares them to people in a wide range of jobs, notes Horsham-Brathwaite. “I appreciate the Strong because it presents individuals with ideas about careers they may not have previously considered,” adds Horsham-Brathwaite, who also mentions the value of the 16PF, which like Myers-Briggs, examines an individual’s personality and needs.

Another career assessment tool is The Campbell Interest and Skill Survey (CISS), which Robinson recommends

to executives contemplating career changes. The CISS measures self-reported vocational interests and skills.

“Similar to traditional interest inventories, the CISS interest scales reflect an individual’s attraction for specific occupational areas,” says Robinson. “However, the CISS instrument goes beyond traditional inventories by adding parallel skill scales that provide estimates of an individual’s confidence in his or her ability to perform various occupational activities. Together, the two types of scales provide more comprehensive, richer data than interest scores alone.”

Lee suggests the Attractiveness Indices and Career Path matrix as a career planning tool. “Companies limit or eliminate unattractive opportunities and invest in attractive ones,” notes Lee. “Understanding the industry’s leading edges, or anticipating them, has direct implications on your career path and potential. One way to efficiently use your time is to engage in a quick survey of where you, your company and your industry is heading.” Individuals need to create a 2x2 matrix and add notes in each one. The fourth quadrant, which represents an attractive company/industry and individual is the “sweet spot,” adds Lee. The second quadrant (representing an unattractive company/industry and individual) should be avoided.

The Gabriel Institute, a Philadelphia-based firm specializing in qualitative assessment, developed Tools4Careers.com to help individuals understand who they are when interacting with others. “It’s an assessment unlike the typical interest inventories or personality tests, since it’s about you as you work with other people,” says Dr. Janice Presser, CEO of The Gabriel Institute. “There aren’t bad ways, unless you’re an abusive sort; but there are different ways, all of which can work for you. The key is becoming the best that you can.”

Presser adds that Myers-Briggs is valuable in understanding some differences but is not useful in understanding how an individual fits into a corporate situation. “Role-based assessment provides the information to help you identify the other people you need to be successful and how

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business objectives, creating a successful business model and choosing the right outsourcing vendor.

Setting Business Objectives

The first strategic thinking that executives must do is to have absolute clarity about what business objectives they would like to achieve through the outsourcing. Just like buying a car, the price should not be the only deciding factor. Instead, the available options should be sorted into categories such as must-haves, nice-to-haves and do-not-care. Then the purchase decision is made based upon which options suit the desires best. Cost reduction comes as the consequence of setting clear outsourcing business objectives, evolving an effective business model and choosing the right service provider.

In setting the goals, executives often mistakenly believe that they can set the elimination of current organizational problems as the “objective” by outsourcing the problematic process or troubled development. They fail to distinguish business consultancy from outsourcing. Business consultancy can help the organization identify the problems and recommend solutions to resolve them, while outsourcing requires the organization to set clear and realistic business objectives that can be achieved or implemented by the outsourcing service providers.

Another common misconception about outsourcing is that executives fail to distinguish contracting from outsourcing. Contracting is a short-term, results-oriented business transaction while outsourcing is a long-term, results-oriented business relationship with a specialized service provider.

Creating an Effective Business Model

Once the business objectives are set, the next step is to create an outsourcing business model. Executives should anticipate that cost reductions will not happen immediately or shortly after an outsourcing deal is signed. Depending on the nature of business, the time it takes for two organizations’

Drivers Used to Set Outsourcing Business Objectives

Drivers	Description	Example
Core competency	Identify the core competencies that are fundamental to the organization’s strategic business development; outsource the non-core activities.	An online brokerage company has a patent that guarantees the execution of any order within 15 seconds. In order to protect the intellectual property, the company should keep the development work (business logic, etc.) that is core to the patent within the company and outsource the non-core work (user interface, online help, etc.).
Development process	Analyze the organization’s development process, identify which activities must be performed at customer premises or onsite; outsource the activities that can be done offsite.	An IT solution provider assigns staff to work on the business requirements and system architecture at customer premises, which requires direct and frequent interaction with the customer; while it outsources the implementation and testing.
Expertise/talent	Identify the expertise/talent that the organization lacks and acquire them through outsourcing.	An independent software vendor does not have the expertise in localizing the application targeting the Japanese market. It chooses to outsource the localization work to a service provider specializing in Asian language localization in China.
Value	Prioritize the organization’s product developments based on their values; outsource the less valued ones.	Microsoft identifies that Windows and Office are the most profitable products and they are critical to the company’s future success. It chooses to focus on the development of future Windows and Office while outsourcing the development of other less profitable products.

cultures to blend, the level of mutual trust, the experience of the service provider, and a variety of other business and cultural factors, it may take up to two to three years for the organization and the outsourcing service provider to evolve an effective business model and start seeing substantial cost reduction. During this process, executives may have to try different service providers to find the best match.

Selecting the Right Service Provider

The final step in successful outsourcing is choosing the right service provider.

Whether an organization’s outsourcing strategy will succeed or fail is largely determined by whether executives can choose the service provider with the right expertise, customer focus and pricing.

There is a rich supply of service providers in today’s outsourcing market. Executives must be clear about the characteristics that different service providers possess. Generally speaking, large service providers are well-established and have equally large staffs, as well as a lot of customers — which means your organization could be a little fish in a big pond. Unless

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your business can significantly contribute to their revenue, it is unlikely you will get the best customer attention from them.

Smaller service providers are eager to win your business by providing better customer focus, more flexible business terms and other incentives. If your organization does not have a big outsourcing budget or is unsatisfied with the outcome yielded by an existing provider, it could be time to consider a smaller provider. These smaller providers may also possess very specialized expertise that bigger firms do not have.

Emerging service providers located in China and Eastern Europe (including Russia) are attempting to build a reputation and strong customer base in the North American market. Many of them are well-established service providers with a sizable customer base in their home regions. They are willing to put in the extra effort to offer a higher level of customer satisfaction and more attractive incentives in order to attract North American customers. Many are willing to complete a pilot project free to let the customer test drive their services without any financial risk.

Compared with India, which is the current predominant target country for IT outsourcing, both China and Eastern European countries are much more developed countries with significantly better infrastructure. They also have an abundant supply of talented engineers with a significantly lower attrition rate. These factors translate into an even lower outsourcing cost and higher productivity/quality. Also the English proficiency for engineers working at the emerging service providers is no longer a barrier since it has dramatically improved in recent years.

Providing a Competitive Advantage

Globalization inextricably links the world's economy together. In this global economy, companies can face the competition from everywhere and anywhere. New competitors can emerge at any time from anywhere, which could be just a few mouse clicks away.

Outsourcing Business Models

Outsourcing Model	Characteristics	What is it for?	Example
100 percent onsite	The service provider's staff works onsite.	The work must be done during business hours and/or onsite due to the nature of work.	Software engineers supporting a web-based trading system developed for an online brokerage company.
100 percent offsite	In the initial stage, the service provider may have staff work onsite to collect business intelligence and accept knowledge transfer.	The work can be done during non-business hours and/or offsite.	The development of a computer game outsourced by Microsoft to a company in Canada.
Split	<p>The development tasks are split between the customer and the service provider.</p> <p>The customer performs the tasks onsite. The service provider performs the tasks mainly offsite.</p>	<p>The business model is best for the organization whose development work involves sensitive business intelligence.</p> <p>The customer organization does the sensitive work and the service providers perform non-sensitive work.</p>	<p>An online brokerage company has a patent that guarantees the execution of any order within 15 seconds.</p> <p>It develops core business logic onsite and outsources the non-core work (user interface, online help, etc.).</p>
ODC (offsite development center)	<p>The customer and the service provider establish the long-term partnership.</p> <p>The service provider designates staff to work for the customer.</p> <p>The staff are salaried by the customer and mainly work offsite.</p>	This business model is best for the organization which has a large volume of outsourced development work.	GMC outsources its entire IT operation to IBM.

Maintaining and developing their organization's competitive advantage in today's global market has become executives' top priority in any organization. Through outsourcing, executives can move their organizations toward a business structure where they can focus their resources in the areas that are critical to their unique competitive advantage and long-term business objectives.

For executives, the ability to successfully plan, implement and achieve better

and consistent results is becoming a more common routine of their daily management practice. Eventually, the ability to lead and manage on a global scale will become a de facto requirement for corporate executives — especially for IT executives — to produce sustainable outcomes. Executives should make sure that they do not miss the opportunities of outsourcing and prepare for their next career move. ■

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you can get them to cooperate with you,” notes Presser.

What You May Find; What to Do About It

Of course, you want your career introspection to reveal that you’re currently working in the right career in the right job for the right employer. If that is the case, your next step is to find ways in which to further enhance your current role.

“The secret sauce for anyone trying to advance is to find the intersection or sweet spot of what they do well, what they love doing and what their organization needs or the marketplace wants,” says Robinson. “Then do whatever they can to parlay that sweet spot by looking for and asking for opportunities to do more of those activities while delegating or not doing activities that don’t fall into the sweet spot.”

Presser says that negotiating small changes in a job description can make a difference; and that sometimes executives can trade responsibilities with others so everyone is performing the tasks he or she is most comfortable completing.

One thing you may or may not find is an alignment between your individual goals and the goals of your organization. To help determine this, Horsham-Brathwaite suggests that individuals develop a mission statement that incorporates the guiding principles under which they lead their lives.

“This mission statement should

Expert Resources:

Dr. Agata Dulnik, Executive Value Solutions, LLC (DrDulnik.com)

Cliff Hakim, Rethinking Work (RethinkingWork.com)

Cicely Horsham-Brathwaite, Ph.D. (CicelyBrathwaite@aol.com)

Brian Kurth, VocationVacations (VocationVacations.com)

Larry Lee, EdD, Birkman International Inc. (Birkman.com)

Dr. Janice Presser, The Gabriel Institute (TheGabriellnstitute.com)

Carl Robinson, Ph.D., Advanced Leadership Consulting (LeadershipConsulting.com)

Beth Ann Wilson (workworth@comcast.net)

include the most important influences on their decisions, such as their values, personal and familial commitments, spiritual and cultural beliefs, and career goals,” says Horsham-Brathwaite. “If [the goals of the individual and the company] are out of alignment, executives need to consider whether they can function as a change agent within the environment or if it is time to look for a new company. If the decision is to look for a new organization, executives should also use their personal mission statement to guide their decision-making about the next organization.”

When It’s Time to Move On

When you learn that your current career position isn’t the most ideal for you and you don’t have any options within your organization to modify your job to better suit your strengths and interests, it’s most likely time to move on.

But just as you should take your time to conduct a complete career introspection, it’s just as important to take your time deciding your next steps. “Don’t rush to make a decision. Take time to explore your options before making a decision,” says Horsham-Brathwaite.

“Often, people leave a career or job and find that the new environment holds the same difficulties as the previous one. One of the reasons this might occur is because executives may not clarify for themselves the personal and professional issues that led to their dissatisfaction,” she adds.

Nonetheless, executives shouldn’t feel that they have to begin their careers over. Much of their experience can be transferred to another profession and/or industry. “I try to minimize the notion that we have to start all over from scratch,” says Hakim. “You don’t have the time, energy or money to begin from scratch. Instead, the idea is to retrace your career to search for skills with some ‘recycle value.’ This is a primary purpose of introspection: to uncover the many treasures buried in your past. This work is not only about closing doors to situations that no longer work for you. It’s about looking at the doors you might re-open — sorting through your history for meaningful experiences, expertise and contacts. It can also be about exploring opportunities you passed up, looking at a fork in the road, and reviewing the road not taken. As you do this, you may find many interests that are worth reviving.” ■

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Founder & CEO: David Opton

Executive Editor: Lauryn Franzoni

Senior Editor: Robyn Greenspan

Editor: Marji McClure

Copy Editor: Carol Hamilton

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



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