

# CareerSmart Advisor™

## Strategies & Solutions for Your Career Success

### A Note From Dave

The most successful job seekers spend considerable time and energy finding the perfect job. Here at ExecuNet, we're happy to provide a wide range of tools and resources that can help you locate the ideal position.



But we also recognize that the challenge of finding that great opportunity is typically replaced by the challenges related to getting acclimated in that new position and laying the proper foundation for a successful tenure.

Our research shows that 77 percent of organizations and 84 percent of executive search firms drop the ball after executives are hired by not providing any coaching or "onboarding" assistance to these senior-level leaders. That inattention often shortens tenures for many executives. Search firms tell us that 11-in-100 of their newly placed executives don't last one year in their positions. Corporate human resource professionals say that executives can experience dissatisfaction after only 13 months on the job.

Onboarding can stop this trend by providing executives a step-by-step plan for success that begins during the recruitment stage and continues through the first 100 days in a new role. Executives who participate in such an organized onboarding process are much better prepared for immediate and long-term success within their new organizations.

To help support you during the onboarding process, ExecuNet has launched *Onboarding Central* ([http://members.execunet.com/e\\_onboarding.cfm](http://members.execunet.com/e_onboarding.cfm)). It's a free center that will provide you with the tools, services, resources, webinars, plus expert and peer guidance to help you make a successful transition into any new role you take on. We invite you to check it out.

Sincerely,



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

## Move Up the Career Ladder Without Moving Out

By Marji McClure

A successful climb up the corporate ladder used to mean that executives literally had to go wherever job opportunities were. If you didn't relocate for a new position, your climb would reach a premature peak. Staying where you were meant that your career didn't advance any further.

But many factors today are creating a workforce of executives reluctant to pack up their families and their belonging for the promise of a satisfying new job. Many don't feel the risks associated with leaving are worth rewards they could find if they stay. Only 32 percent of executives surveyed in the 2008 edition of ExecuNet's *Executive Job Market Intelligence Report* said they believe they need to relocate to further their careers, representing a steady decrease from 2007 when 38 percent said they felt relocation was necessary, and 2006 when nearly half (46 percent) viewed relocation as a requirement.

"I think young families are more into the 'quality of life' than we were 20 or 30 years ago," says Rick Taylor, president of Ohio-based executive search firm Ratliff & Taylor Inc. "We would go anywhere to advance our career. Not so today. Spouses have careers; the kids being happy in a school system is very important; and I think people are more content with their lives and would rather find another position in their current city than relocate, especially in this [slumping] housing market."

Some experts note that many companies avoid relocating executives, because they don't want to get into the real estate business and prefer not to deal with executives who need to sell their houses. At the same time, some executives don't want to leave familiar surroundings, and others simply don't want to sell their homes in today's struggling real estate market.

"I had one candidate back out of a CEO search last week when he found out that his house's value went down 15 percent in the last month or two," says Dora Vell, president of Vell & Associates, a Boston-based retained technology executive search firm. "The client was not willing to cover real estate losses, and he couldn't afford to keep two homes."

Yet, for now, some executives are keeping their current homes — and accepting the far-away positions, at least temporarily.

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## Learnings from Landings

# Job Search Provides Life-Long Benefits

For the first time in 24 years, ExecuNet member Howard Miller was unemployed this past March after resigning from his job because family obligations prevented a required relocation. “It was a little unnerving to be unemployed,” recalls Miller. “But as [ExecuNet] suggested, I treated my job search as a job; and my skills and knowledge as a product to be marketed to customers that needed my services.”

Miller wasted no time in getting entrenched in his new “job” to find another position. “My advice to those who are in career transition (no one seems to like the term ‘unemployed’ these days) is to take advantage of this time of transition and rethink their experience and skills, and to do things that they might want to do, but because of job demands, could never find time for,” says Miller. “Finally I would recommend following ExecuNet’s advice to develop a marketing plan with specific, measurable goals and time lines.”

Miller says that he quickly refined his résumé and marketing plan and began his search on the first day of his transition. “I responded to jobs I thought I was qualified for and no others,” he says. “But I always offered my help, and followed through on that offer, to recruiters and employers.”

In the meantime, he spent a lot of time with his family, attending his son’s soccer practices and taking his daughter to ballet lessons and rehearsals. He also began an exercise regimen.

Back on the job search front, Miller says he joined LinkedIn and used it as a contact management system. As a result, he made contact with more than 150 business associates. “I developed an elevator story about my accomplishments and experience, focusing on what I could deliver for people,” explains Miller. “I worked hard to develop sound

bites using the ‘Situation, Obstacle, Action and Result’ model. At last count, I have 25 of those memorized; none taking longer than one or two minutes to recite.”

Miller also used the Internet and various databases to research industries and market segments of interest to him so he could position himself as an expert in these areas.

“After interviews, I was diligent in determining from the recruiter and the employer what they liked, and most importantly what they did not like,” says Miller. “I am fairly confident that my skills improved, since I started getting more second interviews as time progressed.” It took less than three months for Miller to land a VP/GM position in the medical device industry; a position that came from a familiar source. “The offer I accepted resulted from a call from my Rolodex to a former boss (who I had not spoken to in six years), who is now CEO of the medical device company I am working for,” adds Miller.

### Life After the Search

Miller has yielded benefits that go beyond just accepting the new position he sought. He made and renewed connections that will continue to serve him throughout his career. “I now act as an informal referral source for more than 15 retained recruiters (who I have gotten to know and who now trust me), I spoke to more than 150 former associates — really learning about their challenges and career aspirations. At this point, I know more about my industry and the people in it than I ever have,” notes Miller.

Overall, Miller says the entire job search was a positive experience. He learned a lot throughout the process. “It has changed my life. It has helped me

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## Insider Insight

# Putting Level 5 Leadership into Action

By Maureen Metcalf

We have been hearing about “Level 5 Leadership” since Jim Collins’ book *Good to Great* became popular more than five years ago. While the term is used regularly, it is often misunderstood, creating situations where leaders may spend energy developing themselves and others in ways that do not produce desired results.

We can now measure leadership development levels, including Level 5, with a high degree of statistical reliability and create successful programs to attract it, develop it and retain it.

The levels we see most often in a business setting range from Level 3 through Level 5. There are transitional levels such as Expert 3-4. There are also two levels above Level 5 that less than 1 percent of business leaders possess.

### Why Care About Leadership Development Levels?

Leadership development levels are helpful in identifying an individual’s abilities as a leader. Research indicates leaders testing at Level 5 are more likely to successfully navigate our current dynamic environment. Given the amount of time and money organizations spend on transformations, companies can save considerable resources by hiring and developing this type of leadership.

One influential research study conducted by Torbert and Rooke looked at significant change projects in 10

### Characteristics of Level 4

Focused on empirical data and business case.

Conscious of the importance of communication.

Acts quickly and decisively to assess consequences, often without examining the full consequences of this action on the overall organization.

Loses organizational momentum as people are continually overworked on too many concurrent projects without seeing meaningful results.

May declare victory and move on to next project before the change is sustainable.

organizations. Half were led by a CEO measuring at Level 5, while the other CEOs tested below that level. The five organizations led by a Level 5 CEO experienced 15 successful significant transformations. The organizations led by CEOs testing below Level 5 experienced no successful significant transformations.

While the Torbert and Rooke study looked at the impact of the CEO’s developmental level, the researchers also considered the impact of having at least one person on the leadership team or in an advisory role that tested at Level 5. They found that in organizations where the CEO had Level 5 support, success was more likely, as long as the Level 5 individual was in a position of influence.

Individuals testing at earlier levels are not as likely to have the capability

### Characteristics of Level 5

Understands the organization in the context of the environment; develops vision and strategies necessary for the long-term while ensuring short-term success.

“Walk the talk” is an illustration of character and authenticity.

Able to deliver clear, concise feedback that empowers people to correct or redirect their behavior and feel motivated to make necessary changes.

Identifies and praises wins based on the overall project goals; has the ability to maintain momentum and support from key people and the overall organization.

Able to convey both progress and continued urgency until changes are fully implemented.

to transform an organization as those at later levels.

There is also a bridge level between Levels 4 and 5.

### Individualist — Level 4-5

<b>Thinking style</b>	Increased appreciation for complexity and individual difference, consider non-linear influences.
<b>Focus</b>	Interested in development of self and others. Consciously scrutinize their beliefs in order to test their assumptions.
<b>Interpersonal style</b>	Seek to respect and understand others. Everyone has a voice and should be heard.

### What Can You Do?

Individuals and organizations have several options available including:

- Take the Mature Adult Profile (MAP) developmental assessment, a series of 36 sentence stems to be completed by the leader being assessed. It is the most rigorously validated, reliable and advanced assessment tool to determine adult leadership development.
- Receive individual or team training by

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### Diplomat — Level 3

<b>Thinking style</b>	Concrete operations.
<b>Focus</b>	Concerned with social acceptance.
<b>Interpersonal style</b>	Conform to the rules and norms of the desired group.

### Expert — Level 3-4

<b>Thinking style</b>	Abstract operations, multiple views and permutations.
<b>Focus</b>	Express individuality in contrast to others, do others measure up to my standards.
<b>Interpersonal style</b>	Constant comparison, measuring and perfectionism. Can be critical, judgmental and blame oriented.

## Career Ladder

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“As real estate markets have softened and the length of time to sell a home has increased, we have seen an increase in the number of employees who are working in the new location and commuting back to the home location until the house is sold,” says Joseph V. Benevides, Jr., senior vice president of relocation management company Paragon Relocation Resources and president of Worldwide ERC, a global professional membership association for workforce mobility based in Washington, DC. “This is not an ideal situation, and I don’t expect it to be a long-term solution to the traditional relocation process.”

While an even temporary relocation may not be as popular an option for both companies and job candidates these days, executives shouldn’t feel that their career ambitions will be diminished by them not choosing a change of scenery. Ambivalence or reluctance toward relocation doesn’t have to be a deal-breaker.

“Companies are more willing to understand why employees are not willing to relocate,” says Cris Collie, CEO of Worldwide ERC. “There is not the automatic assumption that your career is dead [if you don’t relocate]. While 30 years ago, it was a career-ending decision, it’s not today.” There are many ways in which executives can move up without moving out.

### Finding Opportunities in Your Backyard

Oftentimes, executives assume that they will have to relocate because there aren’t any opportunities for advancement in their current area. But this isn’t always the case. Vell advises executives to research companies in their region to accurately determine if possible jobs do exist.

“I have found that candidates are not very good at sizing markets or at approaching the market they are going after by considering all possibilities and systematically going after them,” says Vell. “They go after the brand names and the well-known companies they know about. With so many databases online,

### Answering the Relocation Question for Recruiters

When working with recruiters, it’s important to be clear about your requirements for a job so they can effectively present you to the most appropriate employers. Revealing your intentions to relocate or not is crucial. Rick Taylor, president of executive search firm Ratliff & Taylor Inc., says it’s imperative that you discuss your thoughts about relocation with recruiters very early in the job search process. “I have spent months working with executives who say they will relocate, but when it comes offer time, turn the job down because the family will not relocate,” he says. “The candidate should be discussing relocation in the beginning of the search process.”

Dora Vell, president of executive search firm Vell & Associates, says that if you change your mind during the search, you will alienate potential employers as well as search firms. “I ask candidates to have the kitchen table conversation with their spouse right up front, before we get too deep in the process,” she says.

Taylor notes that many of his clients try to avoid disappointment at the end of the process by not keeping their ideas about relocation a secret when discussing opportunities with candidates. If relocation is not a negotiable part of a job, employers need to reveal that immediately.

Taylor says many of his clients tell the candidates when they start interviewing: “‘This is what the job is going to pay if you are selected. Please discuss this with your family now. Let’s not go down this path and waste both our time and effort. If you are going to turn us down for relocation reasons, do it now.’ Does it turn off some executives? Maybe,” notes Taylor. “But it sure helps the recruiting process as a whole.”

it is very easy to look at which companies are in your area. Candidates do not have a great picture of where they could fit in.”

Vell says that she was recently contacted by a chief legal council seeking a position in environmental law. He didn’t think that there were any local firms that could benefit from his expertise. Vell’s research (from ZoomInfo queries) revealed 500 companies located within the region. “He had been convinced he had to relocate to find another job,” says Vell. “My query convinced him otherwise.”

### Some Options Help Maintain Work/Life Balance

Even jobs with out-of-town companies can offer executives the ability to maintain their current address. As many more executives strive to maintain a healthy work/life balance, options such as telecommuting and extreme commuting (a commute of more than 90 minutes one way each day) are becoming increasingly viable.

“There is a stronger acceptance of telecommuting because of the higher comfort level for virtual teaming and because more employees are demanding telecommuting as part of work/life balance,” says Alisa Cohn, a Massachusetts-based executive coach.

Janine Moon, a career coach with

Ohio-based CompassPoint Coaching LLC, feels that an increased popularity in telecommuting goes beyond the work/life balance component.

“I do see more companies including telecommuting in their work practices, but I think it’s in response to things other than relocation issues,” says Moon. “Some organizations do understand that measuring results is better than measuring ‘face time.’ Telecommuting can be a very cost-conscious and flexible approach to getting work done. This flexibility appeals to many workers, and can be a win-win answer to changing work and customer needs.”

However, for some companies and employees, options such as extreme commuting are only a temporary solution.

“Most of my clients do not like [extreme commuting], but there are some companies who will try it for a while, with the caveat that you must relocate within a specified period of time,” says Taylor. “I don’t really believe that extreme commuting is the way to go. A lot of job seekers are asking, but the companies are not buying in enthusiastically.”

### Becoming a Virtual Manager

If you decide to continue working in your current city, one career possibility is to

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become a virtual boss. You can stay where you are and manage a team that can be scattered throughout various geographic locations.

“Virtual teams and a global economy have been around long enough that companies and their managers must know how to manage virtually,” says Moon. “Those who aren’t already focused on this will lose out in the 21st century. With different schedules, different offices and different time zones, managers are required to do their jobs differently, but get the same results: work done through workers, preferably those engaged with their work and eager to contribute to the

organization’s success.”

Still, experts agree that managing a team from a remote location can be challenging, but it can be done successfully. To accomplish goals, executives need more than the latest technology to keep them connected with their team members.

“These goals are best accomplished by lots of video conferences, phone calls and virtual reality contacts,” says ArLyne Diamond, PhD, of Santa Clara, Calif.-based Diamond Associates. “It takes much more skill and finesse because we are missing the clues we get from face-to-face contact. We also need to get to know people in order to manage them effectively. I often advise my clients to have semi-social conversations and to allow staff working as distant teams to do the same.”

Moon stresses that virtual management requires a bit more creativity and flexibility from a leader to ensure work gets done both effectively and efficiently. “It means thinking differently about ‘connecting’ so that the challenges don’t overtake the outcomes,” adds Moon. “It may mean scheduling a conference call with a worker in Singapore at 6 am Eastern time, so that the individual in Asia can finish his workday with that 6 pm conference call.”

### Expand Your Search

If you are not open to relocation, don’t let that stop you from investigating job opportunities in geographic areas far from your home base. Experts always caution job seekers not to limit their searches, and that rule applies here. There is the chance that you could land a new position with an out-of-state company, but still not have to change your local address. For instance, if you are based in Massachusetts and find an ideal job opening in Chicago, don’t assume that you can’t apply. Sometimes, companies are very flexible if they find a candidate they really want — and in such circumstances could consider opening a remote office for you in your hometown.

“Obviously, the more global your search, the better the options,” says Diamond. “One never knows what’s out there until one looks. Given the tight economy now, I think it would be best if job searches were wider. This is especially true if the executive has been having a hard time finding a job, is getting older, or is priced too high for the local market.”

Taylor agrees that job searches really can’t have local limitations; and that job hunters today are becoming more open to geographically wider searches than they once were.

“Most people start their search locally, but with limited job availability, expand that to regional, and then to national searches much faster than in past years,” Taylor says. “The hiring companies do offer some flexibility, but they still want the person to ultimately relocate. You can still get lucky and land a local position and many do, but the

### Many Companies Still Using Relocation to Win Talent War

Relocation packages are certainly not being used in great abundance by companies to recruit new employees. According to search firm respondents of ExecuNet’s *Executive Job Market Intelligence Report*, only 29 percent of companies included relocation in job offers made to candidates in 2007. In 2006 and 2005, more than one-third of companies made relocation offers to candidates.

But for the right candidate, companies that are eager to win the war for talent are open to extending such offers. “Companies are offering relocation packages to the right talent,” says Massachusetts-based executive coach Alisa Cohn. “In fact, I see this more often now because it can be harder to fill critical roles, so they draw from talent around the country and around the globe.”

An interest in global talent has even made international relocations more enticing. “The major shift in international relocations is that there has been an increase in short-term assignments (those assignments lasting less than a year) and less reliance on traditional assignments of three to five years,” notes Joseph V. Benevides, Jr., senior vice president of relocation management company Paragon Relocation Resources and president of Worldwide ERC, a global professional membership association for workforce mobility based in Washington, DC.

Overall, short-term assignments are gaining favor in the corporate world. According to a recent survey from Worldwide ERC and Cartus, a global relocation and workforce development solutions provider, many US-based companies are displaying a preference for short-term assignments (a short-duration transfer in which an employee moves to a different work location temporarily and moves home when the job is finished) or rotational assignments (employees shuttle to various locations in a series of assignments, but don’t always return to the original location).

In *New Trends in Employee Mobility: Short-term and Rotational Assignments within the US on the Rise*, 57 percent of those companies currently using short-term assignments said they expect an increase in such activity over the next three years. Forty-three percent of those who use rotational assignments also expect future growth.

According to 2008 data from Worldwide ERC, companies spend an average of \$13.5 million annually to transfer their employees within the US. “The cost of relocation has certainly increased over the last several years, and corporations are looking first to hire locally to reduce their relocation expenditure,” says Benevides. “However, in order to recruit the most qualified candidates for critical jobs, the need for relocation still exists, and we have not seen a dramatic decrease in companies’ relocation activity.”

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## Your Career Advisor

# And a Manager Shall Lead Them: How Guidance Can Motivate Employees

By Paul Cherry

It's Saturday, and my daughter and I plan to spend our quality time at the amusement park. But first, we agree to tidy up our bedrooms. It's almost time to leave, and my room is spotless. When I peek into my daughter's room, her toys and clothes are still on the floor while she dances to a CD in blissful oblivion.

Now I have two choices: hover over my daughter, pressuring her to finish tidying, or do it myself so the job is finished fast and to my liking — the path of least resistance. That's tempting because, let's face it, I don't want to spoil our day or get it off to a rocky start, especially since my daughter and I looked forward to this all week. On the one hand, I'm angry because she didn't listen; on the other hand, she's dancing around because she can't wait for us to have our fun. What kind of person would punish a kid just because she is happy to spend quality time with her dad?

Some managers carry that feeling into the office. With the best intentions, they take the path of least resistance, brimming with more rationalizations than my daughter has Barbie dolls:

- "I'll do a better job than my employees, and I'll do it my way."
- "When upper management sees the job is done, and done right, I'll be more valuable to the company!"
- "I'm tired/afraid of nagging my employees. I want them to like me."
- "With all the work I have to do, I don't have the energy for confrontation."
- "I'm delegating duties — but deep down, I guiltily feel I'm just dumping things on my staff that I don't want to do."

### Sitting on Their "Buts"

As with my situation with my daughter, managers sometimes feel like they should do things themselves. They're afraid if

they lean on employees too hard, workers could resist or find a new job. This gives managers more to stress out about because then they'll have to step in and do that job, too, and now *their* bosses will hover over them.

With technological advances requiring fewer people to do the same amount of work, some employees may opt to sit on their "buts": "Hey, my boss and I both work hard, *but* I can only give it so much. I'm already doing the work of three people, and my boss just dumped more work on me to do before I leave today! Should I risk confrontation by telling him it's impossible to get all that done today, or is it safer to sit on my *but*? I'll do my best, *but* I'll get to it when I have time." With managers not wanting to push too hard, and employees having enough on their plates, both parties end up choosing the path of least resistance.

Providing guidance is a more positive, productive way to veer off the path of least resistance and inspire initiative among your staffers, but where do you begin? Ask yourself:

- What do I like doing most? What do I think my people like doing most, versus what they should be doing?
- How do we make it a win-win situation so team members get more of what they want?
- How do I delegate duties without seeming like I'm dumping unwanted responsibilities on people? How do I help them see it as a benefit, as an opportunity to learn and grow, not just another chore?
- Examining my employees' strengths, what are they doing right? How can I emphasize my staff's success and hold back my impulse to point out mistakes?
- Do my employees need coaching? In what ways do I need to build their confidence to encourage them to take more risks?

- How do I help them recognize where they need coaching so they're willing to take more initiative?

Give your employees boundaries as well as communication. It's not enough to tell someone on their first day on the job that they should produce \$300,000 worth of sales each quarter. Reinforce that standard with clear guidelines and examples, such as, "I want you to make five sales calls a day, with the expectation that you'll generate 20 quotes on a monthly basis. Of those 20 quotes, approximately five of those will lead to sales, with the expectation that each sale is worth on average \$15,000. I expect you to communicate with me on a weekly basis, so you can let me know what's working, what's not, how you're progressing, and where I can be a resource. Okay, let's go over your assigned accounts and how to profile prospective opportunities..."

Even the most go-getting self-starter on your team wants guidance from you, the manager. Your team members want to be clear about their responsibilities and their goals; they need to know how they're expected to contribute. They want to know what they can do, not just what they *can't* do. Provide measurable standards and expectations for each employee's particular position, and they'll not only understand the desired outcome, but also what to do on a consistent basis in order to get there. Confidence and security flourish as employees get the right guidance.

Use the following questions to determine how much guidance your employees need and how much they already understand about what's expected of them. Of course, as a manager, it's crucial that you already know the answers you need to hear. Still, some answers may surprise you. Asking these questions boldly can come

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across as intimidating, especially to a veteran employee (“Yikes! Is my job on the line here?”), so try to set the stage and ease into them with a buffer such as, “Let’s sit down for a cup of coffee. I’d like to explore with you what’s working, so I can help ensure your success over the long haul. Do you mind if I ask you some questions?”

- What are the three most important goals of your job?
- Describe for me what’s expected of you here at X Company.
- What does it mean to ‘go the extra mile’ in your position? Can you give me an example?
- What are the four major functions of your position? How should they be accomplished?
- What do you think separates a good employee from a great employee here at X Company?
- How do you know if you’re doing a good job?
- If you had to explain your job to someone visiting from our corporate office, what would you say?
- Can you outline for me how you spend your week? How much time do you spend on each of the following: making new contacts, maintaining existing relationships and completing paperwork?
- What has surprised you most about this position?

### Communication is Key

When employers provide goals and direction for their employees, everybody’s on the same page. Employees feel confident that they’re spending time on projects important to the company, and managers know their employees are on the right track. Without guidance, employees feel like they’re treading water with “busy work” while struggling to read their

bosses’ minds. This lack of guidance can rattle employees. I know, because it happened to me.

A decade ago, I was excited to start a new job working for a man I’ll call “George.” Back then, I was working for another company and feeling successful. George wooed me with promises of independence and opportunity, interviewing me several times. It took three months before the hiring process was complete. I was confident that someone who put so much thought into the hiring process would be a great boss. I was wrong.

On my first day, George and I exchanged pleasantries for five minutes. Then, just like that, he was out the door on a two-week business trip, saying, “The only way to learn this job is to do it.” That was the extent of my training! I was given no guidelines, no boundaries. I felt like a teenager whose parents had left for vacation, saying, “We’ll be away for two weeks, dear. You’re in charge while we’re gone. Be good now!” But unlike a teen home alone, I didn’t feel that sense of freedom and excitement; I felt more like I had been stranded in the woods without my *Boy Scout Handbook*. How was I to interpret “Be good?” With no clear direction from George, I was lost.

With a mortgage to pay and a family to feed, I wanted this job to work out, so I tried my best. During George’s absence, I was left with only one co-worker and no supervisor to turn to for advice. When George returned, things weren’t much better. We would pass each other in the hallways, but he never scheduled time to sit down with me and find out how things were going, or to ask what type of guidance I needed. Everyday, I felt more insecure. I was sure George would eventually call me into his office and ream me out, telling me I was completely on the wrong track.

The uncertainty was killing me. To my relief, my previous boss was eager to have me back. I met with George, certain

he would welcome my resignation, because I knew in my gut this job wasn’t working out the way I had planned.

To my astonishment, when I broke the news, George had tears in his eyes! He told me he understood and he was sorry to see me go, but he never asked me why I was leaving or how he could convince me to stay. At the time, I was so anxious to escape, I didn’t volunteer my reasons.

Admittedly, both George and I made mistakes. From the first interview, I should have asked more questions to uncover the goals and objectives of my position. George should also have asked more questions of me, especially when I resigned, so he could learn from his mistakes. I would have eagerly told him that I needed guidance and direction he hadn’t provided. Now I realize George was a good man, just not a good manager. Because he’d never managed people before, he didn’t know how. He simply practiced avoidance, putting it upon me to figure things out. I greeted George’s hands-off approach with insecurity and uncertainty. In the end, it hurt us both.

Sit down with your employee and review the standards, goals and objectives of her job. If your expectations are unrealistic, or if the employee’s standards are too low, it’s nobody’s fault; it just means you two must negotiate or clarify this position’s standards. In the long run, this positive guidance helps both of you: she’ll be a better employee with a more successful career, and you won’t have to find her replacement! ■

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### Learnings from Landings Continued from page 2

put everything in perspective — my job, my family and my spiritual life,” says Miller. “I learned anew that most people

will reach out to help you. And even when unemployed, I can add value. I helped two unemployed friends get jobs and I just referred an unemployed former boss to a recruiter.

“I think the key is approaching a job

search like a marketing campaign, and realizing that you can add value not only to a prospective employer, but to those who are looking for work or those who are tasked with finding great talent,” says Miller. ■

## Career Ladder

Continued from page 5

bottom line is 'how long can you afford to not get a local job' before you must put bread on the table."

Collie adds that, depending on the industry, sometimes relocations really are required. "In sales and marketing, you have to be close to the customer," says Collie. "You can't fax a handshake."

Pure economics could also literally

### Expert Resources:

- Joseph V. Benevides, Jr., Paragon Relocation Resources ([ParagonRRI.com](http://ParagonRRI.com))
- Alisa Cohn ([AlisaCohn.com](http://AlisaCohn.com))
- Cris Collie, Worldwide ERC ([WorldwideERC.org](http://WorldwideERC.org))
- ArLyne Diamond, PhD, Diamond Associates ([DiamondAssociates.net](http://DiamondAssociates.net))
- Janine Moon, CompassPoint Coaching LLC ([CPCoaching.com](http://CPCoaching.com))
- Robin Ryan ([RobinRyan.com](http://RobinRyan.com))
- Rick Taylor, Ratliff and Taylor Inc. ([RatliffandTaylor.com](http://RatliffandTaylor.com))
- Dora Vell, Vell & Associates ([Vell.com](http://Vell.com))

send you packing. "There is a point where you have to go where the jobs are,"

adds Robin Ryan, a career counselor and author of *60 Seconds & You're Hired*. ■

### Insider Insight

Continued from page 3

coaches familiar with the developmental framework and who test at a level higher than the person being coached.

- Assess the organization's ability to grow, support and retain "Level 5 leaders." Use organizational assessment tools and interviews that take into account the developmental level of current leaders, the culture, and the systems and processes that will enable people to grow and thrive or hamper their development and encourage them to seek opportunities elsewhere. Assessments are generally tailored to the organization based on size, complexity and specific organizational needs.
- Interview new leaders using general Level 5 questions. These questions will be tailored to accompany existing interview questions. They ask candidates to recount incidents where they faced a complex problem — seeking information about how they responded, who they involved, what they learned, their reflection process, and if they changed

or grew their skills in some way based on the complex problem.

- Customize leadership development program(s) for current and high potential leaders. These programs will be tailored to fit within the existing organizational systems and leadership development processes. These programs could include monthly education, ongoing coaching, and team projects with cohorts of people within the organization. Using this model, leaders will develop not only along the developmental scale, but they will also expand their basic leadership skills, expand knowledge of the company operations, and solve problems for the company with the guidance of an instructor who may be functioning at Level 5. Not all leaders will ever develop to Level 5 — nor do they need to. For the organization to be effective, they benefit from some Level 5 leaders positioned strategically and other leaders who understand how to work well with these Level 5 leaders.
- Hire consultants tested at Level 5 to

augment your leadership team. The quickest way to find these consultants who are testing at "Level 5/Strategist" is to work with a consulting firm who uses the MAP to assess their consultants. As you make your selection, remember that developmental level alone does not make a great consultant or coach. It's only one criteria among many to consider when augmenting your leadership team, just as you would consider other criteria when hiring employees.

While Level 5 Leadership will not solve all of your organizational problems, it is a key component supporting organizational transformation. With access to Level 5 leaders, the likelihood of successfully delivering results increases dramatically. ■

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