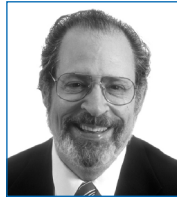


CareerSmart Advisor

Strategies & Solutions for Your Career Success

A Note From Dave

Leadership is one of those ideas that sound simple until you try to define it. What makes a good leader? Is leadership bred in the bone or is it something you can learn? I'm glad to report that our cover story this issue shows that *you* have far more control over what kind of leader you can be than you might think. Forget the idea that you have to pound the desk and deliver a rousing address a la Winston Churchill. In addition to the fact that he was kicked out of office several times in his own storied career, trying to emulate Churchill — or anyone else, for that matter — is a mistake for any potential leader. Look inside yourself for the ability to lead. It's in there waiting to be tapped.



We also take a longer look at self-employment and franchising, beginning on Page 4. Clearly, these options are not for everybody, but we believe many of you may benefit from the insights of other corporate executives who have taken the leap. Let us know if their stories are inspiring.

It is always our hope that *CareerSmart Advisor* helps you in transition or at any point in your career path. If you have any suggestions for how we can make this service more valuable to you, please don't hesitate to drop us a line.

Sincerely,



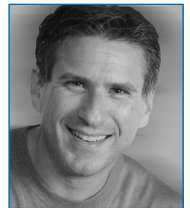
Dave Opton
Founder & CEO
ExecuNet

Leadership: Hard-Wired Or Learned Behavior?

Luminous leaders like Martin Luther King, Ronald Reagan and Winston Churchill cover so many pages in history books because they provide a brand of extraordinarily charismatic leadership that is extremely rare. Unfortunately, many executives question their own leadership effectiveness because they consciously or unconsciously stack themselves up against the bright lights of history and find themselves lacking. We can't all be a King, Reagan or Churchill. The good news is that we don't have to be.

What former Medtronic CEO Bill George calls "authentic leadership" is the result of an energy, passion and ethical core that comes from within. It has little, if anything, to do with your ability to deliver a Clintonesque-speech. In other words, concentrate on your inner workings and don't worry so much about your charisma factor.

"Yes, some people are more naturally inclined to leadership, but there is no leadership gene," Steve Farber, a former vice president of The Tom Peters Company and author of the inspiring new book, *The Radical Leap*, tells ExecuNet. "Just like everything else, leadership can be learned."



Steve Farber

While being a natural leader with the skills "hard-wired" into your brain can certainly make the job easier, for most of the rest of us, becoming a great leader is more about looking deeply within yourself. "It starts with a deep self-assessment," says Natalie Griffin of NSpire Leadership. You must understand yourself and tap into your passion for the work, before you can hope to inspire and lead those who are around you.

Leader, Know Thyself

Leadership is about self-awareness and understanding, agrees Deborah Himself, vice president of organizational effectiveness at Avon Products.

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Insider Insights

Sharpen Your Networking Game on the Links

Mark Twain once called it “a good walk spoiled,” yet the game of golf remains one of the best networking opportunities available to executives. But what if you hate golf or play it like a klutz? “Business golf is often detrimental to business,” says Hilary Bruggen, Founder of Strelmark, a consulting firm that helps professionals and companies gain and retain clients through Strategic Relationship Marketing. Unfortunately, many professionals aren’t getting the most out of business golf, because they fail to leverage its strategic value or follow proper golf etiquette,” adds the avid golfer (Bruggen competed in the 2003 and 2004 U.S. Women’s Southern Amateur).

Bruggen’s 20-year marketing career spans the globe. She spent more than a decade with the international accounting and consulting firm KPMG overseeing global marketing from its world headquarters in Amsterdam. Stateside in recent years, she has served as marketing director for Beers & Cutler, LLP, the largest regional accounting firm in Washington, D.C., as well as Managing Director at Qorvis Communications, a full service public relations firm, where she spearheaded marketing communications for the firm’s prominent roster of regional and national clients.

Golf “lends itself to ‘business bonding’ due to the quality time, the positive milieu, the numerous interactions, and the camaraderie that builds new business relationships,” explains Bruggen. She adds that when planned and played properly, four hours of business golf can accomplish what other costly and time-consuming marketing initiatives, such as brochures, websites and presentations, fail to do. She recently shared her ten rules for successful networking on the golf course with ExecuNet.

1. Never attend a golf tournament for networking reasons if you don’t know how to play and don’t know golf etiquette or language. The best way to learn is to go to golf school. Call golf clubs in your area for business golf after-hours instruction or consider attending a golf school on your next vacation. Even a quick crash course before a round with a contact or boss can help, she advises.
2. To help pass the likeability test when golfing, be positive about the game and especially your guest’s game. “Don’t be a poor sport or a whiner.”
3. While you want to play competitively, don’t leave your golf partner in the dust. On the other hand, avoid getting on the course with someone whose skill level is way above yours — you’ll just be a drag. If you oversell your abilities when you can’t actually golf very well, you’ll blow your professional



Never attend a golf tournament for networking reasons if you don’t know how to play...



4. While anyone attending a business golf outing expects to do some business, let business discussions evolve naturally and always let your playing partner bring it up first. Often the best time to talk business is on the “back nine” or better yet, at the “19th hole” in the clubhouse over drinks. If the client

does initiate a business conversation on the course, tread gently if you sense a mood shift. Don’t touch upon business if your guest becomes impatient or angry and don’t ruin the rhythm of the game if your partner is playing well.

5. Don’t drink too much or use an afternoon of golf as a license to become instantly and overly chummy about business.
6. Learn the rules and traditions of the sport, such as no cell phones or distracting chatting or laughing. Respect those around you. It’s known as the “game of gentlemen” for a reason.
7. Know where to stand at all times. Remember, you’ll always be in the right place on the course and particularly the green if you’re directly facing, at a comfortable distance, the front or backsides of players.
8. Overall, treat the course like you would your own front lawn by not leaving anything unnatural on the course, smoothing over the divots (kicked-up turf) and raking bunkers after use. Get the complete low-down on etiquette and rules, and understand politeness pays.
9. When arranging a foursome, choose carefully. Good golfers want to play with others at their same level. Consider corporate standing as well. Peers prefer to play with peers, so balance the quality of golfers with their rank on the organizational chart.
10. If you’re hosting a golf event and want to provide giveaways, most golfers appreciate a sleeve of balls and well-made golf shirt over promotional knick-knacks. ■

Ask The Expert

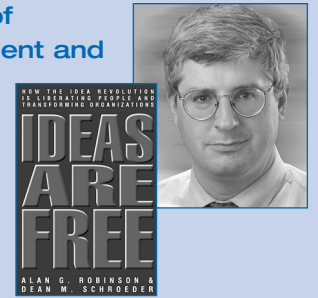
Struggling To Promote New Ideas & Boost Your Team's Creative Output?

Q: I'm a new SVP and was brought over from a competitor to help revitalize my new firm. I'm full of new ideas — and want to encourage my team to speak up, too, after working in a culture that has not exactly encouraged that kind of initiative.

I have two questions: 1) How do I get my new ideas across without falling back on that irritating "Well, at my last job we..." And 2) how do I help my skittish but bright team feel comfortable expressing bold new ideas without fear of rejection?

A: I think we need to answer the second question first. At the broadest levels, there are a bunch of things you can do! First, you need to tell your team that ideas are now an expected part of the job. Change the rules. Set up regular meetings of thirty to sixty minutes where team members are expected to come up with one, two or three new ideas at each meeting. If they

Alan Robinson is a teacher at the University of Massachusetts Isenberg School of Management and co-author of *Ideas Are Free: How the Idea Revolution is Liberating People and Transforming Organizations*. His earlier best-seller, *Corporate Creativity*, was named "Book of the Year" by the Academy of Human Resource Management.



don't come with an idea, they are letting down the team.

Then when someone steps forward with an idea, listen, and then ask other team members what they think. This will show the team that there are opportunities to tweak or improve an idea.

Each person will critique or build in a positive way because it will soon be time to step forward with their own ideas! You are creating an environment where new ideas are expected and not pooh poohed.

As to your first question, as a SVP you are probably already aware that you work through others. I would advise you

to focus more on culling ideas from your front-line people. At your idea meetings, establish clear metrics and goals for the ideas, e.g. Instead of asking how can we make more money, you might ask how can we reduce customer waiting time? When managers learn how to aim ideas at specific targets, they gain a powerful weapon. Now that you've created specifics, you can include your own ideas as part of a broader discussion with your team, while getting them to share their ideas, too. You won't have to resort to that "Well, at my last job we did it this way" approach all the time. ■

Food For Thought

Casual Work Attire and Good Health: A Formal Connection?

Managers looking to boost the health and energy level of their team might do well to advocate casual attire in the office, according to a recent survey from The American Council on Exercise (ACE). The study, led by University of Wisconsin researchers Katie Zahour, M.A., and John Porcari, Ph.D., examined 53 healthy men and women (average age: 42). Each study participant wore a pedometer two days a week (one day dressed in normal work attire, the other dressed in jeans) for two weeks.

Researchers found that workday

physical activity levels increased when casual clothing was worn. Specifically, study participants took an average of 491 (or 8 percent) more steps on Jeans Day than on those days in which they wore normal business attire. That works out to an average of 2.85 miles walked on Jeans Day versus 2.64 miles walked on the normal business attire days. It is also estimated that study participants burned an average of 25 additional calories on Jeans Day with the extra steps and miles walked.

Wearing casual clothing every day for

50 weeks of work translates into burning an additional 125 calories per week and 6,250 calories per year. Considering you must burn 3,500 calories to lose one pound, the added activity from casual clothing workdays could potentially offset the average annual weight gain (i.e. 0.4 to 1.8 pounds) experienced by Americans adults, ACE said.

Full study results appear in the July/August 2004 issue of ACE Fitness Matters magazine. To learn more, go to www.acefitness.org. ■

The Art of Self-Employment, Part 2

Transform Self-Employment Daydream into 24/7 Reality

You've probably had the daydream. Maybe it was after you'd endured yet another day of a CEO interested only in his own glory, or that sinking feeling that comes on Sunday evening when you realize you don't feel challenged and invigorated by the career you once enjoyed.

The daydream is to be your own boss. And it's a dream an increasing number of senior executives are turning into reality. In the last issue of CareerSmart Advisor, we talked to executives who had severed ties with their traditional corporate jobs to go into business for themselves. They told us that networking had become an even more important part of their workaday world. In this issue, we're going even deeper to talk bluntly about some of the more unsettling aspects of leaping into self-employment: the loss of "prestige," the loss of steady income, and the potential disapproval of family and friends.

No one said going into business for yourself would be easy. However, few who've made the move would say it wasn't worth doing, either.

Sheila McCann was a successful trial attorney who was tired of being a successful trial attorney. "I lost my enthusiasm and joy for my job," she told ExecuNet. Tired of all the tough arguments, the exposure to an ugly underside of human life, and nagging doubts that she

was making a difference compelled her to cast a wide net for a new career direction.

Bread.

McCann, now the founder of House of Bread franchising, decided she would become a baker and go into business for

herself. (For more on franchising, see *Take Another Look at Franchising* on Page 5.) Were her friends and colleagues surprised by the transformation? In a word, yes. McCann said that after hearing some negative knee-jerk reactions — including a Judge who summoned her to his chambers to try and talk her out of "throwing away" her legal career — she became more selective about the colleagues she chose to tell about her new business idea.

Instead, she tried to turn their negative energy and arguments to her advantage. "I listened to the naysayers and objectively argued their points in my business plan," she says. McCann strongly recommends that anyone considering self-employment should develop a comprehensive business plan "because it forces you to research the industry, formulate

Married...With Company?

It has the makings of a new sitcom: hard-charging couple gets married, spends a lot of time together, decides they want to spend more time together, and goes into business together. Meet Jennifer and Brad Fallon.

Jennifer, a self-described "recovering corporate salesperson, manager and road warrior" for large firms in the pharmaceutical, legal and healthcare industries, realized shortly after her marriage that she was actually rarely seeing her new husband.

"Working for a large healthcare software company, I was traveling 3-4 days a week and we never saw each other."

Today, both commute to the basement. She launched a \$50 per month Yahoo Store in January 2004, and by July her website, www.myweddingfavors.com, was selling over \$150,000 a month. "Being together 24/7 is a whole other story, but so far we're enjoying it." Jennifer told us.

In 1999, Brad was CEO of a dot-com

company funded by an Atlanta public company. In 2001, he founded and ran a software company which builds enterprise software for direct sales companies. Now, Brad is the host of Search Engine Radio, the only talk radio show devoted to Search Engine and Internet Marketing (www.seoradio.com).

After his wife, Jennifer, quit her job and launched My Wedding Favors, his toughest client project began. Now that they are #2 on Google for "wedding favors" his client and marriage are both happy.

"I've always thought there were two kinds of people: those who get paychecks and those who sign paychecks," Brad says. "Long term, I'd rather be signing. Bottom line, we wanted our own business for its eventual greater income potential, freedom and security. Interestingly, we planned on taking a while to exceed our former incomes, but by leveraging our experience — and the profound power of marketing to

the world via the Internet — we did it in just a few months."

Their new joint-business is based on Internet marketing. "Our first project, and the perfect transition, was a consulting project for Jennifer's previous employer, which is still a client," Brad explains. "Fortunately, they were reluctant to see her go. For such a large company, they showed tremendous flexibility and worked with us to find a project that met Jennifer's goal of trading the corporate traveling-all-the-time for a home-based business."

Any regrets about leaving the perks of corporate America? "Occasionally, I miss the fancy offices, but whenever that happens I try to arrange a morning meeting," Brad says. "Just one day in the rush-hour commute usually cures me of all 'the grass is greener' thoughts."

Were friends shocked or negative? "My friends were very supportive," reports Jennifer. "It seemed like many of them were wishing they could take the same plunge."

Take Another Look At Franchising

Perhaps the most common myth would-be franchisors share is a fear that if they become part of a restaurant franchise, they'll be sitting at the counter taking pizza orders and later washing the dishes.

Wrong, says Sara Cornwall, a consultant with the Entrepreneur's Source. Franchisors usually work "on" the business rather than "in" it, she says. "You won't be flipping burgers or driving trucks," Cornwall says. "You hire people to do that and you run the business." A former marketing professional for 25 years with stints at Pfizer and Campbell Soup, among others, Cornwall now works with people who are exploring self-employment options.

Working with a number of national and local franchises, Cornwall helps clients find the right match and then harness the available training and ongoing support offered by franchises. Part of her work is to create a profile of a client to determine their skill-set

and best type of franchise. She also helps clients network with other franchise owners. "It isn't [so] risky to go into franchising," she says, in part because prospective owners can do a lot of due diligence with other franchise owners before they make a decision.

Exciting stories of other people who have made the move to self-employment and franchising are all well and good, but for most of us that's not going to chase away all the fears. The first thing is to remember that it would be scarier if you weren't at least a little scared.

"Let's start with the idea that the thought of this transition is a big, scary, anxiety-causing idea for a lot of people," says business start-up consultant George Knauf. If your fears are paralyzing you, he suggests going back and thinking hard about why you want to make the transition in the first place. You're likely to come up with strong reasons, such as increased personal control of your

life, greater freedom and independence, more flexibility with family, and an increased chance to truly follow your passion.

To take the steps to make the transition, Knauf advises:

1. Do a personal introspective evaluation — Focus on the question, What would you do if you knew you would not fail?
2. Define your goals
3. Get advice
4. Identify your targeted businesses
5. Evaluate the opportunities
6. Make a decision
7. GO!

Dealing with fear will be the biggest factor in moving forward — especially for senior execs," Knauf says. "They have spent years building big titles and egos, and the idea of giving up the ego to start a business, especially a small business, can be quite difficult."

He recalls that the scariest part of his own transition from corporate employee to self-employee was the reality that "I had a set timeline to hit goals [before] I would be short on funds." His franchise support team helped assuage his fears and hit his goals. "I was also fortunate to have the help of some great advisors to get me to where I needed to be." He now offers free consulting advice to folks in his former mind-set. (See *Franchising Resources*, left).

Franchising Resources

Thinking about a franchise? Knauf and Cornwall will help ExecuNet members determine if franchising is right for them. Knauf can be reached at 866-878-7986 or georgeknauf@direcway.com. Cornwall is available at 866-679-1492 or saraesource@optonline.net and www.TheESource.com/scornwall.

To receive a free 21-page guidebook to franchising, go to www.theesource.com/contactus/guestbook.asp. Note: You will have to register.

cash projections, analyze the negatives, and evaluate the soundness of your idea." Ultimately, if you are onto a good idea for yourself, the business plan will help reassure you of that fact, she says.

For Deborah Henken, success on the corporate track began to feel more like a bottomless pit. After reaching her personal goal to be a Vice President of Marketing at a rapidly growing company — the firm, Blue Pumpkin, went from \$2 million to \$20 million during her two years as VP, and grew from 40 to 200 people — she realized she could not continue at the same pace with long hours, travel and all the stress that comes from managing a growing firm with start-up budgets. More importantly to her, she had a son about to start first grade. "I wanted a challenging career that would

allow me flexibility and time for my personal life — to take on leadership positions in his school, be there for homework and activities." Henken had spent the last twenty years in 50+ hour positions with much travel time and needed to find a career that would allow for both her job and her son.

But there were additional factors compelling her to make the big change. "As I moved up in management, I found I spent more time dealing with the business and people issues and less time on the strategic marketing challenges that I enjoy solving." That's a common refrain for those who have left corporate ranks to focus more on their original passion. Many executives feel that the best way to move up the corporate ladder is to accept a promotion that includes management

or other responsibilities they are less enthusiastic about. Ironically, to "succeed" they often must sacrifice the part of the work they most enjoy and what brought them into the field in the first place.

Make Your Own Prestige

Henken believes her location in the country — Silicon Valley — may have shielded her somewhat from any feelings of lost prestige vis-a-vis the corporate world. "I personally didn't feel a loss of prestige," she told us. "I had already left Fortune 500 companies (Hewlett Packard and BEA Systems) and moved to smaller companies, so this just seemed another step on the path."

But she did stumble on one tip that helped there, too. "I found that since I

Continued on page 6

Learnings From Landings

Networking, Diversified Search Key To Successful Landing

Knowing that he wanted to remain in his local Nashville market, Tom Jervis also learned that he'd have to be tenacious in his networking and careful not to pin all his hopes on any one promising lead. Seven months after beginning his search in November, we're happy to report that Tom has landed as the Manager CRM with Jack Daniel's Family Brands. We thank him for sharing his story with his fellow members.

For Tom, networking and using job search engines proved to be quite effective. However, the sometime lack of communication from prospective employers — even after an interview — hammered home the importance of

taking the initiative to follow-up yourself, he stressed.

Did the search go as quickly as he expected? Yes and no. "I did have some interview opportunities during my early search that went well. But, the positions were put on hold and/or delayed," he said. And two of the more promising opportunities fizzled out when the firm decided not to make any new hires.

That also highlights a key learning Tom emphasized, "Do not put all your hopes on one or two potential opportunities. Keep on pursuing other opportunities until you get an offer."

When it came to networking, Tom felt the most effective tactic was keeping

in contact with his professional and personal friends. "They kept me more positive in my job search. I took advantage of as many individual connections that I thought was appropriate," he says.

He also leveraged ExecuNet and online resources. "I used ExecuNet frequently. I found some potential opportunities outside of Nashville that I pursued. I had some telephone interviews that helped keep me focused on how to answer some interesting questions. Ultimately, I liked ExecuNet better than any other job search site."

That's what we love to hear, Tom! Thanks again for sharing your story. ■

Continued from page 5

positioned myself as President of my own company, and not just a consultant, others 'gave' me more prestige," she said.

Well-meaning friends and family expressed their doubts. In Henken's case, many were skeptical because she is a social person and they worried she would feel too isolated working on her own. She tackled that using several tactics: 1) Networking with people she knew, people she hadn't seen for awhile, and tapping other networks of friends; 2) Joining groups which she'd never had the time or opportunity to join in corporate life focused on marketing, alliances and consulting; and 3) Teaming with several colleagues as "virtual partners" to work together on business development, individual projects and as subcontractors when needed.

What about all those great corporate perks? What does Henken miss, and does she ever regret her decision? "What I miss most is corporate insurance benefits and being a frequent flier with the ability to board first, sit in more roomy sections and upgrade! To leave for another career, people must realize that they must find health insurance, disability insurance and life insurance on their own. I miss being

paid for vacations and sick leaves, and having IT technicians and support staff available. I've learned how to provide my own Section 125 pre-tax reimbursements programs, where to go for the best health and disability insurance, and how to get IT help. Happily, the lifestyle of flexibility, balance with personal life, challenging work, and ability to choose who I work with balance out what I miss."

Lost Your Impact?

Deborah House, CEO of the corporate profitability consultancy shop The Adare Group (www.theadaregroup.com), left the corporate world for reasons familiar to many: she was tired of the corporate games, politics and bureaucracy. "And I was mad about not being allowed to be effective. It was so frustrating seeing problems and solutions, but the CEO or the corporate culture wouldn't allow changes that would dramatically increase profits but also upset the status quo," she recalls.

House was lucky that she had supportive family and friends before, during and after her transition. "I didn't really feel any loss of 'prestige' from leaving the corporate world and actually gained some 'prestige' because now I was a CEO," she said.

But the transition was not always easy. House recalls, "I had been trained since birth to be a corporate executive, so when I voluntarily walked away, there were some who thought I was crazy to walk away from the big (and guaranteed) salary, bonuses and stock. In the corporate world, that direct deposit is made twice a month whether you work hard or not, or are effective or not. It's a great annuity plan. Missing that first paycheck is a bit scary. Also, having to make my first lunch reservation on my own and actually answer my own phone for the first few months was a bit shocking."

Through it all, however, she has never regretted her decision. "The new 'perks' of playing golf during the week and attending my nieces' school and sports activities far outweigh the Chicago Bear tickets I used to get!"

House's final piece of advice goes to the heart of a self-employed person's self-confidence. "I made a pledge that I would rather be a Target check-out girl before I went back. It's like burning the boats to increase motivation. I've found that people without that high-level of motivation and drive usually go back" to the corporate world. ■

Continued from page 1

“You should hold strong beliefs and values, know where your passion is, and why people should follow you,” she says. Obviously, not everyone is going to be a charismatic leader in the mold of Martin Luther King or John F. Kennedy, but if you dig deep and understand yourself, “the energy and passion you possess inside will come across” as natural leadership with your own style, she adds.

Think about someone you know who is retiring and mild-mannered...maybe even a little dull. But then think about what often happens when that same person moves to a subject — any subject including a sports team or hobby — that ignites their passion. Think about how energized they often become. Of course it is the same person, but you are seeing their internal passion come out in a stronger voice and more dynamic body language. The same principle applies to harnessing your own professional passion to become a strong leader.

“True effective leadership is not about personality style. That’s a common myth,” Farber says.

True effective leadership is not about personality style. “That’s a common myth,” Farber says. Too many executives are hamstrung by the false belief that they’ve “gotta have that electricity or charm with oratory skills...it is not about that.” In fact, style can often get in the way. Put aside politics for a moment, if possible, and look at former President Bill Clinton. Even his supporters would agree that his incredible charisma may have been a mixed blessing, because it sometimes allowed him to dodge important issues and reflection.

Instead, ask yourself why you love what you do. Ask yourself what your firm is trying to accomplish. How is it trying to have an impact on the lives of others? Executives at Gillette “get pretty energetic about [the] mundane stuff” of shaving,

LEARN LEADERSHIP YOU CAN'T REFUSE, TONY SOPRANO-STYLE

Most leaders don't have the option to “whack” an out-of-line employee like the fictional mob boss Tony Soprano of the HBO series fame. Still, the author of a new book says you can learn a thing or two from Tony if you want to be a more effective leader.

“Tony Soprano fights for his people,” says Deborrah Himsel, author of *Leadership Sopranos Style: How to Become a More Effective Boss*. He also conveys a higher purpose for the work, he is passionate and genuine, and he comes across as a strong leader, she adds.

“People want to work for a winner,” Himsel tells ExecuNet. Soprano carries himself as a winner and as someone comfortable with power and how to use it. However, he also has a hard self-awareness streak that allows him to understand the impact his outbursts of temper can have on his team. By facing that, he’s learning to moderate it, Himsel says.

“I don’t claim Tony Soprano is a perfect leader, and I acknowledge that he is a tragically flawed human being,” Himsel writes in the book. “I would argue, however, that he is a remarkably effective, empathetic boss who can teach MBAs a thing or two about leadership.”

Nice to know that watching HBO can sometimes carry more than entertainment value!



Deborrah Himsel

notes Farber. They “really get turned on about razor blades and shaving” and that’s part of the reason they have such strong leadership that has translated in huge market share, he suggests. To inspire others, you have to be inspired yourself, Farber stresses. It’s not something you can fake for long.

Find Your Voice

But conveying that genuine passion might require you to step outside of your comfort zone, Griffin says. In particular, if you are a low-key and introverted person, you should work to find the best way to share your passion with your team. Schedule face-to-face meetings with team members. If you are comfortable with larger group settings, go that direction. But the important thing is to find the most comfortable mode for connecting with your team on a regular basis. Demonstrate a genuine interest in their careers and the goals of the firm. That’s leadership, not a fiery speech with a finger poking holes in the sky.

“To be a motivational leader, your people have to feel that you care about their careers,” Griffin says. Ask them their career goals. Ask where they want to be in a year. Five years. Build in the structure to connect with them regularly and help

them to see that you care about their career progress, just as you care about the progress of the firm. The two should feel inextricably linked to everyone.

But if there’s one single ingredient absolutely crucial to cooking up great leadership, that ingredient is trust. “If you can’t find a way to earn people’s trust, there’s not much you can do” to be an effective leader, Griffin flatly states. The failing point of many leaders is the tendency to be too reactive and not take the time to think ahead to the next level for their team and its individuals. A lot of leaders, she charges, are on auto-pilot driven merely to make more money. Your team will sense this; and if that’s the only goal, you are only going to get a portion of their best effort.

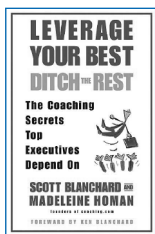
It goes back to remembering what you love about the work, Farber adds. It could be you love the industry, or your colleagues, or the challenge of overcoming certain obstacles in the work. This doesn’t mean loving your job all the time, of course. There will be petty politics and difficult people to deal with, for example, but at the core there should be something you deeply love about the work. “If you can’t come up with that answer, you can still be successful, you can still make money, but you can’t lead,” Farber says. ■

Books Worth Your Time

LEVERAGE YOUR BEST, DITCH THE REST: The Coaching Secrets Top Executives Depend On

Whether you are in the market for an executive coach or want to coach yourself, this book is an invaluable resource that will challenge your preconceived mindset about your strengths and weaknesses. It also offers a fascinating glimpse into the mindset of a good coach and helps you consider if coaching others is something you may also want to pursue down the line.

Backed by fourteen years of high-level executive coaching — and the enthusiastic endorsement of Scott's father, Ken — authors Scott Blanchard and Madeleine Homan guide readers through their own personal coaching journey with a well-articulated three-part process that begins with a probing forty question assessment or “scrubdown,” moves to the Three Perspectives (which



help you focus on how you are perceived, your own self-image, and self-imposed limitations), and finally, the Seven Leverage Points (SLPs). Covering the bulk of the book, the SLPs provide thought-provoking specific scenarios that will help you make a candid self-assessment and take steps to harness your strengths while addressing your weaknesses. Blanchard and Homan co-

founded www.coaching.com in 1999, an online leadership development coaching service.

The book also features an excellent Further Reading section that highlights especially strong resources covering areas including coaching, business and leadership, improved communications, establishing objectives, and setting personal and professional boundaries.

At its best, the Blanchard/Homan book offers a realistic approach that avoids the “perfect world” feeling where too often other books in this category blissfully and ineffectively reside. Instead, *Leverage Your Best* puts the onus where it belongs, on the readers, to dig deep within themselves and decide, at whatever age, just what they want to be when they grow up.

If you have a nagging feeling that you aren't as excited about your job as you should be, or find yourself thinking about the professional legacy you wish to leave behind, consider tapping this book for help to inspire and direct the always-challenging but ultimately rewarding task of examining your own life.

For more information, go to www.leverageyourbest.com. ■

Leverage Your Best, Ditch The Rest can be ordered online from ExecuNet's Career Management Bookshelf at www.execunet.com.

Next Issue: Look for our conversation with author Scott Blanchard in the September 6th edition of *CareerSmart Advisor*.

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