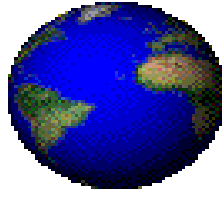


# AUTHORITY



*Career Concepts, Inc., experts in Career Transition/Management, Human Resource Consulting, Search, Executive Coaching, Training, Business Mentoring...www.careerconceptsinc.net*

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## Reemployment Stats

This year, we have seen unemployment rise to 6%. The first question we are asked when an individual is starting his/her job search is: "How long will it take?" Variables, such as age and income, play a role in reemployment rates. Here is what our candidates have been experiencing during the first half of this year:

- If you are 40 years old or less, the average time to find a job is 85 days.
- If you are 40 to 49, the average is 98 days.
- If you are over 50, the average is 107 days.

Income definitely influences reemployment:

- Those making less than \$40,000 took about 95 days.
- Those making up to \$100,000 took about 115 days.
- Those making greater than \$100,000 took 132 days.

The best way to find a job, regardless of age or income level, is still networking, with nearly a 70% success rate. This is followed by responding to published openings (online and print) and executive recruiters, respectively.

What do people do when they reemploy?

- 76% find a new job
- 12% redeploy within their current organization
- 8% start their own business
- 3% semi or fully retire
- 1% go back to school

The results for redeployment are somewhat skewed as many employers limit this activity. These results include considerable activity from a client company that has a very structured redeployment program in place.

## CCI Welcomes Two Senior Team Members

As we continue to expand our business, we are fortunate to be adding amazing talent to support this expansion, particularly in our consulting and organizational effectiveness practices. It is with great pleasure that we announce the addition of two senior team members. Please join me in welcoming **Frank Perras** and **Mike McDannell**.

**Frank** has joined us as a Partner. He comes to Career Concepts after an exceptionally successful career as a partner at Accenture, one of the world's leading management consulting firms. Frank has 20+ years of experience in human capital, systems administration and implementation, sales, product management, operations, finance, external affairs (regulatory matters) and engineering. His focus has been in the area of change management and helping organizations and people move onto the next phase to achieve better results. Frank relates well with people and is comfortable in both coaching and teaching environments. He has the ability to instill enthusiasm in a group and has broad knowledge of critical business issues. He believes in effective teamwork to solve problems. He brings these qualities to Career Concepts to the benefit of our clients and the organization. Frank has an undergraduate degree in Mathematics from Villanova University and an MBA from Drexel University.

At Career Concepts, Frank is responsible for our Executive Coaching practice, integrating an E-Learning platform into our traditional teaching models and programs, and supporting our web-based career transition support systems. Frank is actively coaching senior executives, some through career transition and others in their leadership roles. He also facilitates several of our learning programs including project management, organizational consulting and process improvement. Frank can be reached at 1-800-214-7537 or by email at [fperras@cconcepts.org](mailto:fperras@cconcepts.org).

**Mike** has joined us as a Vice President of Client Services. He is a business consultant, facilitator, executive coach and an organizational development professional with over 20 years of both national and international experience. Mike has consulted to an impressive list of Fortune 1000 companies in virtually every industry including manufacturing, financial services, communications, and the U.S. government. Mike began his career in the military upon graduating from the United States Military Academy at West Point. A career military officer achieving the rank of Colonel, Mike served in a variety of assignments alternating between operations and teaching leadership domestically at West Point and in Germany, Sri Lanka and Saudi Arabia. Mike also served as an expert witness on gender issues including the Citadel case, the President's Commission on Women in the Armed Services and the President's Blue Ribbon Panel on gender issues at Texas A&M. Recently, Mike designed and delivered leadership training to over 90 CEOs in an Executive MBA program in Chengdu, China.

Mike brings to Career Concepts a full compendium of training and leadership programs that he has delivered to over 70 companies such as Bank of Paris, Mattel Toy Company, Sikorsky High Tech Division, Oscar Mayer, AIG and UPS. His style is highly interactive, engaging, entertaining and typifies behavior change and bottom-line results. Mike is also a guest lecturer at The Wharton School of Business, a member of the Adjunct Faculty at Villanova University and at the EMBA Program at The University of Mexico, and was an instructor for The Marshall Center for International Cooperation, NATO. Mike currently serves on the Board of Directors at the Freedoms Foundation. Mike holds a B.S. in Engineering from West Point and an MBA from Yale University.

At Career Concepts, Mike is responsible for our Training & Development and Organizational Effectiveness programs. He will work with Frank Perras and Sharon Imperiale to introduce senior leadership development programs to our existing clients as well as help to further develop our already impressive list of corporate clients. Mike will design and facilitate client-specific programs ranging from customer service to leadership and coaching executives and managers in our career transition practice as well as our executive coaching practices. Mike has already booked engagements in Singapore and China for several weeks this summer and we look forward to his insight on comparative leadership practices in the global arena. Definitely something to look forward to in an upcoming newsletter. Mike can be reached at 1-800-214-7537 or by email at [mmcdannell@cconcepts.org](mailto:mmcdannell@cconcepts.org).

## Coaching: Collaboration in Transformation (*continued*):

### Coaching: Collaboration in Transformation

*Patreece Thompson, MD*

Several years ago, a coach described the distinction between coaching and counseling in this way: "Counseling is taking a dysfunctional person and making him/her functional. Coaching is helping a functional person move to magnificence." What a powerful and inspiring image! As a coach, that is my challenge but also my philosophy: to discover the person's core of magnificence and to magnify it enough so he/she can see it, own it, and internalize it. Ultimately, with that understanding, he/she can impact the system in positive ways.

Coaching is always a collaboration. The optimal context is where there is open discussion of the issues with the supervisor and the person being coached including sharing of reports. I clarify this at the outset with the client and ascertain that the coaching is not a way of building a case to terminate the individual. This simply builds mistrust around the very issue that most employees fear: that the company wants to get rid of them.

The first step in building that collaboration is the needs assessment, identifying the reason for coaching in **behavioral terms**. Often, this is the hardest step for the client to do. Recently, I was asked to work with a mid level supervisor who, from all reports, successfully managed the process side of the business and got things done; however, he was "angry." Anger is simply labeling an emotion. It does not define behavior or describe what the impact is on the business. However, describing the anger in terms of behavior such as banging a fist, yelling, or verbally threatening people is clearer. I then get as much information about the behavior such as how long it has been going on, when it started, etc.

I then ask about the strengths of the individual. What is his/her value to the company? What would he/she like to see this individual do more of? Again, I ask for the details and specifics in behavior terms. The details here are even more important because this is what I will communicate very clearly to the employee, what the employer values and what he/she needs to "magnify." Often, employees do not know the specific areas of their strengths. We then discuss the assessment tools, and the process of coaching. I then attempt to interview as many people who have encounters with the person to develop a consistent story

Next, I interview the employee as to his/her understanding of the need for referral. I ask what he/she was told, and by whom and where were the areas of agreement. Again, I get the employee to describe his/her point of view and as much as possible what he/she personally wants to get from the coaching, **where he/she believes change is needed**. This is the conversation where the coaching progresses or derails.

Finally, for the collaboration that produces positive change, there must be frequent communication, both verbally and in writing. At least every two weeks, I talk with supervisors, focusing on progress and positive steps. When I compose the final report, I send draft to the "coachee" before submitting it to the client. I let the client know that that is the process as well. People are always anxious about what is communicated in writing to their employer. To be able to review their report and make corrections contributes to fostering the trust that is necessary for the collaboration that transforms the functional to the magnificent.

### Make Paths, Not Barriers!

*Sharon Imperiale*

During career transition coaching, we talk about the ROI of the individual's time in the job search process. The highest yield is through networking so obviously we coach the job seeker to network relentlessly. Some are naturally proficient while others need support and encouragement. During a recent change management session that we facilitated for a human resources team, we introduced the idea of networking as a natural means of change engagement. Human Resource professionals assume a natural guidance role within an organization. They are highly exposed to different business units, various layers of management, teams and employees at large. HR's role is consultative so they do not pose a threat. This makes them natural "networkers." The group defined networking as "*the ability to continually build an expansive reach within the organization that ultimately enables you to unearth needs and issues through conversation.*" HR professionals have excellent inquiry skills that they use daily. They artfully ask the necessary questions to assess change capabilities, such as those aimed at answering: What's working right now within the organization? What needs to change? How can change occur? What would motivate you, your team, your co-workers to change?

HR professionals have a clear understanding of team dynamics. They are able to navigate the organization, they know a lot of people and what is discussed at the water cooler, and they understand the informal chain of communication. This allows them to network for information, just like in the job search process. One is not asking for the change to happen but rather information in order to achieve a possible outcome. Hence the "internal networker," someone who has rapport, a strong perspective of the organization's direction and the capacity to connect with people at all levels. HR professionals also know who is well respected within the organization, who is action oriented and who will make change occur. Strategically, HR should be charged with networking. They can plant the seed for change and cultivate the change through gathering information and connecting those individuals within the organization who are predisposed to drive results. This does not assert that HR is responsible for the success of the change that is implemented, but they play a vital role in the change management process.

One of the most important aspects of any communication process is listening and HR professionals are good listeners. HR professionals are not the only good internal networkers. The key is for management to understand who within the organization possesses this skill, seek their input and listen to what they have to say. Like any change process, action has to be deliberate and premeditated. Thus, our training ended with a newly-defined competency for this empowered HR team who committed to go out into the organization and not lecture on *change* but rather listen, ask questions, assess the climate and provide the information management needs to better communicate the "why's and wherefores."

It is so much easier to overcome an objection if we understand the premise of the objection in the first place. As leaders, we sometimes assume too much in terms of what people are feeling and thinking, instead of getting to the heart of the matter. John Kotter, in *Leading Change* outlines 5 mental habits that leaders should develop to support change and learning:

1. Risk taking
2. Humble self reflection
3. Solicitation of opinions
4. Careful listening
5. Openness to new ideas

When I discussed this notion of HR networkers with a colleague, she told me it could not work because HR does not have the power. I disagree. Maybe both of us are right. Some HR leaders have been stifled by highly bureaucratic systems that limit their leadership ability. But, I see more and more HR professionals taking the step or rather leap to the "table" seriously. As one of those former HR folks I know I tried. Upon more reflection perhaps some of us insert ourselves in the process, despite our limited power, because we truly care about the employees in our organizations and understand both the limits and the range of our power. It goes back to the first mental habit mentioned above: it's a personal risk but has high yield. Perhaps we are talking about the difference between power and empowered, authority versus *savoir-faire*. It's about one postulation: make paths, not barriers!