

"One organization with a long record of success in helping people find jobs is The Five O'Clock Club."

FORTUNE

The First 90 Days on Your New Job — and Beyond

by Suzanne Harwood

Five O'Clock Club Career Coach

Celebrating 25 years—
America's Premier
Career Coaching and
Outplacement Network for
Professionals, Managers
and Executives

Starting a new job can be a bumpy ride, so who doesn't like the idea of being entitled to a shake-down cruise? There's comfort in assuming that we have a grace period for getting up to speed. After all, even newly inaugurated presidents commonly enjoy a "honeymoon" period of the first 100 days in office—during which they are usually given the benefit of the doubt by the public and press. After that, traditionally, the honeymoon is over.

When the rest of us start new jobs, we've often heard that there's a 90-day period for making the adjustment and proving ourselves. But career-minded people know that, in the contemporary workplace, three months would be a luxury. You are now faced with the reality that you must show your stuff immediately in your new role with new people. It's up to you, without delay, to *validate their decision to hire you*. You may have the benefit of a formal orientation program to help you assimilate, but most new hires find that the honeymoon is very short—much shorter than 90 days. For a new boss looking for deliverables, 90 days might feel like an eternity. It may not be sink or swim from day one, but you should be able to show how well you swim right from the start.



"I, along with some of the other employees, feel you're abusing the break room."

Also in this issue

◆ Creating Win-Win Business Solutions ◆ Assessing Your Work Relationships

The Small Group Pays Off AND SO DOES THE JOB-SEARCH BUDDY SYSTEM

Even after 9/11, when the job market was so depressing, most of those who stuck with the Five O'Clock Club process were successful.

We tell job hunters to follow every step, regardless of how long they may have been searching before they came to us. Our research shows that those who touch on every step get jobs faster.

Our research also shows that those who attend the small groups get jobs faster and at higher rates of pay than those who only see a coach privately during their searches. Furthermore, there is no difference in search time for those who attend a physical group or a teleconference group. In fact, *most* of our attendees are in the teleconference groups: We are better able to control the number of attendees so each person gets adequate time, and there's less distraction from the sounds of other groups meeting in the same room. Coaches and attendees alike say that the teleconference groups tend to be more intense: Everyone is focused on the person who is speaking and all are thinking about that person's search.

As a career coach, I loved the small groups. We tend to attract very intelligent clients who study the materials and bring a lot of personal insight to the group. In addition, Five O'Clock Clubbers are a helpful bunch, giving contacts, practicing with each other between meetings, reviewing each other's cover letters, and simply

offering encouragement and advice. Group members say things I never would have thought of myself, and have the guts to tell a fellow member why that person should not take a job, should not tell her friendly boss that she is looking for a job, needs to get in to *see* people rather than simply having meetings by phone, and perhaps needs to sound a little more senior than the job hunter may be coming across in our meetings. You won't get that kind of on-target advice from your family and friends, nor from all the well-meaning people you may meet outside of the Five O'Clock Club.

So trust your small group. Attend regularly so your coach and small group members get to know you. Keep in touch with your small group members outside of the group. And develop job-search buddies. They're important to your search. Even those who are in the \$200,000 range have buddies who are at their level!

Finally, try to keep a positive attitude. A continuous negative attitude has an adverse effect both on you and on the other members of the group—but especially on you. Think of things you can be grateful for, regardless of your situation. There are people who are far worse off. And while this may seem like a pollyanna attitude on my part, I, too, have faced the depths and have had to say these same things to myself.

Be sure to do your friends a favor and tell them about us. And do yourself a

favor and ask your employer to allow you to use The Five O'Clock Club as your outplacement

provider. We're the best bargain around. You'll get a *guaranteed* number of hours of private coaching as well as a full year in the small group (and the books, CDs, and other materials). And many clients save a few hours of that time until *after* they start their new jobs to navigate the political waters. ●

Cheers, Kate

President and Editor-in-Chief



THE FIVE O'CLOCK NEWS

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Achieving Success in Your New Position Is Up to You

Remember that question you asked during the interview (well, you were *supposed* to ask it): “What is the main problem you would like me to solve if you hire me?”

You were hired, so now it *is* your problem! You need to know, more broadly—besides the main problem—what projects, tasks or goals are you expected to achieve. What is the context of your role—where do you fit in the big picture? What are the performance expectations? What are the *metrics* of that expectation?

If you have a week or two before you start a new position, use that time to give a lot of thought to these issues—even if you’re wrapping up your old job. Before day one try to have a grasp of the important deliverables for your new position, and at least a tentative timetable. A wise employee wants to achieve *quick success*—or progress in that direction—within the first few weeks. Don’t assume that you have 90 days to deliver. Try to produce tangible results that establish your credibility and give you a foundation upon which to build. Make sure that you can demonstrate tactics and strategies designed to accomplish the goals for which you were hired.

But, making suggestions or big changes right away can be dangerous. You want to be sure that your enthusiasm is tempered by the realities on the ground. Rashness and insensitivity can undermine all of your efforts. Let’s take a look a few guidelines to make the honeymoon—no matter how long it might be—as productive as possible.

*Knowledge may give weight,
but accomplishments give luster,
and many more people see than weigh.*

Philip Dormer Stanhope,
Earl of Chesterfield

New Hire Checklist

- Assess the Situation: Observe, Listen, and Learn
- Identify Resources and Roadblocks

- Confirm or Reconcile Expectations
- Determine Who Stays, Who Goes and Who is Added
- Establish Winning Tactics for Outcomes Sought

Be sure your enthusiasm about making changes is tempered by realities on the ground.

Assess the Situation: Observe, Listen, and Learn

In most cases, you will be walking into an existing culture with an in-place staff, procedures and policies. These may be good or bad, productive or dysfunctional, but the important thing is that they are *there*, and you do need to get the lay of the land.

So, even though you may know a lot about the company because you did your research and had multiple interviews to get the job, you’re now in a position to see first-hand what’s going on: Who are the various corporate players? What are their roles? Who has ownership of particular in-place programs? Who are the decision makers, and who influences their decisions? Does a particular vendor or employee have a high-level champion that you would be wise not to cross? What is the overall interaction among the various players? Knowing the answers to these questions will help you to avoid becoming a casualty of corporate politics.

Talk and listen to everyone, not just other managers—if you’re at that level—but also to the people doing the day-to-day work. Be very observant and learn the dynamics of the organization. Who is copied on email? Who attends which meetings? Who lunches with whom? Testing new ideas and consensus building often takes place over lunch, drinks or during some other activity outside of the office. Study the formal organizational chart, of course, but also observe the informal office relationships that will commonly reveal how agendas are advanced.

It’s difficult to be effective if you don’t understand the current landscape. Don’t start something new, or change what is in place, without first determining what is working and what is not. And even though you’re trying to absorb as much as you can, make friends cautiously. A new confidant could be a troublemaker, someone out of favor, or could even be on his or her way out.



Suzanne Harwood,
Five O’Clock Club
Career Coach

Be observant and learn the dynamics of the organization.

Identify Resources and Roadblocks

You are asking, observing and listening to get the lay of the land, obviously, but you’re also trying to get a grasp of the resources you’ll need to do your job, and possible hindrances. The human resources staff, your subordinates, peers, and those over you are sources of knowledge. A secretary with longevity could be an invaluable source of information on culture and who’s who within the corporate hierarchy. Speak to introverts as well as extroverts. The silent employee in a cubicle could be the well-schooled thinker who has the ear of the key decision maker. Remember that you should be in an information-gathering mode, so take care to reserve judgment on any program, product or person. A boss or important peer may be responsible for the personnel, program or process that you see as deficient.

You want to appear to be *casual* in your information-gathering campaign, but you can benefit from doing it sys-

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The Quarterly Exercise

Assess Your Relationships with Bosses, Peers and Subordinates

by Kate Wendleton

Woe to him that is alone when he falleth, for he hath not another to help him up.
The Wisdom of Solomon—Apocrypha

Every three months, make a list of your bosses, peers, subordinates, and clients. Bosses are people at higher levels who can influence your career. Don't go strictly by the organizational chart. Bosses would include your boss and your boss's boss, perhaps some of your boss's peers, and maybe even one or two people outside of your organization who are in the position of influencing your career. Remember: Influencers may even be in other geographic areas.

Most people have 6 to 8 bosses. Make a list of yours on the worksheet.

Each quarter, go through your list and ask yourself: "What does this person think of me and what should they think of me?" If your bosses forget that you had extensive marketing experience before you took this job, you can easily remind them of this. If they have not noticed that you have been working 70 hours a week on an important project, make sure they know.

Always know your Eight-Word Message (see our book, "Navigating Your Career") so if you run into a boss in an elevator you can quickly slip it into the conversation, however brief it may be. You have many opportunities to communicate with people more senior than you, but you have to plan your communication. This is a way to manage informally the impression senior bosses have about you. Don't let something build up until it's a major problem and you have to ask for a formal meeting. Instead, manage your internal public relations as you go along.

Now, **make a list of your peers—usually 12 to 14 people who are at your level.** Here again, you are not sim-

ply plucking the names from your division's organization chart. Certain peers may work right up the hall; others may be in other cities, departments, or divisions. Review the list every quarter and ask yourself, "What is my relationship with each of them and what should it be?"

You don't have to take everyone to lunch or go out for drinks! Often, simply saying "hello" is all it takes to have a decent relationship. Or perhaps you want to ask certain people how they enjoyed the weekend or the status of a major project. With others, you may want to exchange information about the projects on which you are each working.

If your peers are out of town, you may have to pick up the phone for a brief chat. The relationship you have with your peers is critical to your success. And having a good relationship usually takes very little effort.

In addition to reviewing your relationships with your bosses and peers, also make a list of your subordinates (those at a lower level than you in the organization). These may include your secretary or your boss's secretary, for example. Do you treat your subordinates well? Do they complain about you to their bosses?

Also make a list of your clients—those you service inside or outside your organization. Most people are conscious of focusing on their clients, so that may not be an issue for you. However, to be thorough, make a list of these as well and review your list at least quarterly.

Names of Bosses, Their Impression of Me, and My Plan for Each

1. _____
2. _____
3. _____

4. _____
5. _____
6. _____
7. _____
8. _____

Names of Peers and My Relationship with Each

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____

My Plan for Developing Relationships with My Peers:

For bosses, ask yourself, "What do these people think of me and what *should* they think of me?"

For peers, ask yourself, "What is my relationship with each of these people and what *should* it be?"

Continued from page 3

tematically; prepare a chart to keep track of the meetings you need to arrange:

Who Are the Information Sources in Your Company?

<u>Name</u>	<u>Meeting Date</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information upon it.

Samuel Johnson

Who Are the Bosses, Peers and Subordinates Likely to Play a Role in Your Success?

Take a look at the Five O’Clock Club article on this subject on page 4.

Case Study: Ann Secure the Future by Building Credibility Early

Five O’Clock Club client Ann was an established financial sales professional who was hired by a start-up asset management firm owned by an Asian conglomerate. She came on board with a Rolodex of prime targets for her new employer and was able to quickly get meetings with potential new investors.

Ann was well known to her contacts, but her start-up employer was, of course, virtually unknown. She soon realized that too much of her time was spent explaining the company rather than focusing on communicating the benefits of their break-through products. The firm needed new marketing materials, as well as an improved public relations program to build industry awareness.

Ann’s company had a public relations firm on contract, but she knew from experience that it was not up to the needed tasks. Ann met resistance from her boss, the president of the U.S. division, when she suggested a vendor

change. Instead of fighting a battle that she was unlikely to win—because she had not yet established her own credibility—Ann was counseled to learn how the public relations firm had been retained. Discretely networking within the firm, Ann traced the connection to the chairman of the Asian parent. Indeed, it was not yet time to attempt this battle.

She was slowed down a bit by the inefficiency of the vendor, but after nine months in her new role, with two major deals sold and several in the pipeline, Ann earned the credibility to take on making a vendor change. In fact, she was able to influence her boss’s championing the change.

Ann had wisely taken the time to identify the domestic and Asian decision makers and influencers within her company—along with the scope of influence for each. She identified all those who could influence her success within the company, whether they were bosses, peers or subordinates. She took stock of how they perceived her, and considered how she would *like* each to perceive her. And she established an action plan to affect any necessary changes.

Rather than focusing her energy during her first months on a battle she might not win, Ann took steps that would help to secure her future within the organization.

Confirm or Reconcile Expectations

The positive picture that management presented to you in the beginning sometimes fades as you learn more about your new situation and the culture you joined. Limitations in budgets, staff deficiencies and political realities may only now become apparent. In a turnaround or start-up situation these factors can be particularly worrisome, especially if your financial reward or promised title is pegged to your achieving particular goals on deadline.

Clearly the obstacles to achieving your goals need to be surmounted. However, if you determine that success is not possible, it is important to craft

an exit strategy. Among many other things, this means keeping up your visibility and contacts within your industry. Always keep your focus on involvement with professional associations, industry events and conferences. You may not be able to achieve the goals for which you were hired, but you can take steps to help keep your career on track.

Within a few weeks of starting a new job, you should be able to write down some of the challenges you face, as well as possible options and backup plans:

What factors could block your success? What could you do to eliminate obstacles? What is your backup plan?

Roadblocks

1. _____
2. _____
3. _____
4. _____

Eliminating Roadblocks: Steps to Take

1. _____
2. _____
3. _____
4. _____

Backup Plan

1. _____
2. _____
3. _____
4. _____

What we anticipate seldom occurs; what we least expect generally happens.

Benjamin Disraeli, Earl of Beaconsfield

She identified all those who could influence her success within the company.

Case Study: Andrea Protecting Yourself from Undelivered Promises

Andrea was hired as a senior vice president by a start-up financial management firm. Her job was to take charge

of the company's investment strategy and asset allocation. She accepted a salary below market rate with the understanding that by year two, when the firm was projected to be profitable, management would triple her salary and promote her to managing director.

The firm's investment advisors proved to be weaker than Andrea was led to believe during her interviews, and the firm's profitability was directly tied to the performance of these advisors. Andrea found herself spending too much time helping the advisors rather than focusing on the investment strategy for which she was hired. Also, she ended up developing marketing materials that a more junior support person could have done—but there was no money in the budget for that hire.

Andrea started to question the criteria used in hiring investment advisors, and she questioned if the firm was on track to achieve its year-two profitability goals—to which her compensation, promotion and additional budget for support staff were linked. She began to realize that, no matter how many 14-hour days she put in, the situation might not be salvageable.

Not wanting to throw in the towel, Andrea was coached to initiate two critical conversations with the equity partners of the firm, and at the same time increase her visibility in the financial industry. She also needed to build her portfolio of skills to increase her outside marketability.

Andrea attended industry conferences, remained active in key industry associations, kept in touch with her business network and broadened her skills with continuing education licensing programs. All this proved of benefit in her new job, and she was able to get the company to pay for the new training.

Her first critical conversation with the equity partners was planned for the end of her first year, and the goal was to determine if the firm were on track to achieve its goals of attracting the desired asset managers, and to meet its financial targets. If the firm were not on target, this first conversation was occurring

early enough in Andrea's contract period for her to adjust the work she was doing to increase the chances for success. It was planned that Andrea's second critical conversation would come at the 20-month mark, four months prior to the end of year two. That is, Andrea was advised not to wait until the end of two years of hard work to learn if the firm could deliver on its promises. The 20-month situation review would allow her to better assess the situation and give her time to develop an exit strategy if necessary.

If you determine that success is not possible, it is important to craft an exit strategy.

Determine Who Stays, Who Goes and Who Is Added

Sadly, the staff in place when you start a new job may not provide the support you need. If your predecessor left because of poor performance, it is wise to evaluate what role his or her staff might have played in contributing to the failure. The skills, morale and attitude of the staff can be huge factors in determining how well *you* will perform. You need to determine who stays, who goes, and who needs development.

Early assessment of your staff avoids demoralizing your strong performers, and may provide the kick that will get weak performers on track or out of the door. You may want to move people into new roles and replace others, so that you can deliver on the goals that management expects. Remember that it is difficult to succeed if you micro manage. Having good people on whom you may *depend* will allow you to delegate tasks and accomplish goals.

The following checklist is a handy reference for getting things into shape to meet your needs:

Checklist for Assessing Staff

1. What tasks are the members of your staff doing?

2. Do the tasks match or differ from those listed in their job descriptions?
3. Will current tasks assigned to each person contribute to achieving the goals *you* have set? Are new job descriptions needed?
4. Is performance measurement in place? That is, are the metrics well thought out? Will they really help you to figure out if goals are being met?
5. Are procedures in place to track workflow? Are new procedures needed?
6. Do reports exist to keep you informed on what employees are doing? What is the report frequency?
7. Do performance reviews exist?
8. What is the attitude and morale of the employees?
9. Are employees' interpersonal skills effective or in need of development?
10. What are the perceptions of others with whom each employee works?

*What we anticipate seldom occurs;
what we least expect generally happens.*
Benjamin Disraeli, Earl of Beaconsfield

Case Study: Daniel Moving Up to Management

Daniel was hired by a professional services firm to be the human resources director. Part of his mandate was to reestablish the *credibility* of the eight-person HR department, which handled compensation, recruitment, benefits, employee relations, and training and development for 600 employees. These 600 were in ten departments managed by director-level peers of Daniel.

The perception of the department within the firm was that it was gossipy, untrustworthy and played favorites—and that it failed to follow through on key deliverables. Daniel estimated that he had a year to turn the situation around.

Two months into his new assignment, Daniel sought help from an executive coach. He was putting in long hours just to keep up with daily tasks and found it difficult to carve out the time to work on the turnaround goals for which he was hired.

Daniel had been successful in his prior positions by doing many of the key tasks himself. However, the HR departments he'd previously managed were small, at much smaller companies. His new position was too big for him to continue doing so much of the work himself.

Establishing credibility for his department would require that Daniel gain the trust of his fellow department heads. Working with his coach, Daniel realized that he had to *make the time* to meet with the various department managers. He needed their input on what was and wasn't working in his department. It was critical that he listen and learn from peers *and* subordinates in order to identify problems, find solutions and get the support from others to ensure success. Daniel had reached a stage in his career where he had to delegate important tasks to the lower-level staff. He realized that the challenge was fourfold:

- To properly delegate, he needed to determine the ability of his inherited staff.
- He needed the department heads to assess the performance of the specific HR department members who liaised with their departments.
- He had to secure from the department heads their thoughts on what was needed from the HR department.
- He had to determine the best way for maintaining an ongoing dialogue between human resources and the constituencies it served.

Fortunately for Daniel, job descriptions existed for each of his staff members. He asked each person to prepare a recap of his/her current job functions, and to outline how they differed from the written job descriptions. They were also asked to share their thoughts on what was helping or hindering their ability to excel in their jobs.

By comparing his staff's self evaluation with feedback from department heads, Daniel took a step forward in identifying disparities. He was able to begin developing a strategy that would

align his department's efforts with the needs of the populations it served.

**Build accomplishments
that will keep you
marketable within the
new company and
within your industry.**

Establish Winning Strategies for Outcomes Sought

Once you have completed the first four items on the checklist provided at the start of this article, you can focus more on the long-term vision:

- What are the priorities you want—and are expected—to achieve?
- What actions must *you* take to ensure success, and what can be delegated?
- What are the deadlines for achieving the big picture goals, and for accomplishing the tasks that must be completed along the way?
- What outcomes must be completed by each staff position in order to achieve success?

Once the shake-down phase is behind you, it is common to think about what your legacy is going to be. Will you, indeed, have the impact that was expected when you were hired? As you finish your first 90 days, even if you've discovered skeletons in the closet, try to remain positive and focused on achieving the broader vision. That is why you were hired. Do not get bogged down in diversions from the major goals. Of course, loyalty to the company is part of the reason to do this—but loyalty to your own career is of major importance as well. You want to build accomplishments that will keep you marketable within the new company and within your industry.

This is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.
Winston Churchill



The Job-Search Buddy System

Do you wish you had someone to talk to—fairly often and informally—about the little things?



“Here's what I'm planning to do today in my search? What are *you* planning to do? Let's talk tomorrow to make sure we've done it.” You and your job-search buddy could keep each other positive and on track, and encourage each other to do what you told the small group you were going to do: Make that call, send out those letters, write that follow-up proposal, focus on the most important things that should be done—rather than (for example) spending endless hours responding to job postings on the Web.

With your buddy, practice your Two-Minute Pitch, get ready for interviews, bounce ideas off each other. Some job-search buddies talk every day. Some talk a few times a week. Most of the conversation is by phone and e-mail.

Sometimes, people match themselves up as buddies. Just pick someone you get along with in your small group. Sometimes, your coach can match you up. However you do it, stay away from negative people who talk about how bad it is out there. They will drag you down.

The small group changes over time: people get jobs; new people come in. If you lose one buddy who got a job, get another buddy.

Your buddy does not have to be in your field or industry. In fact, being in the same field or industry could keep you focused on the industry rather than on the *process*. But you *do* have to get along! The relationship may last only a month or two, or go on for years. Some buddies become friends.

Of course, you should see your Five O'Clock Club career coach *privately* for résumé review, target development, salary negotiation, and job interview follow-up. It's usually best to get professional coaching advice for these areas. ●



Golden Rules for Creating Win-Win Business Solutions

by Harriet Katz, Five O'Clock Club Career Coach

Some people go through life without ever finding out what makes business work, or why some people get ahead and others do not. Yet the basic rules are surprisingly simple. Let's take a look at four key areas that affect absolutely all business people, no matter what business they are in, whether they work for a large or small corporation, or are in business for themselves.

These four areas are: *strategy, alliances, selling, and money.*

- Strategy is the plan by which you get to where you want to be.
- Alliances are what you need to help you get there.
- Selling yourself, goods and services is how you get there.
- Money is the measure of your success.

Power comes from unambiguous clarity of purpose, not from playing dirty.

I will share with you some of my insights on the golden rules of business that apply in these four key areas, developed from working with a large number of companies and individual clients.

Strategy: The Plan to Get Where You Want to Be

You are not a player if you do not have a game plan. A *career* game plan is used for guiding your progression, whether you're in an organization or on your own. It is the most practical and economical approach for achieving your goals. But no game plan should be static. It must be continually monitored and revised. And it depends on the abil-

ity to *achieve and use power ethically.* Strategy depends on power, and although *power* has negative connotations, it is vital to learn its positive meanings.

Power comes from *unambiguous clarity of purpose*, not from playing dirty. Tell people exactly what you expect from them, and do it in a way that shows how they will benefit. In some contexts, power can be achieved by creating social distance. Personal dignity and a certain amount of formality indicate to people that you have things under control. Choose carefully the people with whom you share your vulnerabilities. For most managing situations, speak with conviction, be highly results-oriented, and quantify the measure of your success whenever possible.

Communicate clearly and frequently to important stakeholders about how well you are doing. Line managers turn sour if they are not constantly reminded of your beneficial presence. Your shelf-life diminishes rapidly when communication ceases. Your shelf-life is prolonged, even if you are not breaking new ground or putting out major fires, when you relay information about your activities. Frequent, brief contacts are far better than infrequent, cumbersome communications.

Remain in control. In business there are no winners or losers—there are only those who take control and those who lose it. When a situation arises that requires action, be the active party, the one who initiates. Set up a strategy and act upon it. If it doesn't work, change it. But make sure that it's your decision, and that you are the

one creating the solution. Hence, always be the one who is going to get back to someone else. Do not sit around and wait for others to contact you. When you are getting into hot water, or when you do not have the information, or when it is simply not timely, take control with this handy phrase: "I'll get back to you," a phrase that covers a multitude of sins. You do not weaken your position by postponing your response until you have the advantage. Only a fool opens his mouth and advertises his weakness to the world.

Your shelf-life diminishes rapidly when communication ceases.

When faced with someone else's anger, diffuse it. First acknowledge the basis for the anger, even if it seems completely unjustified to you. The intensity of the feeling must not be denied. If it



"Jerkins and I worked it out. He can have the office with the window."

is there, it is there. The angry person cannot help but respond positively to your understanding and concern. It is a basic psychological tenet that if someone feels *understood*, that person feels *cared about*. If you have created this foundation, then you can approach him or her with an action to rectify the problem.

Always mind your manners. No matter how rude or unbusinesslike your opponent is, do not succumb to the temptation to respond in kind. Bad behavior is usually a power play, and chances are, you will lose if you engage in similar power plays.

Yes, there are people who gain by being obnoxious, but take a look at them. Why are they usually overweight, prone to heart disease, and smoke or drink like fiends? Because they are stressed. Because they lose so much sleep worrying about all the people who have the goods on them! And because deep down, they know that, inevitably, someone is going to do to *them* what they just did to someone else.

**Always mind your manners.
Bad behavior is usually
a power play.**

Alliances: Everyone Needs Help and Support

An ally is someone with whom you have a mutually beneficial relationship, although the mutual benefits may not be simultaneous.

Business cannot be conducted in isolation. It is essential to build alliances, whether they are with peers, supervisors, clients or customers. These alliances are the very fabric through which business is conducted, and their importance can supersede quality, performance, and timing.

Alliances must be cultivated, not calculated. Think of them as plants in a garden that must be maintained and nurtured. Virtually anyone can become an ally and, ideally, everyone you come in contact with should be one. Though

the benefits may not always be immediate, building a stable of allies is, in the long run, the most practical investment you can make.

Do not let misunderstandings destroy your alliances. Misunderstandings can almost always be fixed. In almost every situation, opportunities will come up in which you can correct a mistake. Or, you can create the opportunity yourself. A phone call, a meeting, a lunch, a letter—all are valid means by which you can repair and rebuild alliances.

However, it is sometimes better to wait for the opportunity to present itself. Do not try too hard. You do not have to spotlight an error, and you do not have to be too self-deprecating. A little time away from the mistake will cool you off and give you a clearer picture of how to handle it. Then you can take control again and redress the issue.

If you want someone to recommend you, by all means *ask*. A recommendation may be needed from a colleague within a company or outside. If you wait for a favor to come that you think is due, you may wait forever. If you do not ask, you may become angry and resentful, so that when you eventually do ask, your request might be unpleasant and awkward. Let your needs be known, instead of letting your resentment build—and emerge in ways that can lead to straining relationships or even making enemies. If you have cultivated and tended your alliances, you should feel free to draw on the benefits.

Never attempt to drive a wedge between people who have an alliance. It is Machiavellian to try to get them to turn on each other. You may be hoping for personal recognition, you may be trying to make one of them look bad, or you may be trying to get one of them to prefer you. But in the long run, it is more likely that you will be left out in



"I'm your best friend, not your employee. I don't need an appointment to see you."

the cold. Your temporary gain will backfire. No one with decent judgment will easily trust you again.

**Acknowledge all of the
people who have
contributed to your success.**

Curb the jealousy of others by recruiting them into your winner's circle—and let them be winners. This will be much more beneficial than keeping all of the credit for yourself. Acknowledge all of the people who have contributed to your success. This can be written publicly, communicated directly, or announced in a meeting. When it is in the open, the contributors have a stake in remaining on your team. Your success now reflects well on them and they have every reason to want to be a part of it.

Is there someone in your circle of coworkers who appears to be an opponent? In order to head off strain and escalating conflict, treat him as a potential ally. If only he knew how you could *benefit* him, he would be part of your team. You need a strategy that creates a win-win situation. Do this by understanding what you want out of it, what

he wants out of it, and how to package and sell the idea to him. How? By making him an offer he cannot refuse. Be astute in truly comprehending what he wants and needs. Be artful. You have only to gain.

Gossipers always lose. Gossip is tasty and intriguing—but resist it at all costs.

George, one of my clients in the pharmaceutical industry, found himself in a desperate situation. Nasty tension was building with Henry, a colleague in another department; George was pressuring Henry to make decisions that directly impacted Henry's own department, and George was met with excuses and stalling. The tide turned when George resolved to stop asking questions, thus escalating the situation, and started listening instead. George came to understand what reality felt like from the other person's perspective. Armed with this insight, George was able to devise a strategy that addressed Henry's issues and also helped George to achieve his goals. This new understanding and win/win solution enabled them to patch up their relationship and move forward, pulling in the same direction.

When you have limited influence or power up the line, develop allies in upper management. Make suggestions to those who have the power to help you, and let the credit for your good ideas be shared. Acknowledge that they are directing and remain in control so that you do not seem threatening. Many supervisors will take care of you if you make them look good. The same is true if the person in question is a competitive coworker. Either way, you create an ally.

Gossipers always lose. Gossip is tasty and intriguing—but resist it all costs. Once you are known as a gossip, you will be a likely target for blame, even if you are innocent. No one will trust you, and with good reason. The real purpose of gossip is to falsely raise

the status of the gossiper, or to assassinate the character of an opponent. Gossip may seem irresistible at times, but it is too costly.

Selling: An Aspect of Most Relationships Most of the Time

Selling is perhaps the most misunderstood aspect of business. Novices tend to see it as a shady form of trickery, a vulgar occupation that nice people simply do not do. The truth is that selling occurs every single day in almost every aspect of our lives.

Real selling, the kind that works and has the best long-term benefits, is the process in which mutual needs are met. *The buyer's need* might be anything from a vacuum cleaner to a sympathetic ear—or more authority. *The seller's need* is simply to make the sale. Therefore, a good salesperson needs to determine the need of the buyer and meet it. If the buyer does not need what you are selling, *listen* to what *is* needed, and try to provide it. Eventually, if both parties are trying, you should find a common ground on which to make a fair exchange—and the sale is completed.

Helen, another client, reported recently on situation that deteriorated because her vendor refused to listen. Helen had a three-year relationship with the vendor, and told him exactly what she wanted to buy next. But having his heart set on a larger sale, the seller pushed another product on Helen. She resented this approach and sought out another provider who *listened*—and gave her what she asked for. If the buyer (Helen, in this case) does not need what you are selling, *listen* to what *is* needed, and try to provide it. Eventually, if both parties are trying, you should find a common ground on which to make a fair exchange—and the sale is completed.

Hence, the key to selling is listening. The goal of a negotiation is to find a common ground. Do not get bogged down in petty details, power plays, or ego trips. Listen intently to what the other person is trying to achieve, instead

of busily planning a counterattack or becoming defensive. You cannot meet your potential buyer's needs if you don't *hear* what he or she is saying.

When you have a robust list of customers, advertise your accomplishments. Your track record has to come across loud and clear, because new accounts don't usually just fall in your lap. Results achieved for one person or company are easily transferable to a prospective second person or company. Word of mouth works in your favor, but be persistent in telling your own story.

George learned to listen and resolved his problems with a colleague.

Do this by giving examples of how you solved a problem—in concrete, specific terms. Say exactly how much money you saved or made for the company, how many people you trained, how many people you reached with a message, etc. One impressive achievement is worth more than ten promises about all the wonderful things you plan to do.

Recognize a brick wall when you hit one. It's okay to attempt to get through, around or over it, but sometimes that isn't possible. If someone is bent on impeding your goals, you might have to take *no* for an answer, but then alter your strategy. This may mean changing jobs, changing bosses, or stopping a sales pitch. This will save you a tremendous amount of time and frustration. Soldiering on against a brick wall can cost more than the gains you had hoped to make. There are times when no amount of salesmanship or politicking work. Move on to a more fertile ground.

Money: A Key Measure of Your Use of Strategy and Power

Everyone is in business to make money—even the most altruistic people who are in love with their work. All too often, people are woefully unaware of

CREATING WIN-WIN BUSINESS SOLUTIONS

how directly and irrevocably money is tied to their day-to-day work. Some do not like to talk about money, have trouble asking for it, and cannot quote their value in hard dollars and cents. They have no concept that the work they do makes much more money for the company than the comparable amount the company pays them.

Asking for a raise or charging for a service is directly tied to your relationship with money and your personal level of confidence.

If you separate money from work, everyone loses. You become detached from the reality of business so that alliances are undermined, management problems develop, and the lifeblood of the organization is drained.

But if you see money as the stimulating force it is, you can use it as a source of energy. It will help you to take control rather than fall prey, because it is the most potent source of power that is yours to manage. The more comfortable you become with it, the better able you are to relate to its purpose, and to understand the business you are conducting.

Asking for a raise or charging for a service is directly tied to your relationship with money and your personal level of confidence. If you are uneasy talking about your worth so bluntly, transfer the accolades to your achievements. These can be separated from you personally. They stand on their own merits and can be your best advertisement.

The first salary or price you get becomes a foundation from which future increases will be measured. Newcomers often tend to under price themselves. They do this because they want the opportunity more than the money, and this might be necessary to gain experience. But be realistic about what lies ahead. It is commonly not possible to negotiate big increases as soon as you might hope. Your *initial*

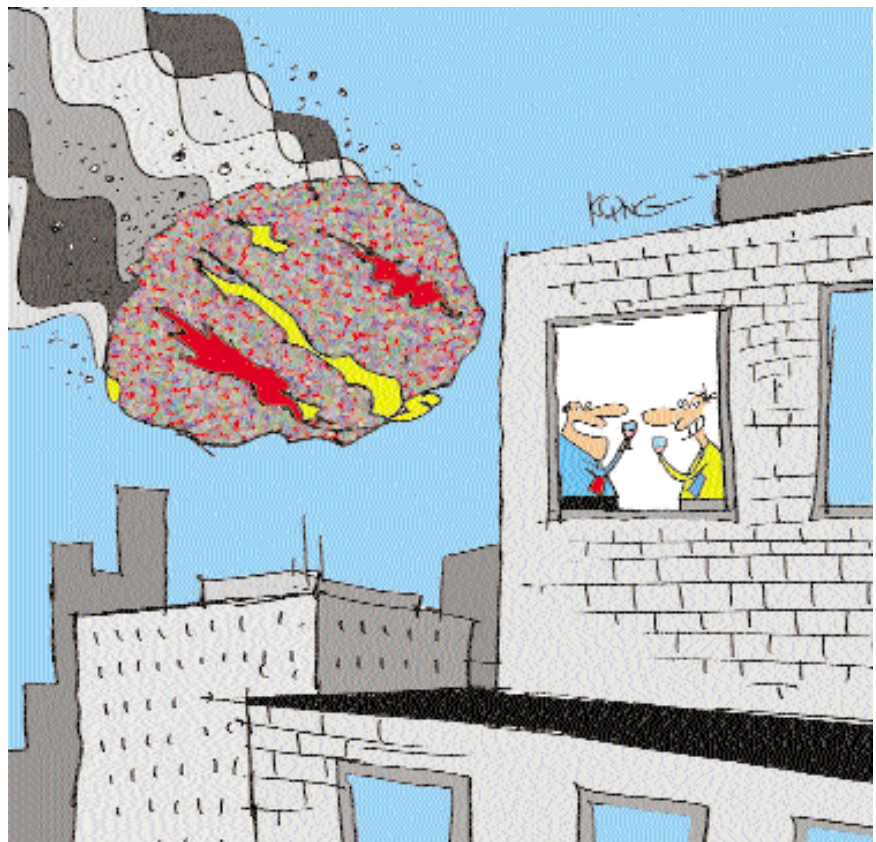
price tag can prejudice your chances for getting what you're really worth. If you want more money, you must be prepared to make your case powerfully—and perhaps look outside of your present organization for another position. Or if you make your living by selling, you will need to expand your client list.

It is not cost-effective to exploit or fail to deliver on a good deal.

No business person can be casual about receivables. Money is either in your hands or theirs. The side that *owes* the money holds the most power. But proceed with caution in your collection practices. Attempts to collect overdue money should be regular and conducted pleasantly. Ask how the client is doing,

and ask whether there are any problems you can help with. But *yes*, ask for the money. You may have to work out a payment plan, but be firm that you expect to be paid. After all, you did deliver an excellent service or product.

And a final Golden Rule: a good deal means that everyone is happy. The person who skimps on delivering a good deal (a job well done at work, or a service provided by a vendor) cannot expect a good relationship to endure. Your gain will be extremely short-term. The other party will resent you—and may look for opportunities to repay you in kind. This may take the form of disloyalty, stealing, or undermining your goals. In the long run, it is not cost-effective to exploit others or fail to deliver the good deal.



“You’ve waited a long time for this, Smith. Barring any further delays, you’re now our new V.P. of Internet Operations.”

The Five O'Clock Club Job-Search Series for Professionals, Managers and Executives



The Five O'Clock Club has enabled thousands of professionals, managers, and executives to correct their job-search mistakes. Most who attend regularly and read our books—even those unemployed up to two years—have a new job within only ten weekly sessions.

We'll take you through your entire career. 1. Start by understanding yourself and what you want in **Targeting a Great Career**. 2. **Package Yourself with a Targeted Résumé** done The Five O'Clock Club Way. 3. Then **Shortcut Your Job Search** by following our techniques for getting meetings. 4. Turn those interviews into offers with **Mastering the Job Interview and Winning the Money Game**. 5. Finally, learn from successful job hunters and their coaches in their **Report from the Front Lines**.

- Figure out what to do with your life and your career
- Develop a résumé that separates you from your competitors
- Shortcut your search by using the Internet and other techniques properly
- Learn how to turn those job interviews into job offers
- Use our Four-Step Salary Negotiation Method to get what you deserve
- Learn from others: Be inspired and save time in your search.

Most people conduct a passive job search. Their approach is ordinary, non-directed, fragmented, and ineffective. The Five O'Clock Club methodology was tested and refined on professionals, managers, and executives (and those aspiring to be)—from all occupations and economic levels.

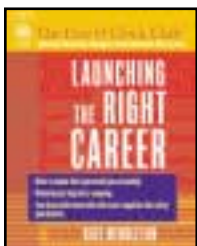
The members who do best read and re-read the books, mark them up and take notes. Do the same and you will do better in your search.

Also Consider These Important Books



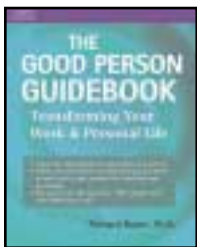
Navigating Your Career **Develop Your Plan. Manage Your Boss.** **Get Another Job Inside.**

We'll help you to do well in your new job. Learn how to handle politics and better position yourself for good assignments and promotions.



Launching the Right Career

Students, recent grads, and those who want a career instead of a job can apply the same techniques used by thousands of professionals, managers and executives. Get that internship, develop a résumé that gets you interviews, and learn how to interview well.



The Good Person Guidebook **Transforming Your Work and Personal Life**

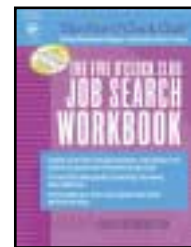
Learn the compatibility of good ethics and success. Discover the character traits that help you to get along at work and in your personal life and help to make you *happy*. Get answers to the questions, "Who should I be?" and "What must I do?"



For Executives Only **Applying Business Techniques to Your Job Search**



Achieving the Good Life After 50 **Tools and Resources for Making It Happen**



Job Search Workbook 8.5 x 11 format



Work Smarts **Be a Winner on the Job** available 10/2007



Your Great Business Idea **The Truth about Making It Happen**

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For bulk orders, call
The Five O'Clock Club at
1-800-538-6645



**When employees
are given a choice,
they choose The Five O'Clock Club
for their outplacement program.**

“The Five O'Clock Club program is far more effective than conventional outplacement. Selecting The Five O'Clock Club was one of my best decisions this year.”
SVP, HR, consumer products company

Old-Fashioned Outplacement:

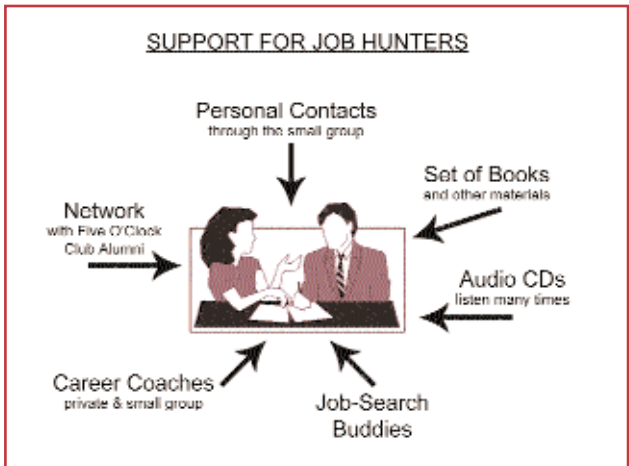
- Saddled with real estate costs.
- Very limited one-on-one career coaching.
- Overburdened coaches.
- Vanilla career coaching methods developed in the 1970s.

Five O'Clock Club Outplacement:

- **One year of outplacement** — even if employee loses next job, decides to do consulting work for a while, or needs help handling the political situation in a new job!
- **Guaranteed number of hours of private coaching** coupled with weekly small-group strategy sessions headed by a senior coach.
- **Method based on 25 years of research.** Not vanilla job-search coaching.

Five O'Clock Club Outplacement Prices

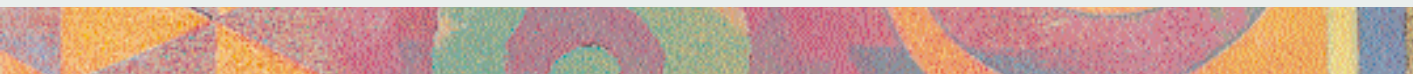
	Price	Private Hours
Senior Executives earning over \$200,000 / yr		
Tailored Program (2-year coaching program & office space, administrative services, etc.)	\$25,000 --- \$20,000	40+
Platinum (2-year program)	\$15,000	40
Premium (15-month program)	\$10,000	28
Standard	\$7,500	18
Executives earning \$100,000 to \$200,000 / yr		
Premium	\$5,000	14
Standard	\$4,000	9
Bare-bones	\$3,000	5
Professionals / Managers: under \$100,000 / yr		
Long-Term Care (for long-service employees)	\$4,000	12
Premium	\$3,000	8
Bare-bones	\$2,000	3



The Best Job-Search Materials Anywhere

Each job hunter gets:

- The set of 4 books.
- Boxed set of sixteen 38-minute lectures on audio CDs.
- 2-year subscription to our monthly magazine, *The Five O'Clock News*.



SCHEDULE OF EVENTS FOR THE FIVE O'CLOCK CLUB



Professional, Managerial, Executive and Career Starter Job-Hunt Groups

Meetings are held weekly via teleconference or at various physical locations.

Hear one lecture per week at a physical branch or via one of 16 lectures on CDs by Kate Wendleton. (The boxed lecture set: \$150 or FREE with the purchase of 10 "Insider" sessions.)

Join the weekly small group discussion with a senior Five O'Clock Club career consultant (for the "Insider" program: via teleconference from the convenience of your home, or anywhere else).

Enjoy The Five O'Clock Club website. Download worksheets from the Members Only section.

Prices: Insider Program

Because of the popularity of "Insider," our costs have decreased over time. The savings are passed on to you. Physical branches are *more* expensive. Prices are for individuals. If your employer is paying for you, please see our "outplacement" price schedule on the next page.

This is a members-only organization.

FEES: \$49 annual membership plus session fees, which are based on member's income.

	Income < \$100,000		\$100,000 +		\$200,000 +	
	Price	Per sess.	Price	Per sess.	Price	Per sess.
20 sessions	\$540	\$27	\$810	\$40.50	\$1215	\$60.70
10 sessions	\$360	\$36	\$540	\$54	\$810	\$81

Single session (one time only) for \$50 or \$70.
Fee for books: \$40

Career Starters; Students; recent grads or less than 10 yrs. out < \$40,000; others

\$490 package includes 1.5 hrs. of private coaching, 10 group sessions, book, 16 lectures on CDs, 2 years' membership.

Presentation Schedule (all locations)

Week of	Topic
June 4-8	Shortcut Your Search: Internet & Other Research
June 11-15	Developing New Momentum in Your Campaign
June 18-22	Getting the Most Out of Your Contacts
June 25-29	Getting Interviews: Direct & Targeted Mail
July 2-6	HOLIDAY WEEK -No Sessions Scheduled
July 9-13	The 5OCC Approach to Interviewing
July 16-20	Handling Difficult Interview Questions
July 23-27	The Five O'Clock Club Approach to Job Search
July 30-Aug. 3	How to Turn Job Interviews into Offers
Aug. 6-10	Developing New Targets for Your Search
Aug. 13-17	Four-Step Salary Negotiation Method
Aug. 20-24	COACH VACATION -No Sessions
Aug. 27-31	Advanced Interviewing Techniques
Sept. 3-7	HOLIDAY WEEK -No Sessions Scheduled
Sept. 10-14	Keys to Effective Networking
Sept. 17-21	Two-Minute Pitch: Keystone of Your Search
Sept. 24-28	Beat the Odds with Search Firms & Ads
Oct. 1-5	Shortcut Your Search: Internet & Other Research
Oct. 8-12	HOLIDAY WEEK -No Sessions Scheduled
Oct. 15-19	Developing New Momentum in Your Campaign
Oct. 22-26	Getting the Most Out of Your Contacts
Oct. 29-Nov. 2	Getting Interviews: Direct & Targeted Mail

Please see our website (www.FiveOClockClub.com) for the coaching staff and full offerings.

Attendance

- Reservations required.
- Unused sessions are transferable to anyone you choose or will be given to those in financial difficulty attending more than 16 sessions.
- Most branches are geared to professionals, managers, executives, and recent grads from a wide variety of industries and professions. Most earn from \$30,000 to \$500,000. Half are employed, half are unemployed.
- Attend at least 10 meetings in a row to develop momentum and perhaps land an appropriate position. Our research proves that those who attend on a regular basis get jobs faster and at higher rates of pay than those who attend sporadically, search on their own, or even only see a coach privately.
- After ten sessions, still try to attend regularly.

The Five O'Clock Club®

Over 40 groups meet nationwide. Below is a sampling, or visit us at www.FiveOClockClub.com

Branches

THE POPULAR INSIDER PROGRAM

You are near a meeting of The Five O'Clock Club — with **over 40 groups** meeting weekly. To join the "Insider," a weekly small-group teleconference, call 212-286-4500. Below are a sample of the groups.

Sr. Executive (\$200,000 plus)

Tuesdays, 7:00 p.m. EST
Bill Belknap

Executive (\$100,000 plus)

■ West
Wednesdays, 5:30 p.m. Pacific
Terry Pile

■ Central

Wednesdays, 7:30 p.m.
Central
Max Lorenz

■ East

Mondays, 8:00 p.m. EST
Bert Marro

Tuesdays, 7:00 p.m. EST
Phil Ronniger

Wednesdays, 8:30 p.m. Pacific
Terry Pile

Professional / Managerial (\$30,000 to \$100,000)

■ Central
Tuesdays, 7:30 p.m. Central
Sylvan Von Burg

■ East
Tuesdays, 7:00 p.m. EST
Anita Attridge

Tuesdays, 8:30 p.m. EST
Phyllis Rosen

Thursdays, 7:30 p.m. EST
Ciro & Louise DiScalafi

Students / Recent Grads (less than \$40,000)

Ask for Richard Bayer -
212-286-4500

THE PHYSICAL BRANCHES

■ NEW YORK, NY

Grand Central: Mondays
Jim Borland
at Roosevelt Hotel -
Madison Avenue at 45th
212-255-6458

Madison Square Garden
Chip Conlin; Wednesdays
HQ Global Workplaces
11 Penn Plaza - 5th fl.
on 7th bet. 31 & 32
914-788-5482

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Tell them about us.

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Reading *The Five O'Clock News* will save you valuable time in keeping up with the trends and ideas affecting your career and quality of life.

The Five O'Clock News fills a unique niche for busy, career-minded people who want to live full, balanced lives.

Subscribe Online: www.FiveOClockClub.com

Keep your life—and career—on track!

Yes! I want to receive a Beginner's Kit, a membership card, *The Five O'Clock News* (10 issues per year), have access to the *Members Only* Bulletin Boards and become an official member of The Five O'Clock Club.

\$75 for 2 years \$49 for 1 year

MC VISA AMEX (You may fax to: 212-286-9571)

Card #: _____ Exp: _____

Signature: _____

Enclosed is my check in the amount: _____

Please make checks payable to: The Five O'Clock Club
and send to: The Five O'Clock Club, 300 East 40th Street. #6L, NY, NY 10016

First Name _____

Last Name _____

Address _____ Apt.# _____

City _____ State _____

Zip _____ Home# _____ Bus.# _____

E-mail address: _____

When the Employer Pays

All Five O’Clock Club *Employer-Paid* Outplacement Packages are for ONE YEAR minimum!

Comparison of an *Employer-Paid* \$5,000 Package

	Old-Model Outplacement	The Five O’Clock Club
Who is the <i>Client</i> ?	The organization.	Job hunters. Retail attendees <i>choose</i> our services, which means that we have an employee advocacy mentality. We <i>always</i> do what is in the best interest of job hunters.
The Clientele	All are unemployed.	Less than half of our members are unemployed; the rest are employed. There is an upbeat atmosphere; networking is enhanced.
Length & Type of Service	3 months, primarily space.	1 year, <i>exclusively</i> career coaching.
Service Ends	After 3 to 6 months—or <i>before</i> if job hunter lands a job or consulting assignment.	After one full year. The clients can return if they lose their next jobs, if their consulting assignments end, or if they need advice after starting their new jobs.
Small Group Career Coaching	Sporadic; up to 3 months. Coach usually varies.	Every week for up to 1 year; same coach. In a group with peers. Provides a job security buffer.
Private Coaching	5 hours <i>maybe</i> . No time guarantee at all.	14 hours guaranteed to determine a career direction, develop a résumé, plan salary negotiations, etc. — for a whole year.
Support Materials	Generic manual.	<ul style="list-style-type: none"> • 4 textbooks based on over 25 years of job-search research. • A set of 16 38-minute lectures on CDs. • Beginner’s Kit of Search Information. • 2-year subscription to the <i>Five O’Clock News</i>, a magazine devoted to career management articles.
Facilities	A cubicle, phone, shared computer workstations.	None. Use home phone and computer.

Chart of Five O’Clock Club Prices

	Price	Private Hours	All packages include: ♦ guaranteed private coaching to determine a career direction, develop a résumé, plan salary negotiations, etc. In fact, if you need a second opinion during your search, we can arrange that, too. ♦ minimum of ONE YEAR of small-group teleconference coaching, in a group of peers, headed by a senior Five O’Clock Club career consultant. ♦ 2 years of membership ♦ the set of 4 books, and ♦ a boxed set of 16 lectures on CDs.
Senior Executives earning over \$200,000 per year			
Executive Tailored Program (2-year coaching program plus office space, administrative services, etc.)	\$25,000 --- \$20,000	40+	
Platinum (2-year program)	\$15,000	40	
Premium (15-month program)	\$10,000	28	
Standard	\$7,500	18	
Executives earning \$100,000 to \$200,000 per year			
Premium	\$5,000	14	
Standard	\$4,000	9	
Bare-bones	\$3,000	5	
Professionals and Managers: under \$100,000 per yr			
Long-Term Care (for long-service employees)	\$4,000	12	
Premium	\$3,000	8	
Bare-bones	\$2,000	3	
Clerical, factory, other hourly	\$1,000	3	➤ One year of small group & 1 book

- **Guaranteed private career coaching!** (Hours listed above.) For example, if the employee has a **one-year package**, and needs help in the new job or loses the next job, he or she can come back anytime within one year from the start date. Or if he or she wants to try consulting work and then decides not to do it, the employee can come back to us.
- **2-year membership** in The Five O’Clock Club includes a Beginner’s Kit and two-year subscription to *The Five O’Clock News*.

What They Say About *For Executives Only!*

For Executives Only lays out a practical, actionable, no-nonsense approach to preparation, delivery and follow-through of the key components of a job search. There can be no doubt that investing time and energy in the full use of this methodology — from self assessment through negotiating and preparing to start a new job — will help any executive to make the next move easier, faster and better.

— George Bradt, Managing Director and CEO, Prime Genesis

I recommend the Five O’Clock Club methodology for executives who want straightforward, practical, user-friendly tools that will help them to land not just any job, but one they will truly enjoy, and

that is perfect for the career stage they happen to be in.

— Eileen Broer
Founder, The Human Dimension
Former VP HR, Manhattan Life
Insurance Company

I had only a few years until retirement and was shocked and quite fearful that I was too old find any job in such a challenging market. Thanks to the Five O’Clock Club outplacement program, I now manage over 50 IT consultants and 6 project managers.

— Joseph Maisto
Director and Senior Manager, High-Growth IT Consulting Company

For Executives Only captures the essence of the entire approach to managing your career and undertaking a new job search.

It complements the other books in the series, but provides some specific advice for individuals who have had lengthy and successful careers. It really makes sense, common sense that is. Part of the understanding comes from knowing what has worked for the many clients coached by the authors and their colleagues at the Five O’clock Club. I highly recommend it!

— Marcia Robbins,
Business Development Executive



Summer is One of the Best Times to Job Hunt

Tell your competition to keep on relaxing. Five O’Clock Clubbers keep on going—and get the jobs. August and September are two of the highest hiring months. Who gets hired then? Those who searched in the summer. Be sure to tell your friends about us: www.FiveOClockClub.com

Email: info@FiveOClockClub.com



“The Five O’Clock Club is plain, easy-going and unconventional . . . Members or guests need not don their dress suits to attend the meetings.”

(From the Club History
—written in the 1890s)



THE FIVE O’CLOCK NEWS

The Five O’Clock Club
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