

The Five O'Clock News[®]

from America's Premier Career-Coaching and Outplacement Service

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

FORTUNE



People Connecting Across the Country You're Always Close to a Five O'Clock Club Strategy Session

by David Madison, Ph.D., Director of The Five O'Clock Club National Guild of Career Coaches



Also in this issue

- ◆ The Five O'Clock Club Process (4-page insert)
- ◆ How to Choose a Career

This article is based on interviews with seven successful job hunters who participated in our teleconference branch, The Insider Program. Since its inception in 1999, thousands of people from all over the United States and Canada have worked on their job searches every week via the weekly strategy session by telephone. Typically, four or five job hunters brainstorm their searches in the session with a Certified Five O’Clock Club Coach guiding the discussion, and giving assignments to each participant for the upcoming week.

This program enables the Club to handle outplacement assignments from companies around the country. And occasionally, self-referred job hunters from as far away as Germany, Australia and Japan have signed up as well. Hence, to anyone, anywhere, we say, “The Five O’Clock Club is always within reach—just pick up your phone!”

Getting Ready to Be Lucky

After more than eight years in her job at a small not-for-profit organization, Janet decided that it was time to move on. “I had been looking off and on for about a year,” she says, but she

had not seen much in the way of results. In fact, looking off and on usually means that not much energy or focus are devoted to job search. Sensing that she needed a forward push—and that professional advice would be a good idea—Janet looked on the Internet for a career coach in her vicinity in Pennsylvania. She identified Damona Sain, who is a Certified Five O’Clock Club Coach.

“I learned a lot by listening to others in the group.”

Damona saw right away that Janet didn’t need help in deciding what to do; she loved her management role in the not-for-profit setting, but was eager for newer and bigger challenges. At the end of their private session, Damona suggested that Janet get into a Five O’Clock Club weekly small group by telephone. She knew that Janet would benefit from the regular job search brainstorming sessions.

“I must admit,” Janet says, “that I was skeptical at the end of the first group session. I heard these other folks talking about what was happening in their searches, and I thought, ‘Am I ever going to see these results for myself?’” But Janet kept up with the group, lead by Career Coach Renée Lee Rosenberg. “I learned a lot by listening to the others in the group—and listening to the advice that Renée was giving to them. Most of the time that advice was applicable to me as well. Renée exudes a lot of passion, a lot of care and concern

for what job hunters are going through. Her words of wisdom helped me rethink what I needed to do.”

Janet points out that she is a natural student, and she took to heart the Club’s message that signing up for group sessions is like enrolling in a graduate course in job search. “I like to read,” she says. “The books were very useful. It was comforting to have the materials I could digest on my own time. This is information that speaks to all different phases of the job search.”

Janet found the recorded lectures especially valuable. “I listened to all of them, more than once. I still listen to them—and will continue to listen to them. Just because I got a job doesn’t mean that it’s over. That is, career development is an ongoing process.”

Even though she was pretty clear about her objectives, Janet was energized by the Seven Stories Exercise. “This got me going—it is a very powerful tool. It prompted me to take an introspective look at myself and my career in ways I’d never done before. It was even a way to get other people, such as my husband, engaged in giving me feedback.” And the Seven Stories enabled Janet to develop a high-impact Two-Minute Pitch. “When you’re meeting with people, you have two minutes or less to get across the main points about yourself—you need to do this effectively.”



Damona Sain
Five O’Clock Club
Career Coach.



Renée Lee Rosenberg
Five O’Clock Club
Career Coach.



“Mr. McCoy has been expecting you. If you’ll have a seat, he should be with you within the next 6 hours.”

Janet was full swing into her renewed job search when, at a training conference, she ran into a former colleague who had moved to another not-for-profit. They had lunch together and Janet was ready with her Two-Minute Pitch. She later forwarded her résumé, which the former colleague passed on to her director of operations. “I was called in for a meeting, with the understanding that there was no opening. I was told, ‘We like to talk to people with your skills.’ This meeting lead to another with the executive director.” And indeed Janet ended up with an offer.

A position was created for her, and two months into her new job as Program Director she was still helping the organization define the full scope of her role.

It may be tempting to say that Janet got lucky, running into a former colleague who proved to be the key to getting her in the door. But by this point Janet had done her Seven Stories, honed her Two-Minute Pitch and participated in five small-group telephone sessions: she was ready to make the most of an opportunity.

Janet recommends following the Club’s methodology faithfully. “It’s very stressful to be in job search—even when you’re employed. And the frustration of searching can lead you to take jobs that aren’t right for you. So make moves carefully—do things The Five O’Clock Club way.” Janet also learned the essence of good networking: telling people that you’re looking for a job is not what it’s about—“When you meet people who may be able to help you, show real interest in what they do. Be willing to give help first.”

It’s not over when you get a job. Career development is an ongoing process.

Cold Calling to Get Interviews

“I’m in the workplace-learning and performance-improvement profession,” Arthur points out. The new job that he landed, after attending 10 telephone sessions with his Five O’Clock Club small group, is with a company that

helps government agencies to improve operations and performance. “My goal,” he says, “is to make organizations more effective.” So it might seem out of character that Arthur got his new job by using techniques that one might expect a sales or marketing professional to use.

Arthur, who lives in Virginia, was referred to the Club by a friend. “I know that I’m capable of a lot, but I also know that there are things that are harder to do on my own. I was asking myself, ‘How can I make the most of my career?’” As a person who studies and improves learning systems, he was very impressed with the Club’s research-based methodology: “I was thrilled with the womb-to-tomb career management approach. I was introduced to the amazing strategies, tactics and resources that have given me an unfair advantage over my competitors in the job market. I feel sorry for them!”

“I was called in for a meeting even though there was no opening.”

While he rates the books at 10 on a scale of 1-10, Arthur also appreciated the recorded lectures for effectively “bringing together all the different concepts in job search.” But he reserved his greatest praise for the four-page flyer entitled *The Five O’Clock Club Way* (see the centerfold of this issue), which presents our entire job search methodology at a glance. “That rocks! It lays out what to do, day after day and week after week. What could be better from a project management standpoint? This makes it very easy to create a to-do list for every phase of your job search.”

The first step is assessment, and Arthur says that, by writing the Seven Stories Exercise, “I zeroed in on what I enjoyed most about my prior work. I got focused on where I wanted my career to go. And now, several months into my new job, I have added a lot of stories—and I’m living with the intention of creating seven new stories!”

In a networking meeting, Arthur learned about a major list of consulting firms that do work for government agencies; here was a rich source of information for fleshing out his targeting map. While Arthur had no hesitation with networking intensively, he also welcomed the concept of making direct contact with potential employers. And he did what most job hunters do to reach out to companies: he wrote well-targeted letters to hiring managers. “There’s no greater satisfaction,” he points out, “than getting a phone call from someone you’ve written to, asking for you to come in for an interview.”

“I had my Two-Minute Pitch on the screen in front of me as we spoke.”

But Arthur used an approach that most job hunters would be loath to try: he simply picked up the phone to try to reach people who would be in a position to hire him. “I had the list of consulting firms I might like to work for. I studied their websites, I found the name of the Director of Training, and I reworked my Two-Minute Pitch to fit that company and that person—then I made the call. There were no posted openings. I just wanted to talk to the person who could hire me if there was a need. I had my Two-Minute Pitch on the screen in front of me as we spoke.” The payoff was an interview with a major company on his list, and eventually a job offer. Arthur had actually sent his résumé to the company a few months earlier—but who knew if it had ended up in a file, a wastebasket or at the bottom of a pile on someone’s desk. Arthur knew that, “They must not be interested in me,” was never be the right answer.

He followed up his interviews with influencing letters. “I really didn’t consider the interview over until I had sent the letter.” His advice to job hunters: “Use the methodology in conjunction with the information you’re getting from new contacts and potential men-

tors in your chosen field. And have a clear, persuasive message about what you want to do.” Arthur attended 10 teleconference sessions lead by coach Renée Lee Rosenberg.

“The Five O’Clock Club approach gave me an unfair advantage over my competitors. I felt sorry for them!”

Using the Eight Word Message and the Two-Minute Pitch

When Veronica’s company was sold in 2007, she knew exactly where to turn for help. She had actually discovered The Five O’Clock Club in 1999 when she was worried about losing her job. She had been following Kate Wendleton’s career advice in a syndicated newspaper column, and had been prompted by the column to visit the Club’s website in 1999. “She gave such good advice, and then when I looked over the website, I said, ‘Oh, they give you a total plan. They have the blueprint for job search.’ Once I have a plan in front of me I can do anything.”

Arthur knew that “They must not be interested in me” was never the right answer.

But Veronica really preferred not to look for a new job—even though the possibility of being out of work appeared to be looming. Veronica noticed that the Club advises people to try to make things work where they are—if at all possible, and if it is in the best interest of the employee in the long run. “I decided to adopt the Eight-Word Message, and repeat it whenever I could. I just got in the habit of saying, ‘You can find another contract specialist out there, but you’ll never find anyone who knows the company like I do.’ For more than a

year I kept dropping this line whenever I had the opportunity—and after about a year and a half, one day when my boss called me into his office, he repeated it back to me almost verbatim! My job was not in jeopardy because I knew the company so well!”

“The Five O’Clock Club gives you a total plan—a blueprint for your search.”

In 2007, however, the company was sold, and Veronica’s job was over. Even though she lives in Florida, she knew that she could access the Club’s services. “I had been a member of the Club all these years, and had been getting the monthly magazine, so I called up to join a phone group.” Even though she had been exposed to the Club’s good career management ideas for many years, job loss after 17 years is traumatic. “The group played a role in helping to keep my morale up, and it was really good at keeping me on track. I arranged for a private coaching session with my group coach, Renée Lee Rosenberg, and with all this input I arrived at my fine-tuned plan—then I just began to work the plan.”

In fact, over the previous year Veronica had already been working on her Two-Minute Pitch, just as she had once perfected her Eight-Word Message. And one day she took a phone call at her job that later would prove to be fortuitous. The man on the other end of the line was asking questions about her company’s products and services—and he casually asked her, “Well, what do you do there?” Veronica just naturally fell into her Two-Minute Pitch. And it made a lasting impression.

A few months later, when Veronica was preparing to send out letters to 100 targeted companies, she got a call from the same man; he wanted to know if she would be interested in working for his company. Yes, she would; she went on three interviews,

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. ●



Steve Smith
Five O'Clock Club
Member.

saw five people, and got an offer—again as a contract specialist. But Veronica had been prepared for her lucky moment. She had quite a few Five O'Clock

knows that job search is usually a pretty rusty skill: “Nobody is an expert at job hunting, so just follow the plan that the Club has worked out for you. The Seven Stories and the Forty-Year Vision—I recommend these to people all the time, because they usually don't know what to do. And The Five O'Clock Club books? I rate them 10 plus, plus, plus. Last Christmas I gave everybody in my family a Five O'Clock Club book.”

have taken me to 100, but I did work on my Fifteen-Year Vision, and I found the Seven Stories very helpful. This exercise prompted me to look at the work I'd done in a fresh way. This was the first time I'd really done such an assessment. It helped to identify strengths that were there, that I'd relied upon, but which I'd never really articulated. It helped me to put thought and language around how and why I had succeeded. And it was very important in getting my Two-Minute Pitch ready, which was great.”

Steve began attending the Penn Station Branch of The Five O'Clock Club. But then, as he found himself out of New York more frequently, he switched to



Bert Marro
Five O'Clock Club
Career Coach.

the phone group lead by Coach Bert Marro. “I assumed I would miss the face-to-face contact with people, but the phone group proved to be very useful. Bert is a great facilitator, and did a great job of enabling people to work together. The others on the phone were going through all kinds of changes. We talked about our concerns, difficulties and challenges. At first I struggled with my Two-Minute Pitch, but I brought my problems with this to the group—and they helped me to hammer it out. Bert and others would point out that certain things seemed to be missing—and maybe I could beef up the pitch using my Seven Stories.”

Far from finding his age a hindrance, Steve found himself deep in the interviewing process for attractive positions at a couple of not-for-profit organizations. But both of them would have required being far away from his geographical goal of New England, and would have involved too much travel. “So I decided to back off, and listen to one of the messages that had emerged

Club group meetings under her belt (she had attended 16 altogether) and she was well schooled in how to write proper follow-up letters. “I stuck to the plan. I wrote the letters with bulleted items about what I would do in the new job.”

At about the same time Veronica received another offer. “It's exciting, but it is stressful to make those kinds of decisions. I didn't take the job that paid the most. I accepted the job that positioned me best for the long term, and that would make me happiest.”

As someone who had been with one company for 17 years, Veronica

Laying the Foundation for a Retirement Career

After thirty years in a variety of roles at the American Lung Association—the last being VP of Field Operations at the New York office—Steve Smith decided it was time to move on, to get back to Boston to be near his family, and to plan the next phase of his work life. He knew that the job market was an alien landscape after so many years, and asked the association for outplacement assistance. He was allowed to shop for the outplacement service that would be right for him and he opted for The Five O'Clock

Club. Since we offer extensive coaching instead of a cubicle and a phone, he sensed that, “This was the approach that would fit—I would get the help I was looking for.”

It may sometimes be assumed that assessment is most appropriate for folks in early or mid career—not in their early 60s—but anyone who is contemplating working for another 10 or 15 years and having a fulfilling life beyond that, can benefit from assessment. “Well, the Forty-Year Vision would



“You busy?”

from my Seven Stories. Maybe it was time to switch to a consulting career.” He decided to apply good job search principles—essentially effective self-marketing—to landing consulting assignments in his chosen field. He admits that he has encountered dry spells, but he reminds like-minded professionals that, “All the energy, all the work, all the networking do pay off. Just keep making the calls and appointments, and meeting and seeing people. And keep in mind the special thing that you bring to the table—and keep reminding people what that is.” Through networking and meeting with other consultants he has been referred to fresh consulting assignments.

Steve now makes his living consulting to not-for-profit organizations. His specialties are board development, interim management and strategic plan implementation. He also teaches non-for-profit governance and marketing at Northeastern University.

“The group played a role in keeping my morale up.”

Surrounding the Hiring Manager

When Dominic arrived at the Five O’Clock Club, he was seeking to build more credibility in his third career. At age 56, he had been only a couple of years in Internet marketing, after spending more than two decades in various aspects of HR, organizational development and management consulting, primarily in the not-for-profit world. He found out about the Club by attending an Execunet seminar taught by Five O’Clock Club Senior Coach Bill Belknap. He arranged for private coaching sessions with Bill for help with his résumé, and Bill introduced him to the recently published Club book authored by himself and fellow coach Hélène Seiler, *For Executives Only: Applying Business Techniques to Your Job Search*.

Dominic moved on then to the basic four Club books that all of our job hunters use. “I pretty much memorized the books. Everything that the

books said to do, I applied to my search exactly as programmed. I was looking for a process, and this gave me the process. All I had to do was to apply my own resources to it.” Memorizing the books may be only a mild exaggeration, given Domenic’s discipline: “Every morning as I was working out for an hour on the cross-trainer, I read and reread sections of the book, attaching Post-It Notes, and writing in the margins. I read each book at least four times.”

After Dominic had signed up for the telephone group, he also received the set of 8 CDs and the 16 recorded lectures on all aspects of the Club’s



Hélène Seiler
Five O’Clock Club
Career Coach.

methodology. “But I hadn’t used CDs in years. So I ripped them all onto my iPod. On days that I had interviews, I listened to the lecture on interviews to refresh my memory. If I thought that an interview might move on into the offer stage, I listened to the lecture on salary negotiation. I went over the basics again and again and again. Not that I’m dumb, but in the heat of the moment you can forget the basics that are so important. Tiger Woods is so great because he’s got the basics down!”

Eager to solidify his relatively recent career change, Dominic took on the Seven Stories Exercise with special enthusiasm. “I came up with more than 30 on my initial list, and ended up with 15 instead of seven. This exercise helped convince me that I was headed in the right direction with my new career. I knew this was what I wanted to do—I was motivated to continue working ten hours a day, seven days a week to get it.” For a while, Dominic was discouraged by the lack of progress. He was getting interviews but not offers.

“When I was tempted to slide back and think about returning to my old career, the group coach, Hélène Seiler, challenged me to keep focused on what I wanted. It was also good to be in a group of peers, mostly people at about my age level, who were in the same category financially and who were facing similar problems in job search.”

One his problems was being perceived—at age 56!—as an old timer. “Internet marketing is considered a young person’s game. And I had to overcome that. ‘How can you possibly know this field?’ was the usual reaction. But I’d had my hand in Internet marketing, in one way or another, since it had begun.” To enhance his chances of unearthing appropriate opportunities, Dominic followed the Club’s advice about using all of the techniques for generating interviews. He used the want ads primarily as a research tool—“The ads helped me develop new companies to target”—and came across the position that would end up being his new job. But he knew that answering the ad was not enough.

“Everything that the books said to do, I applied to my search exactly as programmed.”

No name had been given in the ad, but the company was identified, so Dominic used his LinkedIn connections and his network to find out who the hiring manager was, and who the influencers were. One person in his network—actually one of his son’s friends who used to work for the company—offered to email his résumé to five VPs at the company. Dominic was soon in the door at the company, and six interviews later was offered the position of his dreams. He had done the ultimate job of surrounding the hiring manager. The résumé that had been sent in response to the ad, by the way, had not made it out of the pile of many dozens that had been received.

Prior to the interviews, of course, Dominic had used his network of contacts to find out as much as he could about the

people he would be meeting. Thinking like a consultant, as the Club recommends, did even more thorough homework. Based on the needs stated in the ad—and on information he had gleaned from his many sources—he prepared a 20-slide PowerPoint presentation to take to the interview. “It was basically my proposal concerning their major goals and concerns. When I was asked, ‘Tell me about yourself,’ I said, ‘Rather than talk about my past, I’m prepared to talk about your needs’—and the whole interview was my PowerPoint presentation. It blew them away.” And after the interviews he followed up The Five O’Clock Club way: “I wrote page-and-a-half letters tailored to every person I had met with, addressing all the issues they had raised.” He himself asked for two additional interviews with key people with whom he would be working. Dominic was hired as Director of eCommerce Marketing, charged with setting up a new department.

“Last Christmas, I gave everybody in my family a Five O’Clock Club book.”



“I’m sorry, but Mr. Konklin is extremely busy today. Can I take a message and have him get back to you?”

His counsel to job hunters? “Follow the process, stupid. It works. Every aspect of it was helpful.”

Propelled into a New Adventure

What do you get when you combine a high energy level, strong expertise in multiple disciplines and an extensive network of contacts? Not uncommonly, “Why don’t I start my own business?” becomes an obvious question. Christine Fleming McIsaac had indeed been pondering striking out on her own for some time when her job at a major publishing firm was eliminated. “I had been thinking about doing this, so why not now?”

But Christine realized that striking out on your own really doesn’t mean trying to go it alone: people in small businesses—especially in the startup phase—usually need all the help they can get. So she welcomed the outplacement help that her former employer provided; she was entitled to a year of the weekly small group sessions, as well as eight hours of private coaching. She was assigned to work with Senior Coach Bert Marro.

Even though not engaged in the typical job search, she began at the beginning of The Five O’Clock Club process, i.e., the assessment exercises, and found them applicable to her situation. “The Seven Stories Exercise helped me to put together marketing copy for my business. Looking back over all my experience, I could see the strengths that helped me to stand out against the competition. I was creating a business plan, plotting the ways to generate business. And Bert helped me to think through these things. My out-

placement package provided a lot of private coaching hours with him. He worked with me on my marketing pitch—basically the Two-Minute Pitch—for my business.”



Christine Fleming McIsaac
Five O’Clock Club
Member.

And looking far ahead was enabling as well. “The Forty-Year Vision is a great way to look at things. You’ve got to be thinking forward. You have to picture where you want to be if you’re ever going to get there. When I talk with other people about the Forty-Year Vision, I’m amazed that so many people don’t have a clue. They’ve never thought, ‘When I’m 80, what do I want my life to look like?’ But if you don’t have that vision, it’s never going to happen.”

Christine used the Club’s books as reference guides—“I pulled helpful pieces from them as needed”—but used the CDs as her primary tool for mastering the methodology. “They are really valuable,” she points out. “They provided the motivation and the great ideas as I was building my business. One of my clients is 70 minutes from my house, so I listened as I was driving. It was like having a coach with me in the car every day, helping me to think about my business in a new way, how to propel myself into this new adventure.”

“The CDs are really valuable. It was like having a coach with me in the car every day.”

She also welcomed the boost that she received from the weekly telephone sessions with other job hunters, lead by Coach, Bert Marro; she attended 12 times. “The group made sure you were

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on track, that you were thinking and doing the things that the Club recommends. And it keeps you on your toes. When you check in next week, you always want to have something to report. In fact, now that I'm no longer on the calls, it's a little harder to be watching out for myself. I'm lucky, though, I have a friend who owns her own business, and we collaborate a lot. But hearing the others in the group talk about the problems they were facing in their own industries was helpful, knowing that it wasn't just me."

After 18 months on her own, Christine considers herself successfully launched, and her business is booming. Most of her clients are educational publishers, and she focuses on helping them with marketing, editorial, and sales.

Christine's business is Smart Solutions Group, Inc., and can be found at www.getsmartsolutions.net.

"At first, I struggled with my Two-Minute Pitch. My group helped me hammer it out."

Building and Maintaining the Network—for the Next Job Search

Walt also was sent to The Five O'Clock Club by his employer when his position was eliminated. A senior executive, he opted to attend groups by teleconference, and was assigned to the high-level group run by coach Hélène Seiler. He welcomed the opportunity for help in the job market. "Most people," he doesn't hesitate to admit, "are simply not accustomed to job search. It's great to have someone to talk to who understands what it's all about. This is so helpful to decide on a course of action—so that you're not spinning your wheels. You're moving forward.

"I've always found that I learn so much and so well by interacting with other people," Walt points out—so it's no surprise that his favored method of job search turned out to be networking.

"I did use all four ways to get interviews that the Club recommends, but I leaned most heavily on networking. Don't be fooled by what looks easy. I used the job boards mainly for research and to get ideas, but talking to other people proved the most productive for me."

"On days that I had interviews, I refreshed my memory by listening to the CD on interviews."

Walt used the Seven Stories and Forty-Year Vision as foundations for getting his Two-Minute Pitch perfected—and this was crucial as he decided to focus on networking. "I rehearsed the pitch many times in the small group. These sessions were very useful and enjoyable. You learn so much from each other." Altogether he attended 18 sessions of the group. But Walt's outplacement package included 14 hours of private coaching hours with Hélène. "The one-on-one sessions were so helpful. We were able to talk in depth about many issues in my job search. Hélène has a lot of experience in a lot of different areas. Even if your coach isn't an expert in something specific, the guidance based on the Club's methodology is what counts."

Through his networking, Walt generated interviews with six companies, and ended up in extensive talks with the company that turned out to be his new employer. Altogether, he met there with seven people during two rounds of interviews. The consultant mindset recommended by the

Club helped him to outclass the competition and land the offer. "No matter how good you are as a professional, job interviewing is not usually in your comfort zone. So approaching it with a different frame of mind was useful." Walt was hired as Director of Operations, responsible for two divisions, for a telecommunications equipment manufacturer. "We design, develop and produce equipment for the big telecom companies."

Having relied heavily on networking, Walt has a renewed enthusiasm for maintaining his network. "Keep your network of contacts fresh and up-to-date," he recommends. "If you're not keeping new ideas floating around you all the time, you're not doing yourself any favors. So continue discussions with people after you've landed your new job. Make time to touch base, even if briefly, by phone and email. If you lose contact with folks, it can be so hard to track them down later and rebuild relationships. Force yourself to do it. Companies are not like they were 20 or 30 years ago. You have to look out for yourself. You have to be ready to move." ●



"He came in for an interview 3 hours ago, and I made the mistake of telling him to make himself comfortable."