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THE ENTREPRENEURIALY-MINDED

EMPLOYEE'S GUIDE

TO

CAREER MANAGEMENT

Linda Y. Brown, B.A.



An Abstract presented to the Faculty of the
Graduate School of Lindenwood University in Partial
Fulfillment of the Requirements for the
Degree of Master of Science

1998

ABSTRACT

This thesis will explore the concept of the employee as entrepreneur and how the importance of this concept may ensure employability among managers currently working within Corporate America.

In an era of constant change, corporate employees, particularly those that are mid-career and middle age, continue to find themselves caught off-guard when a downsizing, reorganization or spin-off occurs in their workplace. Although they realize these events can affect them any moment, many do not pro-actively take the responsibility for their own careers.

According to author Gareth S. Gardiner, in his book, 21st Century Manager, the employee as entrepreneur is an attitude. It is an attitude of constantly reassessing where an individual stands in terms of employment opportunities and putting resources together that will aid in career self-management.

Research in this area shows that effective career management uses basic marketing principles that entrepreneurs incorporate when they have a product to sell. When employees view themselves as the *Product* they actively apply these principles to aid in enhancing their employability.

When almost 50% of employees surveyed in an environment that had recently gone through a downsizing, most were very confident of their future with the same organization or a different one. However, when further questioned most had little or no promotional programs going on for their product. Promotion is only one of the key areas of a successful marketing campaign.

In 11 interviews with successful top level managers and those in positions that supervise other managers, most have all, or a portion of a basic marketing program that they use in their personal career management. Their expectation, as well as the companies they work for, is that it is the employee's business to direct their careers in the direction they desire.

Successful corporations want individuals who want to share their risks as well as the rewards. They want to improve their businesses by growing revenues and market share.

The result of this study is to produce *The Entrepreneurially-minded Employee's Guide to Career Management* to aid employees in their career management which in some cases will mean choosing other avenues rather than a corporate environment.

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Chapter I

INTRODUCTION

Downsizing, rightsizing, restructuring, re-engineering, layoffs, firings -- all euphemisms for the most part that indicate that someone, somewhere, has lost their job. This trend began in the early eighties and there is no indication that it will end soon. A 1993 Time magazine article indicates that in a five-year time period, six-million people had been laid off work (Baumhohl 55).

For most people, the corporate ladder is looking more like a step-stool with wheels. Layers and layers of management have completely disappeared. Individuals and departments are now finding themselves obsolete due to changing markets and new technological advances. Many of those affected are the generation following those who began and ended their careers with the same employer.

2nd Wave Baby Boomers

According to a Wall Street Journal article these are the "2nd wave" baby boomers, those born after 1955 (Graham B:1). The hardest hit among them are "single or divorced women, the undereducated and minorities" (B:1). Some experts believe that this '2nd wave', or 'late baby-boomers', may be the first generation not to do as well as the previous generation (B:1).

One reason is that there are too many people in the same age bracket competing for the same jobs (Allen 3). This is because between 1946 and 1964, there were 76 million babies born. As of January 1, 1996, the first wave of baby-boomers began turning 50 every 7.5 seconds (Graham B:1).

An American Management Association survey, as reported in the Wall Street Journal, says many of the new 50-year olds in middle management are being greatly affected by downsizing and restructuring. Most of the time it is due to the obsolescence of their skills (B:1). According to Eric Greenberg, director of management studies for the AMA, "Experienced managers' hierarchical supervisory style no longer fits in flattened organizations where subordinates have more say in decision making; nor, typically, is their grasp of technology adequate...they consider anything to do with a keyboard a support-level job" (B:1).

White males have begun to feel the impact of downsizing much more than any other group in Corporate America (Graham B:1). The reason is because they dominate this arena. However, due to the fact that "their earnings grew relative to other workers during the past decade" and a large majority of them have working wives, they are not as financially devastated as minorities and single women when layoffs occur (B:7).

Spin-offs/Layoffs & Wall Street

In 1995, AT&T announced it would split into three separate companies and layoff 40,000 workers (Keller 1) with 134,000 remaining (Jackson). AT&T was once a company that employed more than one million people. Already 125,000 people were laid off during the previous decade by AT&T (Keller 1). In the same year, NYNEX announced it was eliminating 18,000 jobs (Byrne 1). Other major corporations continue to follow suit.

Taken from a cover story in Newsweek magazine on "The Pain of Downsizing", list some of the hardest-hitters in the downsized market of the nineties as depicted in Table 1.

Table 1

JOB DEATH: 25 LARGE DOWNSIZINGS

| Company | Staff Cutbacks |
|---------------------|----------------|
| AT&T | 85,000 |
| GENERAL MOTORS | 83,500 |
| U.S. POSTAL SERVICE | 55,000 |
| SEARS | 50,000 |
| BOEING | 30,000 |
| NYNEX | 22,000 |
| HUGHES AIRCRAFT | 21,000 |
| GTE | 17,000 |

| | |
|---------------------|-----------------|
| MARTIN-MARIETTA | 15,000 |
| DUPONT | 14,800 |
| EASTMAN KODAK | 14,000 |
| PHILIP MORRIS | 14,000 |
| PROCTOR & GAMBLE | 13,000 |
| PHAR MOR | 13,000 |
| BANK OF AMERICA | 12,000 |
| AETNA | 11,800 |
| GE AIRCRAFT ENGINES | 10,250 |
| MCDONNELL DOUGLAS | 10,200 |
| BELLSOUTH | 10,200 |
| FORD MOTOR | 10,000 |
| XEROX | 10,000 |
| PACIFIC TELESIS | 10,000 |
| HONEYWELL | 9,000 |
| U.S. WEST | 9,000 (Byrne 3) |

An outplacement firm in Chicago, reports that in the first quarter of 1996, 199,000 layoffs occurred (Byrne 1).

Many companies resemble yo-yos as they react to the fluctuations of the markets. They sell-off, spin-off, downsize, merge and sell-off again. Companies like AT&T decided to focus on their core businesses instead of those that hinder their profitability. In AT&T's case, they realized that being in communications, as well as the

equipment business, was causing them to be in competition with their customers. Their 1994 spin-off of the equipment business resulted in the formation of a new company, Lucent Technologies.

According to a Wall Street Journal article by Roger Lowenstein, "*Corporate Breakups Are No Panacea*", many companies see spin-offs as a quick way to increase profits when they are faced with losing market share. So much so, that in 1997 participants at a seminar paid \$1,395.00 each just to hear more about this nineties phenomenon (C:1).

Some companies do see their stock prices jump after an announcement of a spin-off or downsizing. AT&T actually received a public backlash after the 1995 layoffs were announced. The result was a drop in stock prices after an initial upswing (Keller B:1). Three years later AT&T's stock is on an incline along with the announcement of yet another cutback in workers. In the case of Lucent Technologies, the new company formed at trivestiture, their stock tripled and split in 1998.

Yet, Lowenstein warns that Wall Street should not be so quick to react when companies begin making major changes. For example, in 1989, Kohlberg Kravis Roberts & Company bought out RJR Nabisco Corp., which led to a duplication of jobs, most heavily in sales positions. Many employees were laid off. Initially, profits rose, but in 1994 earnings were down by \$15 million (Keller 17).

A Newsweek article says critics of the downsizing movement believe that it is a "fad, a bone to throw Wall Street when investors begin buying for cost-cuts." (Byrne 2). In 1992 Compaq Computer announced they were expecting their profits to double, yet a few weeks prior they announced they were laying off 1000 workers (Baumohl 55).

Excess Workers & Competition

Alex Markels, a reporter for the Wall Street Journal, reports that companies are not always completely truthful about the reasons they rid themselves of "excess workers" (Dumbsizing A:1). This article says Sears and IBM both claimed they were "top heavy with workers", when in reality both companies "...were slow to market with new products" (A:6).

Digital Equipment Corporation cutback on workers in 1994 because it claimed it was losing \$3 million a day due to not being competitive. Some of the changes made in the process hurt relationships with distributors and customers. The outsourcing of certain functions resulted in customer dissatisfaction due to a lack of attention to customer accounts (Markels A:6).

General Motors claimed they were moving some of their operations to Mexico in order to be more profitable and efficient when they actually made over \$7 million in profit the previous year (Moore 24).

Voluntary/Involuntary Terminations

Some downsizings and reorganizations occur at just the right time. Often employees leaving companies voluntarily have an opportunity to take advantage of early retirement packages or pension buyouts. Some separation packages are quite generous and include large sum payouts along with continued medical and insurance benefits.

For these employees, wise investments and no children at home make it easier for them to end one career and begin another or to start their own business. Others are satisfied being able to do the things they always planned upon retirement.

Other employees who may be involuntarily laid off, however, often still need to work. AT&T employees involuntarily laid off receive up to 8 weeks severance pay compared to up to 35 weeks for those leaving voluntarily.

Involuntary laid off AT&T employees, as a number of employees laid off from other corporations, receive use of a professional job resource centers (Schellhardt A:1). The resource centers help employees touch up interviewing, and resume writing skills as well as provide job leads for participants. However, an employee's job search using the resource centers as the only source may be limiting job possibilities. According to Edward D. Jones Co., when they initially asked for access to the 40,000 employees to be

laid off by AT&T by being included in AT&T's job bank, they were denied. It was only after an Edward D. Jones employee, contacted his fellow alumnus, the Chairman of AT&T, that they were allowed a posting (A:1).

Survivors & Victims

Employees remaining with downsized/reorganized corporations are often left on shaky ground. The scarcity of available human resources personnel leaves many survivors feeling uncertain about their futures. They have little confidence that their jobs will remain or if they will survive the next cut.

Newsweek magazine, says "It's an uncertain, turbulent environment where managers often find their compassion and humanity in conflict with the pressures of competition and ambition. Fear is almost palpable in the corridors of the reengineered workplace, where loyalty takes a backseat to survival and personal advancement (Byrne 2).

Survivors often feel cheated and are angry. Self-esteem hits an all time low. For mid-career and middle-aged employees, this can be devastating. Working Woman magazine says "...the vast group of baby-boomers in their late 30s to 50s have invested a lot in learning to play the game. They don't want the rules to change, because they haven't yet received the promised payoff. The all-bets-are-off

atmosphere is not only upsetting, it requires enormous energy to stay functional..." (Sandroff 53).

Many of these employees have committed their lives to reaching certain goals within the company. These goals range from obtaining promotions, recognitions, or simply to retire from the same company with which they began their careers, at a certain age and with full benefits. In the banking industry from "womb to tomb" had been a familiar phrase that indicated their expectation of security throughout their banking career (Byron 8). Now, many of these workers are left feeling "overworked and demoralized" (Markels Dumbsizing A:1).

New Blood

Another disappointment to survivors is watching the influx of college hires come into the company at the same time as downsizing and restructuring. The college hires are often placed on fast tracks which allow them the opportunity to gain valuable experiences that the survivors were never offered. The survivors feel that their past loyalty means nothing and that the company has no faith in them any longer. They resent the hiring of newcomers whom have no loyalty to the company.

A business owner and former downsized employee, gives this advise to MBA graduates entering the work force: "Think small and think services. Realize that an employment offer

is just an invitation to take your first job...Get this one, but go into it with full knowledge that you will be moving on" (Byron 11).

Many downsized workers, as well as some survivors, are seen as people unable or unwilling to deal with change. In a Wall Street Journal article by Alex Markels, regarding the outlook for new M.B.A.s, a corporate director for AlliedSignal Inc., says, "We've taken out layers of management...and we hope that the M.B.A.s will be more self-directed" (M.B.A. B:1) A recruiter goes on to say that the newcomers are "cheaper...and you don't have to break them of an old corporate culture." (B:1).

Cognizant of this, many survivors still do nothing to pro-actively plan for their future. They continue to play "Russian roulette" with their careers and cling to the belief that if they work hard enough and remain loyal they will miss the next cut. Too often, these are the very employees who are next on the list.

There are also those employees who believe that since they missed the latest cut, they can relax. They bury their heads in the sand and continue to do business-as-usual without taking notice of the events surrounding the business environment and how it relates to them personally. They fail to realize that their company, like most others, are putting together profiles that outline the types of

employees needed for their businesses as they move into the 21st Century.

Corporations are saying that if the employees cannot prove their worth they will eventually be cut from the corporate rolls at a much quicker pace than in the past (Byron 12). According to Boyette and Conn in their book Workplace 2000, this will become evident as each employee learns that their future pay will be more and more closely tied to how their performance directly impacts the success of the entire business (39). The employees who don't take charge of their own careers will be setting themselves up to be the next victims.

Job Security vs. Employability

In today's market each individuals as well as corporations are at risk of losing their jobs or market share. Today's fluctuating business trends and lightening speed technology make it impossible to offer job security, as many major corporations seemingly did in the past.

In the book, Job Shift, William Bridges, leading author on managing life's transitions in the workplace, says we're all 'temps' (55). He gives the following reasons why:

1. ...the work arrangement ("The job") is a social artifact on the wane, along with the conditions that created it; and so it is only temporarily a significant part of the economic scene.
2. The work arrangements that are taking its place, whatever their details, are themselves temporary in the sense that they are created to

meet the productivity needs in an immediate but changing situation (55).

Bridges goes on to say that the security of workers depends on their "employability, vendor-mindedness and resiliency" rather than the false notion of job security (58).

Entrepreneurially-minded Employees

Other employees are throwing off the "victim" mentality and adopting the attitude of entrepreneurship. This attitude fuels a new and energetic move toward career management. Entrepreneurially-minded employees take the reigns of their career into their own hands. This attitude is being fostered by many progressive corporations.

In an interview by Outlook Magazine, a product of Anderson Consulting, Andy Grove, CEO of Intel had this to say about career management:

We now say our employees "own their own employability." Our responsibility is to give them tools, but not make development plans for them. They need to determine their developmental issues - they are, ultimately, accountable for themselves (1).

Likewise, a 1994 article in Personnel Journal, states, "With firms unable to tell people for which jobs to groom, the responsibility for career management now rests firmly on employees' shoulders." They must pull themselves up by the bootstraps. Companies can't, and won't, do it for them (Simonsen 104).

The Right Match, a career management magazine for AT&T employees, reports the following realities of the new workplace:

1. Job security at AT&T no longer exists. There is no guarantee that you will be able to keep the job you have, no matter how well you do that job. "In an era of downsizing and global competition," says Pat Dixon and Sylvia Tiersten in *Be Your Own Headhunter Online*, "savvy workers have at least two jobs: their present gig, and searching for the next one."
2. Fierce competition exist for the available jobs. To keep pace with this competition, it's essential to improve your techniques for marketing yourself.
3. Today's trend is for companies to have smaller permanent workforces to do specific work for limited periods of time. Many of us will be part of this contingent workforce. This means we will often be seeking work. And we

will have to hone and use our

job-search skills constantly. (Berdej 23)

Employees willing to take on this challenge, make conscious decisions in the direction they believe is best suited for them, based upon their knowledge, skills and values. In this way, they more effectively call the shots that best represent their career goals and thereby become responsible for their own employability.

When an announcement of a downsizing, restructuring or spin-off event takes place again, entrepreneurially-minded employees are more equipped to do what it takes to make sure they stay with the company, or are prepared for the next step in their career plan outside of their present employer. Instead of being reactive toward these events they become proactive in their own career management.

Gary Gardiner, author of the 21st Century Manager, says that entrepreneurship is the "most fundamental and enduring change in the workplace that the twenty-first-century management will have to cope with..." as they begin adjusting to changes in the workplace (143).

Most markets are global today and there are more players than ever. These players possess multiple skills, talents and languages. In order to compete, individuals must begin to see themselves as mini-companies and prepare to meet the demands of the market place.

Just like successful entrepreneurs, individuals must begin to accept the risks along with the rewards when going into business for themselves.

Table 2 reveals the contrast from yesterday and today's company as reported in AT&T's career management magazine The Right Match.

Table 2
Yesterday vs Today's Company

| <u>New Company</u> | <u>Traditional Company</u> |
|---------------------------------|------------------------------|
| Expanding job demands | Single Focus |
| Employee opportunism | Hierarchical control |
| Entrepreneurial spirit | Subordinate mentality |
| Constant change | Consistency |
| Unclear direction | Certainty |
| Experimentation | Cautious risk |
| Mid-career hires | Promotions from within |
| Limited career options | Well-defined career paths |
| No guarantee | Job progression |
| Skill-based work contracts | Job descriptions |
| Skill and performance based-pay | Predictable salary increases |
| (Brook 28) | |

Increasingly, corporations are leaving it up to their employees to career path themselves.

Statement of Purpose

The purpose of this paper is to explore how managers best handle career management amid the changes taking place in Corporate America. Specifically, the focus will be on the entrepreneurially-minded employee, incorporating the four P's of the marketing mix.

This research indicates that the major steps for career management can be placed into the four P's of the marketing mix. They consist of Product, Price, Promotion, and Place.

This paper will look at *Product* as the individual. The focus in this section is on product development or self-assessment. The Product Development process is seen as 1) identifying product features through various skills and self-assessment tools; 2) assessing market demand for the product; 3) determining product feasibility by weighing market demand, and; 4) establishing a program to develop product further, to increase market demand (Stanton 180-181).

In a study of displaced mid-career managers, William J. Byron, quotes one of his respondents as saying, "There is nothing wrong in considering yourself to be a 'product' or 'service' that has to be marketed. Look at bosses as if they were your customers or clients. Establish your own personal R&D program to keep yourself current. And no

matter where you are working, always act as if you were a self-employed entrepreneur" (Byron 15).

Secondly, the focus will be on *Price*. Price will focus on what is described by Burton & Wedemeyer in their book, In Transition, as "life-mission, priorities and trade-offs" (43). In other words the price is determined by the *product*, or employee. Employees determine what is important to them and what they are willing to do, or not do, to get what they want.

Thirdly, the focus will be on *Promotion* of the *Product*. Promotion is seen as the positive, pro-active management of performance that lead toward an employer making a purchasing decision in favor of the product. These are advertising activities such as skillfully preparing written accomplishments for performance reviews, preparing resumes and having interviewing and networking skills.

Networking extends from the very formal gatherings where individuals hand out business cards to one another, to the more casual, and more reliable networking that evolves from maintaining relationships with people. People tend to hire those they know, or whom are known of by someone they know (Lancaster Networks B:1).

Some employees affected by downsizings find helpful career-management information by their memberships in professional associations (Lancaster Get Noticed B:1). According to career consultants Laurence J. Stybel and

Maryanne Peabody, professional associations can help members in the following ways:

- 1) Gain a sense of perspective about problems in [their] company.
- 2) Learn cutting-edge practices and trends in [their] profession.
- 3) Pick up industry gossip about organizations ...to work for or avoid.
- 4) Get job leads.
- 5) Raise visibility by speaking at association conferences.
- 6) [and by] writing for association publications.

(B:1)

Lastly, the focus is on *Place*. Place is seen as the individual's 'channel of distribution', or, the *place* or position in which they choose to do business. This place can look like an entrepreneur in the traditional sense or an intrapreneur - one who acts like an entrepreneur within a corporation, a consultant, or temporary employee.

Intrapreneurs are those who: "Seek out the tough tasks; Don't get comfortable; and, Keep in touch with the outside world and challenge the status quo" (Lancaster Big Fish B:1). An intrapreneur can be an individual taking control of his/her career or a group of individuals, sought after by the company, willing to take risks at new ventures (Boyette 37).

Temporary workers are important because this is one of the fastest growing areas in the business world. According to U.S. Labor statistics, 5% of the work force is temporary (Graham B:7). Another 7% of workers are independent contractors (B:7). Manpower, is the number one employer of temporary employees worldwide, as well as one of the top businesses in all other categories. Currently they employ 1.6 million people with 2400 offices in 43 countries (Manpower)

By incorporating the four P's of marketing, a career management guide will be introduced that can easily and effectively be used in assisting managers in becoming their own Human Resources Director and begin the task of career management. Just as an entrepreneur does, the employee will be guided through the process of product development, determining the price they are willing to pay, as well as receive for their product, promotion of their product and considerations involving the place or channel of distribution for their product.

As William Courtney Johnson, author of The Career Match Method puts it, "Planning anticipates problems and creates career choice options" (188). This career management guide will be used whenever an employee has a need or desire to begin, or refocus, on a plan of action for career management. This guide will offer options and areas employees should anticipate in order to become

entrepreneurially-minded to effectively manage their careers and increase their employability going into the 21st Century.

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Chapter II

LITERATURE REVIEW

In career management the product is the individual. More and more companies are expecting their employees to make their own decisions on how they will develop their product, while the company may, or may not, provide tools to assist in this area.

In an interview for Outlook Magazine, a product of Anderson Consulting, Andy Grove, CEO of Intel Corporation, says their company philosophy on career development has gone from company-directed to self-directed. However, he believes it is the company's responsibility to provide the necessary tools to help the employee in career development (2).

Many individuals freeze when it comes to taking control of their lives because they continue to replay tapes in their mind that tell them they are not in control. These mind tapes have been placed there by someone or some past unpleasant situation. Author, speaker, family and marriage counselor, John Trent, introduces the book, Lifemapping, as a process to assist individuals in identifying and mapping out key points in their life by the use of a storyboard. The purpose is to point out to individuals the times in the past when they've suddenly stopped and allowed events in their life to fizzle out with no conclusion. A series of eight approaches are introduced to help the individual begin

to purposefully start the process of controlling how future events will be realized in their life as shown in Table 3.

Table 3

Eight steps to creating a life map

- (1) Understanding your strengths, successes, and acceptance levels.
- (2) Identifying emotional freeze points.
- (3) Uncovering individual flash points.
- (4) Dealing with untied transitions.
- (5) Choosing authentic living over image management.
- (6) Gaining a clear plan for your future.
- (7) Practicing learned hopefulness.
- (8) Picking out memorial markers for lasting change.

(Trent)

Trent says the purpose for beginning with strengths, successes, and acceptance levels, is because it is so easy to do the opposite, and list weaknesses (81). For managers taking control of their careers, its important to have a healthy self-confidence. The life-mapping process is an effective way of establishing a productive future.

Barbara Sher has a similar approach, with the same goals in mind. Sher says individuals who don't know what they want are those that have hidden resistance's in their life (28). In the book, I Could Do Anything, If I Only Knew What It Was, Sher offers exercises involving writing and visualization to trigger innermost desires. One exercise involves writing out the job description from heaven and hell. The job must contain specific information such as working hours, pay, people.

For example, Sher asks the individual to write out a description of the job from hell. Once completed, reverse the story and write the job from heaven, and compare. Next, Sher says, script the job from heaven as if it were going to be a movie, including all of its characters. Here is where the resistance lies. All of a sudden little voices pop up in the individuals head expressing why it is not possible to have the job from heaven. Sher offers strategies designed to identify and destroy resistances that block growth in desired areas (44).

Career planning is an ongoing effort, says William Courtney Johnson. In his book, The Career Match Method, Johnson says that as long as someone is in the workforce they are constantly experiencing changes in their careers. However, most of the time its not planned, at least not by the individual. Johnson says that career planning offers options, requires updating, research, and must be practical and realistic (191-192). Too often it is merely the end result of a function outside of the individual, or the lack of any action on their behalf.

Johnson states that the self-assessment process is not only to identify skills, but also to identify why the skill is relevant and useful, and relay this information to prospective employers. This examination process can be "unsettling" says Johnson, because, "...it may reveal that

your career doesn't measure up to your imagined expectations" (24).

Johnson states that the key to career advancement is developing qualifications and achievements (63). According to Johnson, it is difficult for most individuals to effectively express why an employer should make a purchasing decision in their favor. Johnson offers steps in breaking down the barriers that prevent individuals from successfully marketing themselves.

Richard Bolles, author of What Color Is Your Parachute, says 95% of people have difficulty in identifying and explaining their skills let alone trying to sell them. In product development this is where most people get stuck. Bolles suggests that by examining life stories individuals discover their skills. This process involves writing from one or two paragraphs to a page for each story about an accomplishment or achievement. The achievement or accomplishments are taken from an individuals earliest memory up to the present. From each story the individual is told to pull out 5 criteria, such as:

- (1) What you wanted to accomplish;
- (2) Some kind of hurdle or restraint you faced;
- (3) What you did step by step;
- (4) Description of the result; and
- (5) Any measure or quantities to prove your achievement. (Bolles 188)

Burton & Wedemeyer call this process the first part of an individual's "product specification file" or "product research." In their book, In Transition, Burton & Wedemeyer, offer an exercise to assist in developing the product specification file. The 7 part exercise includes: (1) Forks in the Road Exercise; (2) Eulogy Exercise; (3) Priorities Exercise; (4) Styles, Values & Motivations Profile; (5) Skills Audit; (6) Organizational Fit Requirements, and; (7) Constraints (38-39). These exercises accomplish the same goals as Sher, Johnson and Trent's in helping individuals recognize and assess their skills and talents.

In the book, Making It! Personal Survival In the Corporate World, author, Steven C. Levi, highlights various aspects of career management. Straightforward and practical, Levi's coverage on the topics of career management often is from the survivalist's point of view. This is particularly true when he covers the topic of self preservation in the workplace and offers a variety of CYA (cover your ass) tactics when a threat of sabotage exist or when a downsizing or reorganization seems to be on the horizon. These tactics include managing your behavior by following up with memos after each assigned task, not missing meetings, watching telephone conversations, and

especially not to place any value in so called "secrets"
(34).

One of the most significant issues in career planning is price. Price can be anything from salary to peace of mind. Each individual has a price in mind that they are willing to accept or reject in terms of their career. In a Wall Street Journal article by Sue Shellenbarger, titled "Work Gets Wilder As Employees Insist On Stable Family Life", respondents to a survey by Atlas Van Lines indicated that their biggest reason for rejecting a job transfer was due to not wanting to disrupt their family life (B:1). Shellenbarger, who also conducts a weekly radio talk show on work and family, in another article for the Wall Street Journal, states that college recruiters are finding that many of the students being interviewed today are seeking to find out more about the quality of life they will have after accepting a position with a company than almost any other issue (B:1). This is because many of them have seen the sacrifices their baby-boomer parents have made in terms of career, and they do not necessarily want to pattern their careers in the same manner.

Burton & Wedemeyer introduce the "Near-term Priorities Exercise" to help an individual rank the importance of priorities at a given point in their life or career.

Table 4

 Burton & Wedemeyer's Near-term Priority List

Co-workers
 Contribution to society
 Current income
 Equity ownership
 Family
 Friends
 Future Income
 Geographical Location
 Health
 Influence and power
 Intrinsic nature of the work
 Leisure Time
 Personal growth
 Prestige and status
 Professional growth
 Security
 Spouse or significant other
 Workplace environment
 (52)

Burton and Wedemeyer, say that individuals should rate each priority to come up with an idea of how much each is worth in their own lives.

Melvin Murphy, interprets price as the ability to achieve desires. In his book Desire: The Emotional Appetite for Success, Murphy chronicles the steps of realizing desires as follows: (1) Have the desire, (2) Have a plan, (3) Have a plan for action, (4) Have the desire to succeed, (5) Learn your craft (2-3)

Murphy suggests that the individual begin by asking the question: Why am I doing what I'm doing? If the answer

doesn't match the desires of the individual, then it's time to get a plan (5). Murphy offers a list, similar to Burton & Wedemeyer's on priorities, which he calls motives. These motives are the source of an individual's desire which will determine the degree of their performance.

Table 5

Murphy's Motives

Sex
 Honor
 Passion
 Freedom
 Ingenuity
 Trepidation
 Economic Growth
 Self-Preservation
 Sense of Contribution
 Prominence and Power
 Fury and Retaliation
 (50)

Murphy suggests that many people fail because they only want the finished product of desire. However, fulfillment will only result by actively participating in the process. Murphy states that employees who are not motivated by money "require recognition, praise, career advancement, job security, and two-way communication" in order to feel a sense of accomplishment (54).

Promotion of any product is enhanced by its performance. The better the performance, the better the effectiveness of the promotional activities. Promotion encompasses performance management activities that

accentuate personal selling, sales promotions, publicity and public relations.

Personal selling is directly affected by performance. As pay is becoming more closely tied to performance, it is more important than ever for individuals to become managers of their performance. One key area for performance management is the ability to manage data, with speed. In an article by Alex Markels, he refers to this skill as "knowledge management" (Manager of Change B:1). According to Markels this means taking advantage of the internal data systems, like electronic mail, the internet, or any other computer-accessed system that holds information, and knowing how to retrieve, analyze and distribute this information at the right time to the right people (B:1).

Another promotional tool is networking. Women often find networking useful to help break through glass ceilings and other barriers that attempt to traditionally keep them from reaching their goals. In Hal Lancaster's '*Managing Your Career*' column for The Wall Street Journal, one of his articles follows the examples of two women who were able to achieve success in their careers due to their superior performance and their ability to communicate their goals and aspirations to those in control through networking opportunities (Thrived B:1).

Because companies are trying to integrate their workforces with diversity within their management teams, the

women in Lancaster's article found that industries which traditionally don't have lots of women, like engineering and construction, are good targets for women to market for those with proven track records in performance (B:1).

The key to their success was the ability to create exposure by taking risk, offering business solutions, and volunteering for special projects. Exposure is key since people are more likely to promote those they know (B:1).

Richard Bolles, agrees. Author of What Color Is Your Parachute?, (updated on a yearly basis), Bolles says that although there are several ways of approaching a new job prospect, the most effective is through proper networking. People hire, more times than not, those they know, or upon recommendation by those they know and trust (58).

An article by Philip Kasinitz, "The Real Jobs Problem", reported in the Wall Street Journal, suggest that many people don't find jobs because they don't know how to network nor do they have access to proper networks (A:7). One banker in this article states that his institution rarely hires people off the street because they don't know them. According to Kasinitz, the three benefits of networks are (1) they provide specific information on job openings; (2) role-models; and, (3) possible direct sponsorship (A:7).

In an interview with Hal Lancaster, Joseph Goodell, a former downsized corporate manager, says that until he was faced with a downsizing, he had never thought about

networking. It was through the downsizing experience that Goodell learned the importance of networking. Goodell suggests networking should be planned and maintained (Goodell B:1).

Terrie Williams, author of The Personal Touch, and president of a public relations firm says it's important to take advantage of every introduction in order to enhance networking opportunities. Ms. Williams explains that in networking, it is as important to help others reach their goals as it is to receive assistance in reaching the goals of the individual (43).

Ms. Williams offers 20 rules for individuals who wants to successfully promote themselves in business as seen in Table 6.

Public Relations and Publicity, as a career management networking tool encompasses community involvement activities. According to Anne Boe, author of Is Your Networking?, this is a lifetime process, not something you do only when you're in the market to sale your skills (8). Boe gives the following definition of networking:

Networking is an organized method of making links from the people you know to the people they know, gaining and using an ever-expanding base of contacts...the personal process of linking up with others to exchange information. advice, contacts and support. (50).

Table 6

20 Rules for Self-Promotion

1. Know that your reputation is valuable.
2. Do what you say you're going to do.
3. Return all phone calls.
4. Treat everyone with respect and courtesy.
5. Be visible.
6. When you meet people, be mindful.
7. Try to develop a knack for remembering names.
8. Be an active listener.
9. Create a "small talk" notebook.
10. Be sensitive to the body language.
11. Send a follow-up note.
12. Get to know the support staff.
13. Know your profession.
14. Pass articles along with a note.
15. Keep a supply of greeting cards for all occasions.
16. Write...write...write. (Send letters to people you want to do business with.)
17. Go through your Rolodex periodically.
18. Let people know that you are available.
19. Selectively donate your services.
20. Say "thank-you. (208-212).

Boe suggest six places to look for networking opportunities: (1) work/business, (2), family/inner circle, (3) athletics, (4) clubs/professional organizations, (5) friends, (6) church (55-56).

At the 1997 National Performance Development Conference for The Alliance of Black Lucent Employees, Rudy Frank, Vice President of Applications Software, advised employees that one of the keys to success is to find ways to build better relationships. In doing this, says Frank, "you get better data" and when you have better data, "you know better the objectives and metrics." This in turns provides

"better rewards." The key is knowing how to tie it all together. This is critical for Lucent employees because their pay is increasingly pointing toward pay for performance (Frank).

In 1997, Lucent Technologies, introduced a performance development plan to all management employees, called, the Global Performance Platform (GPP). The purpose of the GPP is to provide "a comprehensive approach to performance that will help individuals and teams manage change and meet the great challenges and opportunities of the global economy, now and through the year 2000. Specifically, the GPP will assist in setting objectives, documenting performance and tying performance to compensation." (Lucent). By providing management employees at Lucent with this tool, managers are better equipped to effectively guide and develop their own performance, as well as their teams (for those with supervisory functions), in line with company goals, to create the best outcome of their choosing in which to present their product for future sales or employability. According to Boyett and Conn's research they would agree that Lucent Technologies' strategies for pay for performance is in line with those of other progressive American companies leading into the 21st Century (143).

In their book, Workplace 2000, Boyett and Conn say that a better than satisfactory performance will determine increased compensation for managers in corporations as well

as those running their own businesses. Promotions have begun to decrease, while lateral moves have increased, therefore the managing of performance will be a key target area for managers to increase compensation (29).

The resume is a written advertisement of an individual's skills, accomplishments, work experience and education. Wedemeyer says the purpose of the resume and the interview, like any advertisement, is to "sell solutions" (160). According to Ron L. Krannich, author and president of Development Concepts, the resume should also reflect future potential (8).

Besides the content of the resume, the objective can be just as impacting, says Krannich (24). With an objective, he says, an individual is able to "control the flow and interpretation of [their] qualifications and capabilities", which is very helpful to the reader (24).

Experts generally agree that a good resume is no longer than two-pages. Johnson says that a one-page resume can leave out critical information and cause information to look jumbled (60). On the other hand, Levi stresses that a resume over two-pages long is likely to get trashed (13). The reason for this, says Krannich is that anything over two pages "lacks focus" and speaks to much about history rather than future potential (25). The ultimate purpose is to get a prospective employer to call for an interview (25).

Johnson emphasizes the need to tailor the resume for the job in order not to confuse the interviewer as to which job an individual is applying for (165). Levi agrees. He says the employer wants to know that the applicant is applying for the job that was advertised with specific highlights of how their experiences match the position (12).

Wedemeyer suggest that an individual may possibly need a different resume for different markets (155). According to Wedemeyer, the resume, or "your sales literature should position the attributes of you-the-product in a way that speaks to the need of the perspective buyer (51).

Any information not related to skills, work experience, and education says Wedemeyer should be used on a resume sparingly, depending upon the image the individual wants to project (147).

Interviewing is another form of advertising. When participating in an interview, William Courtney Johnson, author of The Career Match Method, stresses the importance of being prepared and in control with answers to anticipated questions that may be asked by the interviewer. Even when the interviewer is unskilled, which Johnson says most are, advanced preparation enables an individual to effectively communicate necessary information and steer the interview if necessary. According to Johnson, this will allow the interviewer to feel good about making a positive hiring decision with the individual (174). Having good

interviewing skills helps bring the focus to the individual's qualifications and achievements, says Johnson. (174).

Johnson says most interviews are for the basic purpose of determining if the individual possesses the following skills:

- 1) Communication
- 2) Time Management
- 3) Motivation
- 4) Planning
- 5) Technical or professional qualifications (16).

Johnson goes on to say that more weight is given to each skill when an individual can demonstrate how it has been effectively mastered (22-23).

Johnson says even when an individual is happy with the job they have, it's a good ideal, from time to time, to go on job interviews in totally different fields. Further, he states that it is helpful to send out resumes, and research those companies or industries in which a person is interested, but perhaps has never approached (193). By doing this an individual may come across an opportunity they would not have known existed had they remained content.

An informational interview can be used as a sales promotion tool. It is an opportunity to get information on a person, company or position. According to Krannich it is after the informational interview that the resume is given,

with the purpose of asking for referrals or offering critique (33-34).

Effective networking opens the door for interviews with prospective buyers of the individuals product that lead to increased business opportunities. Although doing the job effectively has nothing to do with appearance, during an interview, it has everything to do with appearance. Since first impressions are lasting impressions, Cindy Alexander, writing for the Chesterfield Journal, warns not to miss out on those first 120 seconds by having a less than appropriate appearance (2). This is one area where perception 'really' is reality. Alexander says that a conservative look is appropriate almost 90 percent of the time. If in doubt, Alexander recommends getting assistance through career placement programs offered by professionals and on college campuses.

Peggy Simonsen and Cathy Wells, in an article for Personnel Journal, say that the best career strategy for staying with the same company is to strategically plan development areas in line with the needs of the business, both now and in the future. This thinking is incorporated in the mindset of the intrapreneur - one who thinks like an entrepreneur while working in a corporation (104).

William J. Byron, in the article "Coming to Terms with the New Corporate Contract" calls this entrepreneurial thinking, the "free agency attitude" (9). He states,

"...Free agents make it a point always to know their alternatives, to have a clear idea of where they could jump if unexpected roadblocks arise in the present job. The free agent will not "jump" unless a safe landing is assured; he or she is well aware that the best way to get a new job is to be effective, and appear to be content, in an old one" (9).

In the book, The Change Masters, Rosabeth Moss Kanter studies the examples and opportunities for innovation in corporations that nourish the concept of entrepreneurship in the workplace. According to Kanter, this concept has to do with companies empowering employees to: "experiment, to create, to develop, to test - to innovate" (23). These internal-entrepreneurs, or intrapreneurs, include employees that engage in new discoveries in technology as well as those that develop new strategies in organizational management problem solving (21).

According to Kanter, for intrapreneurship to be effective there needs to be an environment that integrates all elements of the corporate culture, including people and processes. Walls that cause division by sex, race and class, have to come down (35). Three skill-sets for intrapreneurs, according to Kanter are: (1) Power skills - skills in persuading others to invest information, support and resources in new initiatives; (2) the ability to manage

the problems associated with the greater use of teams and employee participation; (3) the understanding of how change is designed and constructed in an organization (35-36).

According to Gifford Pinchot, III, author of Intrapreneuring, intrapreneurs are passionate and self-appointed. Pinchot says management can't declare a person an intrapreneur and expect them to suddenly become passionate and thereby become successful in their endeavors (200). Pinchot says it works like this: "They [intrapreneurs] appoint themselves executors of their visions and then find ways to get the corporation to give them the tools to do so" (200). Management's role, says Pinchot, is to have the sense to recognize the intrapreneur, and provide support (202).

More and more American companies are becoming global today. Entrepreneurially-minded employees work well in these markets. According to Stephen H. Rhinesmith, the reasons for globalization is "massive financial accumulations, massive markets, new technologies, and highly efficient communication channels" (41).

In his book, Globalization, Rhinesmith says that people with entrepreneurial mindsets should be sought out and developed by these companies. This doesn't necessarily mean they all will get an international assignment, but everyone should want to be prepared should the opportunity

arise. Intrepeneural mindsets will try to make opportunities happen.

The benefit of this mindset, according to Rhinesmith, is three-fold: (1) Think globally, act locally; (2) mass customization; (3) quick, creative responsiveness (192-93). To get a better idea of Rhinesmiths thinking see Tables 7-9.

Table 7

Comparison of Domestic and Global Mindsets

| <i>Domestic Mindset</i> | <i>Global Mindset</i> |
|---------------------------|---------------------------|
| Functional expertise | Bigger, broader picture |
| Proritization | Balance of contradictions |
| Structure | Process |
| Individual responsibility | Teamwork and diversity |
| No surprises | Changes as opportunity |
| Trained against surprises | Openness to surprises |

Table 8

Global Mindsets and Personal Characteristics

| <i>Global Mindset</i> | <i>Personal Characteristic</i> |
|-----------------------|--------------------------------|
| Broad | Knowledge |
| Balance | Conceptualization |
| Process | Flexibility |
| Diversity | Sensitivity |
| Change | Judgment |
| Open | Reflection |

Table 9

Global Management Competencies and Characteristics

| <i>Characteristic</i> | <i>Competence</i> |
|-----------------------|-----------------------|
| Knowledge | Managing competition |
| Conceptualization | Managing complexity |
| Flexibility | Managing Adaptability |
| Sensitivity | Managing teams |
| Judgment | Managing uncertainty |
| Reflection | Managing learning |

(Rhinesmith 28,32-33)

Anita Underwood, Ph.D., vice president of organizational management for Dun and Bradstreet Information Services, offers advice for successful intrapreneurs shown in Table 10.

Table 10

Advice for Successful Intrapreneurs

-
- (1) Create A Vision
Become proactive in finding way to impact your organization.
 - (2) Develop "Upside" Potential
Be "solution-driven rather than process-driven."
 - (3) Get a Positive Reputation
Know the attributes that those in your profession respect. Embrace them.
 - (4) Build Your Skills
No such thing as 'enough is enough.'
Include advanced computer skills and a new language in repertoire.
 - (5) Grow Your Job
Find ways to expand job in ways that contribute to the bottom line.
 - (6) Polish Hidden Treasures
Become subject matter expert in that overlooked, but much needed area.

(7) Follow Your Power Trail

Find and study those in your company who are considered successful.

(8) Stay in Control

Define success for yourself. Don't violate your values and beliefs.

(9) Revise Your Resume

Make sure it is "accomplishment driven" and circulate it every now and then.

(10) Devise A Plan B

Always have a backup plan in case of sudden changes beyond your control.

(Pinkney B:1)

Intreneurial opportunities inside companies continue to increase, as well as entrepreneurial endeavors outside of corporations.

Downsizing is one reason for the consideration of entrepreneurial endeavors and it is having a rippling effect in the offspring of downsized employees. Stephanie N. Mehta, a reporter for the Wall Street Journal, writes that students are being drawn toward entrepreneurship at a rate of 9.7%, compared to 3.9% for all other Americans (B:2). According to Metha, students have witnessed the negative affects of downsizing on their parents, and in increasing

numbers reject the notion of being what they consider as 'pawns' in the corporate life. This has prompted Northwestern University's Kellogg School to increase their entrepreneurship classes from 3 to 7 in just six years (B:1). Entrepreneurial opportunities can be very profitable and provide the payoffs often only dreamed about by those in corporate America.

Gilbert G. Zoghlin, author, of From Executive To Entrepreneur: Making the Transition, and president of an employee benefits and financial planning company, suggests that success in corporate life does not guarantee success in entrepreneurial endeavors. He gives an example of one woman who was a very successful corporate manager. She found it very easy to influence people in the corporate environment which resulted in many highly visible accomplishments. However, when she decided to leave corporate America to start her own business, she failed miserably. The main reason was due to her lack of communication skills. She discovered that those who reported to her in the corporate world did what she told them to do because of her position. While in her own business, her customers had the choice of doing business with her or not. The majority chose not to do business with her because she did not know how to treat them (13).

This is why Zoghlin suggests taking the Corporate Breakaway Potential (CBP) test, before jumping into entrepreneurship (18). This test gives a series of questions that help determine how committed an individual is in getting out of the corporate life. It separates the talkers from the doers. Zoghlin says that there are many corporate experiences that aptly prepare individuals to be effective entrepreneurs. However, transitioning these experiences into entrepreneurial endeavors is not as easy a task as many expect. He also discusses the attitudes, disciplines and goal setting for entrepreneurs.

Contrary to popular belief, the opportunity for success in an entrepreneurial endeavor is good, assuming that the individual(s) have the right skills. According to William D. Bygrave, in the book The Portable MBA in Entrepreneurship, over half of all new businesses survive a minimum of 8 years. What throws the outside observer off is that often at the eight year point many entrepreneurial businesses don't resemble the original business. Experience and changing markets enable the entrepreneur to adapt the business for growth. Bygrave says that many times the reports about business failures neglect to mention that many of these businesses often pay off their bills and simply close down, sell the business, or change the business entirely (459).

Leaving corporate life often generates opportunities for work as a consultant. Being a consultant means that the knowledge gained in corporate life carries with it a price tag. In her book, The Overnight Consultant, Marsha D. Lewin says that once this knowledge is gained, in order to get someone to pay for it, individuals must learn how to communicate effectively in order to market themselves and convince someone else of the same. This is a skill that many managers aspiring to be consultants lack (11). Since the employer doesn't have to invest in employee benefits, they are willing to pay handsomely for consultants who offer solutions to their business problems.

Tom's case is a good example. As a manager for AT&T, Tom was not willing to relocate to New Jersey from Minnesota, as his boss insisted. Tom's position at the time required lots of travel. This meant he would be away from home most of the time so he saw no benefit in moving to New Jersey. At the same time as their impasse, with a mutual compromise nowhere in sight, a retirement package was offered by the company. Tom opted to take advantage of an early retirement and work as a consultant for a small telecommunications company. In the new position as consultant, Tom was able to work in the same capacity as he had for AT&T, with a much higher income.

The job was out of town and required lots of travel. The company flew Tom home every week-end at their expense.

This position also allowed Tom an opportunity to do business overseas which he had not done before while at AT&T. After two years as a consultant, Tom was rehired by AT&T, with much more valuable experience than he had before he left (Danger).

Lewin focuses on setting up the consulting business as a sole proprietorship. She emphasizes the importance of going through the steps of organizing and managing the business from the minutes detail, to setting the fees to be charged to customers. Lewin demonstrates her thirty years of experience in the consulting business by thoroughly covering all aspects of how to self-market, write proposals, sell, deliver and close a project. Since working as a sole proprietor gets lonely, Lewin emphasizes the importance of networking with other professionals in the same field, and taking personal time out for rejuvenation.

In the book, Inc. Yourself/How to Profit By Setting Up Your Own Corporation, Judith H. McQuown, a former Wall Street portfolio analyst discusses the benefits of turning a sole proprietorship into a corporation. McQuown says that as people continue to be downsized, entrepreneurs are increasing every year. From 1992 to 1995, 2 million new corporations were formed (xiv). Her book has been used as a bible for entrepreneurs and solo professionals for the past twenty years. McQuown sees very few reasons why an individual would not want to take advantage of the tax laws

and form a corporation. According to McQuown, every state allows for individuals to incorporate themselves (218-230). A \$200.00 investment is all that is needed to provide the most sophisticated software system for handling accounting functions and other corporate records, says McQuown (47).

Statement of Hypothesis

Most employees have access to what it takes to help them become entrepreneurially-minded. What they are lacking is a plan of action with key focal points to guide them along. The remainder of this paper introduces and includes *The Entrepreneurially Minded Employee's Guide to Career Management*.

Active use of this guide will lead individuals into a career management program designed to produce successful and healthier careers.

Chapter III

METHODS AND EVALUATION OF RESEARCH

MATERIALS

The Entrepreneurially-Minded Employee's Guide To Career Management is for the purpose of assisting employees with career management. It is intended for management employees in American corporations, particularly in the telecommunications/multi-media industry. These managers have at least 10 years in the industry and have been through a downsizing or restructuring event.

The guide has four sections. The sections are based on the 4 P's of marketing: Product, Price, Promotion and Place.

The Product section looks at the employee as the Product. The Product section covers the following areas:

1. Identification of Product Features
2. Assessing Market Demand
3. Product Development
4. Product Feasibility

The Price section looks at the background areas that employees use in making decisions in managing their careers. These decisions allow them to identify the costs they are willing to pay in terms of priorities and trade-offs in their careers.

This section covers:



1. Motives
2. Priorities
3. Mission Statement

The Promotion section looks at the tools employees engage to promote their product with the intent of getting their product noticed to ensure employability. The areas covered in this section are:

1. Managing Performance
2. Advertising
3. Personal Selling
4. Sales Promotions
5. Public Relations & Publicity

The last section is on Place. Place is three-fold. First, it refers to place as the market in which the employee chooses to market his product. This section covers the following two markets:

1. Entrepreneur (outside the corporate environment)
2. Intrapreneur (within corporate environment)

Secondly, it refers to place positionally, or the place on the corporate ladder which the employee has aspirations toward. Thirdly, place is geographically, or the physical location employees choose to market their product.

Each section is designed to enable the user to easily focus on one subject at a time. Although some of the subjects overlap, there are key ingredients in each that make them unique.

Because managers are in a constantly changing and demanding atmosphere the guide serves the following areas:

- (1) Explains why it is important for individuals to take control of their careers.
- (2) Serves as a prompt, or reminder, to the individual of specific areas they should be aware of while managing their career.
- (3) Introduces tools that can be self-administered, or obtained through professionals for assessing various areas of career development.
- (4) Offers real-life examples and suggestions of what employers expect of employees as well as their experiences.
- (5) Provides resource materials for employees to consult for further information.

Besides using information gathered from research done in Chapter II, the guide encompasses information gathered from eleven interviews conducted with current and retired managers in the industry who manage/managed managers.

Additionally, information that contributed to the content of the guide was considered from a survey (Appendix A) conducted at a Lucent Technologies, Inc., facility in Chesterfield, Missouri. Forty-one employees responded to the survey. The survey was issued with the intent of gathering information on the level of readiness of career management of employees in this organization.

The last source of information that contributed to the content of the guide was considered from information gathered from a bulletin board on America-on-line, an internet provider. The author of the bulletin board asked for respondents to tell their downsizing stories. Over a five day period in December of 1997, eighteen respondents were chosen due to their stories being identified as being similar to an employee in the same industry targeted for the guide. They were also considered based on their identification as a manager/supervisor or professional, and age and years employed.

SUBJECTS

There were three evaluators of this manual. The evaluators are in the telecommunications/multi-media industry. The companies represented were AT&T, Lucent Technologies, Inc., and Southwestern Bell Telephone Company. They have a minimum of 20 years service in the industry. All are college graduates and have taken or completed higher level studies in masters programs or executive management level courses. The managers are, or have been, in a Human Resources position sometime in their career, or have been a coach (supervisor) to management employees who have been through a downsizing or restructuring event.

The managers either are, or have been, in a position to hire and fire employees. The managers have managed from

a minimum of six to a few hundred individuals during some time in their career.

Only one of the evaluators failed to return the evaluation form due to being in the middle of her own relocation.

INSTRUMENT

The instrument used to evaluate the guide was a questionnaire (Appendix E). The questionnaire consisted of four yes and no questions. For each yes or no, the evaluator was asked to give from one to three reasons or suggestions related to the question.

This design was used in order to get specific feedback that would enable the guide to be pertinent for the intended audience.

PROCEDURE

Each evaluator was provided a copy of the guide during the week of March 16, 1998. Each guide contained a cover letter (Appendix C), data information sheet (Appendix D) and questionnaire (Appendix E). One manager received her copy in person while the remaining two received their copy via electronic mail.

The managers were given two weeks to return their responses. A follow-up interview took place with each evaluator for the purpose of acquiring additional data and to provide clarification on specific issues.

CHAPTER IV

RESULTS

THE ENTREPRENEURIALY-MINDED
EMPLOYEE'S GUIDE
TO
CAREER MANAGEMENT

By

Linda Y. Brown

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SECTION 3 PROMOTION

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INTRODUCTION

Entrepreneurially-minded employees are those who take on career management as their own business. They view themselves as the *Product*. They work in Corporate America and think and act like entrepreneurs.

They are first hand witnesses to restructuring, downsizing and mergers within Corporate America. They have seen co-workers and friends leave corporations angry and confused, some of them feeling as though they were victims. They see others remain with their corporations, behaving as survivors whose wounds refuse to heal. Entrepreneurially-minded employees refuse to be either victims or survivors.

Instead, these employees are ready to take control of their careers. The only problem is that they may be a little rusty. They know they have knowledge skills and talents but communicating them on paper, or verbally, does not come easily. They may not have been on an interview in years and the thought of interviewing outside of the company is disturbing, if not frightening. Yet, they know they have a lot to offer in the market place.

This guide offers tools that will help employees create a marketing plan to define, develop and promote their product. Often referred to as the marketing mix or the 4 P's of marketing, these tools consist of Product, Price, Promotion and Place (see Glossary for further explanation).

The four sections of the guide discuss each tool. Each section is designed to stimulate thought and provoke

action in entrepreneurially-minded employees in becoming proactive with their career management.

References at the end of each section offer additional resources for more in-depth research. Included are tips and advice from current and former managers in corporations and retirement, involving various career management situations.

GLOSSARY

PRODUCT - in career management is the employee. It is imperative in career management that employees realize the benefits and features of their *Product* in order to make a successful sale. Knowing the *Product* will determine the developmental steps required to maintain marketability.

PRICE - is determined by, and unique to individual employees. It is based upon their motives, values and priorities. The employees determine the price they are willing to pay, as well as receive. Based upon the strength of the motives and importance of their priorities, they make strategic career decisions to insure the price is aligned with their abilities and expectations.

PROMOTION - deals with the various elements of monitoring *Product* for measurable results and thereby getting the *Product* noticed and recognized. It has to do with purposely creating a want or need in the mind of current or future prospects, with the intent of having them make a buying decision in favor of the employee.

PLACE - focuses on the channel of distribution for the *Product*. In other words, which vehicle will be used to get the product to market. Such vehicles include corporate and traditional entrepreneurial environments.

Place is also considered positional and geographical. Positional refers to the desired location on the corporate ladder. Geographical refers to the physical location in which employees choose to offer their *Product*.

IDENTIFY PRODUCT FEATURES

All employees have some degree of knowledge, skills and talents. Skills are learned capabilities that enable individuals to complete specific tasks. Talents are natural abilities sometimes referred to by career counselors as intrinsic skills. We are most at ease with intrinsic skills. When using these skills the results are:

- We do work we love
- We do work we're proud of
- We do work efficiently

Whether skills are learned or natural, they basically fall into three categories: people, information (data), and things. Sub-categories fall under each basic category:

| <u>People</u> | <u>Information</u> | <u>Things</u> |
|---------------|--------------------|----------------------------|
| Individuals | Gathering | The body |
| Groups | Creating | Objects |
| Organizations | Managing | Materials |
| | Storing | Equipment/Machinery |
| | Retrieving | Buildings/Rooms |
| | | Growing Things/ Animals |

Each sub-category breaks down further. For example, if the employee likes working with *people* and specifically with groups, then the question is who?

Is it babies, children, older people, less fortunate people? If the category is *Information*, sub-category managing, the question is how? Is it computing, analyzing, problem solving and the like? If the category is *Things*, sub-category equipment, the question is how? Is it assembling, maintaining, repairing, salvaging? Identifying these skill sets give employees more options for a better career fit.

For a more thorough study of basic categories with their sub-categories see Richard Bolles' book for job hunters and career-changers, *What Color is Your Parachute?*.

Another way to identify skills is by first identifying motivations. This part of a marketing plan can be very difficult for many employees. One tool to assist individuals in identifying product features is SIMA or, System for Identifying Motivated Abilities. It is found in the book, Finding a Job You Can Love, in the chapter titled; *Finding Your Design*.

This system helps individuals identify what they're good at and the environment in which they work best. The system suggests recalling events from earliest memory up through the present and writing short stories about things accomplished and achieved that the employee enjoyed.

By examining these stories patterns emerge that indicate dominant ways of accomplishing things, and dominant environments surrounding the accomplishments. By further breaking down the "what" of the accomplishment or achievement, an individual can identify specific *skills* that enabled them to complete their tasks.

A recent *Wall Street Journal* advertisement designed to get more people to advertise in the journal, verifies how our past patterns can dictate our future success. In a full page ad it highlights the successes of Lee Garfunkel, chairman and chief creative officer of an advertising agency. Part of the ad reveals Mr. Garfunkel's accomplishments as a youngster:

I grew up in the Bronx. My father was a shoe salesman and my mother a bookkeeper. I learned at an early age that how far you went depended on how hard you worked. In the first grade, my teacher put me in the back of the room with an easel and paintbrush because I was a "talker." Two months later my pictures were on display in an exhibit at the Lever building in Manhattan. In junior high, I taught myself guitar, played with rock bands and composed songs. At 19, I became a stand-up comic. Two years of stand-up comedy helped me develop an ear for what clicks with people. So by the time I graduated from college, I knew there was only one place that I could use all the skills I had gained - and that was in advertising.

Mr. Garfield's current success was not something he learned just in college or on the job. He had a

toolbox of skills that began as far back as the first grade.

Some of the "motivational elements" that may appear when looking at the past are:

Acquire/possess - money/material/things/
status/people/ Wants to have own baby, to own
toys, bicycles, houses, furniture,
and family.

Be in charge/command - others/things/
organization / Wants to be on top, in authority,
in the saddle, where it can be determined how
things will be done.

Combat/prevail - over adversaries/evil/opposing
philosophies / Wants to come against the bad
guys, entrenched in status quo, old technology.

Develop/build - structures/technical things
Wants to make something where there was nothing.

Excel/be the best - versus others/conventional
standards / Wants to be the fastest, first,
longest, earliest, biggest, most complicated,
better than others.

Exploit/achieve potential - situations/markets/
things/people / Sees a silk purse, a giant
talent, a hot product, a promising market before
the fact.

Gain response/influence behavior - from
people/through people / Wants dogs, cats, people,
and groups to react to his touch.

Organize and operate - business/team/product
line / Wants to be an entrepreneur, the beginner
of new businesses.

Shape/influence - material/policy/people
Wants to leave a mark, to cause change, to make
an impact.

These types of motivations and others will be evident in the stories that are written by the individual. The stories should be from a couple of paragraphs to one page in length.

The top eight accomplishments from the stories are taken and the following questions asked:

1. How did I get involved?
2. What are the details of what I actually did?
3. What skills did I use to bring about this achievement?
4. What did I enjoy about it or find most satisfying?

When managers were asked what specific skill-sets are needed for the 21st century employee in corporate environments, they offered a plethora of skills. However, there were a core set of skills that the majority agreed upon:

(1) Interpersonal skills - employees must be able to get along with and respect management, peers, and customers. According to one manager this becomes more important as employees start to work on cross-functional teams.

(2) Communication skills - employees must be able to effectively communicate, and interpret communication, both orally as well as written. "The temporary nature of most jobs should make employees realize the benefits of being a good communicator" says a retired AT&T manager and entrepreneur. A retired Lucent employee, and successful manager, says this skill is key for those individuals who consider themselves leaders. He calls this the "ability to create your thoughts verbally." He went on to say, "When you

effectively create visual pictures people can see how they fit in the organization. If you are going to survive in the organization you have to be able to think about and see the future."

(3) Information management and analysis is knowing how to access information on your business, industry, customers, and competitors. Upon gathering the information, managers say its important to know who needs it, the speed at which it is delivered, and the expected results.

(4) Decision making and risk taking is the ability to make decisions and to accept the consequences of that decision. A former Lucent manager and entrepreneur, says "the biggest risk is deciding not to decide. A lot of people don't have the courage to admit their decision was dumb. Responding to truth and reality takes courage. Intuition is the feedback from our database of life decisions. At times you just have to go with your gut." Likewise, a current manager at Lucent Technologies sees "a demonstrated ability to get results from risk taking," as one of the important skills that employees need to be viable candidates for success in business.

(5) The ability to learn and expand learning, rather than focusing on "a chosen narrow area" is what one

Lucent manager had to say. Another says that it is important for individuals to realize that the mind is their most important asset. "Build the assets of your mind. When you've got your mind working for you, you have the key to keep opening new doors."

The more aware employees are of their product's abilities, the more confidence they have running a successful marketing campaign.

Technical Skills Needed

- Personal Computer Operation
- Verbal and Written Communication
- Math
- Reading & Comprehension

ASSESS MARKET DEMAND

Market demand is determined by identifying and researching those areas that the employee wants to do business in as well as those that have a need for the product. Once employees identify their product, they must ask:

- Who wants my Product?
- What other products am I up against?
- Do they have similar features?
- Who are my customers?

For employees who decide to continue marketing their product with their current company or same industry, the next questions to ask are:

- What specific job/career/field of interest do I want to work in?
- What types of jobs/careers does my company or industry advertise?
- How often are my skills/talents/attitude a match for the jobs being advertised?

The answers to these questions will lead to the next area which is product development.

ESTABLISH PROGRAM FOR FURTHER DEVELOPMENT

Throughout an employee's working life it becomes necessary to enhance current features by adding new competencies and skills. Advances in new technologies and changes in personal situation demand that enhancement of the product be a continual process.

Many companies assist their employees in product development in the following areas:

- Tuition reimbursement for degree programs
- Specific training programs/courses
- Reimbursement for job/industry related books/tapes/videos/software packages
- On-the-job training

If the company does not participate in any, or a very limited number of product development areas, employees must decide in which areas they are willing to invest in product development at their own expense.

Additionally, there are areas for product development that cost nothing but the employees time in the way of volunteering. Such areas are:

- A committee or quality initiative group within workplace that allows employee to enhance or learn new skills, such as organization, leadership or communication.
- Another group or outside organization within the industry, during slow periods, after-hours or weekends.
- A community based organization or community special event. This area is especially good for developing organizing skills and skills in leading groups of people.

DETERMINE PRODUCT FEASIBILITY

After assessing market demand and product development employees may discover areas that are lacking by significant degrees that place their product at risk. They notice that jobs being advertised don't match their current skills and abilities, or possibly even their desires. At this

time it is important to ask the questions that take into account the longevity of the *Product* in its present state:

- How long will it take to obtain additional skills/knowledge required to remain employable at my company or within the same industry?
- How closely aligned is my present job/career with the one I desire?
- How many years can I reasonably and honestly profit from my product if no further development takes place?

Employees need not to be afraid to leave the company if they realize there is not a true fit, a downsizing occurs, or if the offer of an early retirement is made available. Employees who effectively manage their careers have a plan within as well as outside the corporation.

A retired manager from Southwestern Bell shared how he always wanted to have his own business and work with kids. While at Southwestern Bell he gained valuable experience in managing people and departments. He planned to retire at age 55 and use his current skills as an entrepreneur. At age 50, the

company offered an early retirement package. This package offered him the opportunity to retire five years earlier than expected with the same benefits had he stayed to age fifty-five. Because he was already planning for "life after Southwestern Bell" he saw this as an opportunity to begin realizing his dream sooner than expected. He purchased a franchise that employs teenagers where he is able to coach and mentor them using the tools he gained at Southwestern Bell.

When former employees who left Lucent Technologies were asked to give advice to someone who may be fearful of leaving the company, they offered these comments:

"Explore self-employment with the Small Business Association. Communicate with others that have been in your situation and survived."

"Be prepared. Manage your own fate by making sure you have marketable skills. Utilize all resources that the company provides to improve your chances both within the company and outside. Don't be complacent. It doesn't hurt to apply and interview for jobs, even if you really don't want them. This helps you develop your interviewing skills and keeps your resume updated."

"Don't be afraid. The telecommunications industry is growing."

RESOURCES :

- Bolles, Richard Nelson. What Color is Your Parachute?
A Practical Manual for Job-Hunters & Career-
Changers. Berkley: Ten Speed, 1998.
- Burton, Mary Lindley, & Richard A. Wedemeyer.
In Transition. New York:HarperBusiness, 1991.
- Mattson, Ralph, and Arthur Miller. Finding a Job You
Can Love. Nashville: Thomas Nelson, 1982.
- Sher, Barbara. I Could Do Anything. If Only I Knew
What It Was. New York: Delacorte, 1994.

Price goes hand in hand with the previous section regarding Identification of Product Features. The first section is designed to help identify skills and motivational patterns. This section will assist in further laying out motives and priorities to create a mission statement which helps keep the focus of the employee.

MOTIVES

Motives have to do with emotions experienced about something or someone, that move individuals to act, or react in certain ways. Motives explain why we do what we do. Motives may indicate whether or not satisfaction is experienced with the job or career.

The process of identifying product features shows motivational patterns that often appear throughout life. Additional categories are found in Melvin Murphy's book, Desire: The Emotional Appetite for Success:

- Sex
- Honor
- Passion
- Freedom
- Ingenuity
- Trepidation
- Economic growth
- Self-preservation
- Sense of contribution
- Prominence and power
- Fury and retaliation

PRIORITIES

Priorities are the things placed first in an individual's life according to their importance. According to Burton & Wedemeyer, authors of the book In Transition, each priority has its own price. There are some that individuals are willing to compromise which are referred to as *tradeoffs*.

For example a specific geographic location may be a priority. Although, under certain circumstances it may be traded for a greater priority such as a promotion or an opportunity for greater exposure and better markets for the individual's product.

Burton & Wedemeyer's priority list follow:

- Co-workers
- Contribution to society
- Current income
- Equity ownership
- Family
- Friends
- Future income
- Geographic location
- Health
- Influence and power
- Intrinsic nature of the work
- Leisure time
- Personal growth
- Prestige and status
- Professional growth
- Security
- Spouse or significant other
- Workplace environment

MISSION STATEMENT

Most people have an unspoken creed or standard that they live by. Usually they take it for granted and don't bring it down to their individual accountability. By having a mission statement employees can make a declaration of themselves as to who they are and what they want to accomplish with their careers and life.

The mission statement is driven by the employee's motives and priorities. It gives direction to their career management. It lets others know what they can expect from the *Product*. The mission statement indicates the value or

price employees place on their creativity, character and commitment to themselves.

The mission statement is a measuring rod to be used when assessing the various market places to sell in. Some markets may not yield enough profit to meet the employee's priorities such as income, family needs, workplace environment or health. With this information included in their mission statement the entrepreneurially-minded employee will strategically, and continually, assess markets they prefer to do business in to determine the profit margin they expect to receive when actual value of the markets are placed along side of their skills and priorities.

The authors of the book, *First Things First*, say that the most meaningful mission statements are "empowering" and include the following types of foundations:

1. Represents the deepest and best within you. It comes out of a solid connection with your deep inner life.
2. Is the fulfillment of your own unique gifts. It's the expression of your unique capacity to contribute.
3. Is transcendent. It's based on principles of contribution and purpose higher than self.
4. Addresses and integrates all four fundamental human needs and capacities. It includes fulfillment in physical, social, mental, and spiritual dimensions.
5. Is based on principles that produce quality-of-life results.
6. Deals with both vision and principle-based values. It's not enough to have values without visions - you want to be good but you want to be good for something. On the other hand, vision without values can create a Hitler. An empowering mission statement deals with both character and competence; what you want to be and what you want to do in your life.
7. Deals with all the significant roles in your life. It represents a lifetime balance of personal, family, work, community - whatever roles you feel are yours to fill.
8. Communicates to you and inspires you on the most essential level.

For any price paid in terms of moving forward, maintaining or leaving one career for another, all of the managers agree that it is important for individuals to set the price for themselves. One manager created her mission statement called 'The Stand.' She says, "The Stand is a matrix I have for myself - it reminds me of what I stand for and that I will not compromise my values and beliefs for anything."

To assist in creating a mission statement a thorough step-by-step process can be found in the appendix of the book, First Things First.

RESOURCES:

- Burton, Mary Lindley, & Richard A. Wedemeyer. In Transition. New York: HarperBusiness, 1991.
- Covey, Stephen R., A. Roger Merrill and Rebecca R. Merrill. First Things First. New York: Simon & Schuster, 1994.
- Covey, Stephen R. The 7 Habits of Highly Effective People. Powerful Lessons in Personal Change. New York: Simon & Schuster, 1989.
- Jones, Lauri Beth. The Path, Creating Your Mission Statement for Work and for Life. New York: Hyperior, 1995.
- Murphy, Melvin. Desire: The Emotional Appetite For Success. Kerney, NE: Morris, 1995.
- Trent, John, PH.D. LifeMapping. Colorado Springs: Focus On The Family, 1994.

Promotion is the communication process used to inform, persuade and remind current and potential customers about the *Product*.

Entrepreneurially-minded employees are those who proactively seek resources and opportunities that will enhance and launch self-management of their careers. This is true even if resources are not provided by their current employers.

MANAGING PERFORMANCE

More and more corporations are moving toward pay-for-performance goals. Employees must be able to provide evidence of their value to the corporation or unit. They must show year over year measurable results in performance. Employees who just 'meet expectations' are at risk. Therefore it is critical that employees are *managing* their performance continually.

In order to measure performance effectively employees need to know that they have the right data to measure against. During the 1997 National Performance Development Conference for The Alliance of Black Lucent Employees, Rudy Frank, Vice President of Applications Software, advised employees that one of the keys to success is to find ways to build better relationships. In doing this, says Frank, "you get better data" and when you have better data, "you know better the objectives and metrics." This in turn provides "better rewards." The key is knowing how to tie it all together. This is critical for Lucent employees because their pay is increasingly pointing toward pay for performance.

In 1997, Lucent Technologies, introduced a performance development plan to all management employees called the Global Performance Platform (GPP). The purpose of the GPP is to provide "a comprehensive approach to performance that will help individuals and teams manage change and meet the great challenges and opportunities of the global economy, now and through the year 2000. Specifically, the GPP will assist in setting objectives, documenting performance and tying performance to compensation."

Employees who choose to continue selling their product at Lucent Technologies can use the GPP as a tool that will enable them to manage their performance while focusing on specific areas that are vital in contributing to the success of the organization/company. When used effectively this tool will help Lucent employees identify the expected results of the company, the organization and their specific tasks. Which in turn will provide bigger and better bonuses for them as they experience success in producing measurable results.

ADVERTISING

The resume is the sales literature and a form of advertisement. It is the document given to prospective buyers letting them know of the benefits they will receive when making a purchasing decision in favor of the employee's product. It is a list of accomplishments and achievements. Tips to remember in preparing the advertisement:

- Make it brief. One to two pages maximum.
- Use wide margins to allow plenty of space and avoid

looking crowded.

- Always accompany with a cover letter that offers a glimpse of the benefits in line with what the prospect is requesting.
- State an objective. It gives direction.
- State facts regarding achievements and accomplishments.
- Quantify as much as possible.
- Use descriptive language.

Remember, It's not the resume that gets the desired job. The process of preparing a resume is beneficial in itself. It helps give direction and makes the employee commit it to paper.

One manager says:

"The resume plays a more important part when people don't know you...it may be your one shot at presenting yourself."

PERSONAL SELLING

Everyone is a salesperson. If employees are not selling their *Product* successfully they can expect to go out of business. Employees need to recognize the signs that indicate that they are probably not selling successfully:

1. They are unhappy with their job.
2. Their current performance review was not as good as the previous.
3. Their pay increase was less than in the previous year.
4. Everyone around them has moved on to better positions.
5. They are no longer included on calls or meetings pertinent to their jobs.

If employees find the above signs familiar, they need to go back and rethink and redesign their marketing plan.

When employees are hired by companies or into different positions managers are making purchasing decisions. In order to keep reminding these managers that they made 'the right choice', the employees must continually sell.

The interview is a place for selling. Here are some tips:

- Know something about the manager/business/department.
- Know the competitors of the business.
- Be aware of other competitors interviewing for the same position.
- Know the goals and mission of the business.
- Determine the specific needs of the manager/business/department.
- Effectively communicate and demonstrate how you can help them meet their need.
- Be prepared to ask questions about the business.
- Anticipate questions that may be asked and practice answers without coming off phony or rehearsed.
- Don't be intimidated by silence. If you need time to think before you answer, do so.
- Answer the question and stop. Don't ramble.
- Bring closure to the interview if the interviewer does not.
- Ask for the steps that will take place in order for the interviewer to make a hiring decision.

- Follow-up with a thank-you letter within 24-48 hours.
(Remind them why they should make a decision in your favor.)
- Follow-up in one week if no definite time given.

If after reading this guide you're not sure what to do before going on an interview, ask for help from someone who does or discuss the above suggestions with them.

Common mistakes interviewees make, says a retired Lucent manager, is that "they come unprepared, exaggerate their abilities and credentials, and believe that the interviewer has all the power." He says that often interviewees "don't ask enough questions or show enough curiosity about the job. Believe that you have value, show confidence, conviction and strength in who you are."

Accomplishments are another form of personal selling. Often they are submitted in written form and used in preparation of an appraisal and preparing a resume. Employees should expect to be called upon at any time to give a face-to-face account of what they're working on and the results they have achieved. Tips in gathering and preparing accomplishments:

- Keep an on-going accomplishment file.
- Include documentation on every training session or conference attended.
- Write a brief paragraph on what it was about and what was learned.

- Include monthly, quarterly and yearly metric results. This is helpful because it indicates improvement from one period to the next, and/or specific areas where development is needed.
- Include documentation of a negative situation that was turned into a positive one. State the challenge, the results, and the skills used.

Employees should not expect managers to remember the accomplishments they have made. They must actively remind their managers of the value they bring to the team and the company. They must continually assess what they're doing and seek ways to do it better.

An employee's discussion with their manager regarding accomplishments should never be a surprise. The less time the employee takes to document their own performance the greater chance they have for unexpected surprises.

TIP: If you've been with a company for a few years you have likely been through training in some of the areas spoken about in this section. You may have training manuals or company magazines in your desk, in a box or at home. These materials may have valuable information on resume writing, interviewing and writing accomplishments. Put this material in one place. Take a Saturday, put on your favorite music, and take out the best information from each manual. Combine the information and make one manual to use as a reference. Keep it near your accomplishment file. Use it as a tool and reminder of your company or industry

expectations in these areas.

SALES PROMOTIONS

- Attend job fairs and leave a resume to test marketability, even if actually not interested in leaving current position.
- Go on informational interviews. This type of interview is two-fold. Besides providing an opportunity to give someone a glimpse of the employee's product, it is a learning tool to gather information about specific careers, organizations or people. Bring a resume but don't offer it unless asked. (These types of interviews may be less formal but not less important).

PUBLIC RELATIONS & PUBLICITY

Public Relations and Publicity encompass networking and volunteerism. It is important for employees to know how to gain, as well as retain, customers who are interested in their *Product* and who can speak about their product favorably.

Networking is possibly the most important part of a Public Relations campaign. It is more than attending an afterwork affair and passing out business cards. It's about relationships. It's also about uncovering the hidden job market: the ones that never get advertised. Some rules of networking offered by managers are:

- Learn to give without always getting.
- Don't limit network to only those who have the ability to give help.
- Don't build network based on position or title.
- Share helpful information with others in network.
- Don't use people in a network as a reference without getting their permission.
- Don't abuse relationships.
- Maintaining a network is work.

In support of her network, a Lucent Technologies manager took a position which meant driving 65 miles each way, every day. Although this was not quite the dream position, it was a strategic move in her career management. It was strategic because she was able to use her skills and abilities to grow as well as be supportive of her mentor. Her mentor in turn supported her with her next career move.

A former Lucent employee who now has a business in which he speaks to corporations and organizations regarding *change in the workplace* knows a lot about relationships. He says one of his first speaking engagements came through his relationship with an individual who was a secretary. When her boss was looking for someone to speak at their conference, she suggested this former manager. He got the job. He valued his relationship with her as well as her position which led to her remembering him at just the right time.

Volunteerism is another way of broadening networks and gaining publicity for an employee's *Product*. Publicity

is not the reason for volunteering but it can be a nice by-product. Volunteerism shows willingness to give of time and effort to support other individuals, organizations or groups.

Areas in which to volunteer time and talent are the same as those mentioned in the first session that also help gain additional skills, i.e, QITs, community organizations.

Remember, every now and then it is good to share your knowledge, expertise, physical ability or money for a worthy cause that supports your mission statement and values whether or not anybody is looking!

RESOURCES:

- Bolles, Richard Nelson. What Color is Your Parachute? A Practical Manual For Job-Hunters & Career-Changers. Berkley: Ten Speed, 1996.
- Boyette, Joseph H. and Henry P. Conn. Workplace 2000. New York: Penquin, 1991.
- Burton, Mary Lindley, & Richard A. Wedemeyer. In Transition. New York: HarperBusiness, 1991.
- Jones, Laurie Beth. Jesus, CEO. New York: Hyperion, 1995.

Place is the environment in which employees decide to market their product. This may mean staying within corporate America or leaving to run their own businesses. Choices are not limited to what is presented in this guide.

ENTREPRENEURS

Entrepreneurs are people who decide to go into business for themselves. They take on the risk as well as rewards that come with doing business in the marketplace. Entrepreneurship is not for everybody. It may be an extremely difficult road for employees used to the resources and support provided in a corporate environment.

However, as companies continue to downsize, restructure and merge, more and more employees will leave corporations to begin various entrepreneurial endeavors. Colleges and universities are increasing their entrepreneurial related business courses to meet this demand. The demand comes from employees as well as their off-spring who want nothing to do with the corporate life their parents have experienced.

Often employees consider entrepreneurship because they want to determine their own working hours. While it is true they can determine their own hours, there is rarely a successful entrepreneur who puts in less hours than he did in his corporate job.

According to Gilbert G. Zoglin, author of *From Executive to Entrepreneur*, employees who have the potential to become successful entrepreneurs have certain characteristics and similar views regarding the corporate environment:

- They have 5-20 years consecutive years in a corporate environment which allows them to have picked up valuable experiences and skills as well as time to build savings.
- Realize job security does not exist in corporate environment.
- Are impatient when it comes to waiting on executive decisions that are too slow in coming.
- Would actually feel somewhat relieved and perhaps a little apprehensive, if was downsized or fired.
- Although able to work in teams, needs and desires individual recognition for a job well done.
- Do not define themselves by their job.
- Once leaving the corporate environment would not readily consider coming back if opportunity arose.*
- Frequently disagrees with management decisions.
- Is able to work well alone and doesn't feel alienated by the lack of daily interactions with others.
- If their fairy god-CEO granted their greatest corporate wish, although tempted, would still choose entrepreneurship.

*An AT&T manager took advantage of an early retirement when asked to relocate to a place he had no intention of going. This manager found the dream job as a consultant with a small communications company. He was given responsibilities that enabled him to use skills acquired in his career with AT&T. For several years he was paid a handsome salary and was sent on international business trips that helped to expand his knowledge and

expertise in many areas. However, in the back of his mind he felt this job could not last and missed the security of AT&T. As soon as the opportunity arose to come back to the company, even at a grade lower than when he left, he took it. He was promoted quickly once he returned. Although this manager had success in his entrepreneurial role as consultant, and again as corporate employee, he was not quite an entrepreneur at heart.

Other successful corporate managers have gone on to entrepreneurship and failed. They expected to carry their influence and power from the corporate environment into the entrepreneurial environment. However, oftentimes their influence and power came with their position and not from their ability and they failed to recognize the difference.

Entrepreneurs have a discipline which causes them to make decisions every day and take on the risks that will enable them to reach their goals. They can't rely on accumulated sick days or earned vacation days to carry them through. They are often driven by the desire to be their own boss and to remove any limits to their potential earnings.

INTRAPRENEURS

An intrapreneur, according to Gifford Pinchot, III, author of the book Intrapreneuring, is an employee who acts like an entrepreneur within a corporate environment. They are internal entrepreneurs. It is a mind-set, followed by specific actions. These actions demonstrate creative and innovative behaviors. They are not satisfied with the status quo and other norms. They look for new and faster

ways of doing business that result in 360° outcomes for customers, suppliers, and team members. According to Rosa Beth Kanter, author of *The Change Masters*, entrepreneurs need 3 basic skills:

- Power skills -persuading others to invest information, support and resources in new initiatives.
- The ability to manage the problems associated with the greater use of teams and employee participation.
- The understanding of how change is designed and constructed in an organization.

An Entrepreneur looks like the global manager described by Stephen H. Rhinesmith, in his book *A managers guide to Globalization*. The global manager, like the entrepreneur, has certain mindsets, characteristics and competencies:

FIGURE 2-1

Comparison of Domestic and Global Mindsets

| <i>Domestic Mindset</i> | <i>Global Mindset</i> |
|---------------------------|---------------------------|
| Functional expertise | Bigger, broader picture |
| Prioritization | Balance of contradictions |
| Structure | Process |
| Individual responsibility | Teamwork and diversity |
| No surprises | Changes as opportunity |
| Trained against surprises | Openness to surprises |

Figure 2-2

Global Mindsets and Personal Characteristics

| <i>Global Mindset</i> | <i>Personal Characteristic</i> |
|-----------------------|--------------------------------|
| Broad | Knowledge |
| Balance | Conceptualization |
| Process | Flexibility |
| Diversity | Sensitivity |
| Change | Judgment |
| Open | Reflection |

Figure 2-3

Global Management Competencies and Characteristics

| <i>Characteristic</i> | <i>Competence</i> |
|-----------------------|-----------------------|
| Knowledge | Managing competition |
| Conceptualization | Managing complexity |
| Flexibility | Managing Adaptability |
| Sensitivity | Managing teams |
| Judgment | Managing uncertainty |
| Reflection | Managing learning |

Many corporations encourage and support this type of mindset. Companies who value innovation recognize entrepreneurial abilities in their employees. Those with a high degree of entrepreneurial expertise may be asked to lead the company into new markets and endeavors. They would

rather support these employees rather than see them work for the competition.

On a smaller endeavor but not less important or impacting, Lucent Technologies offers entrepreneurial opportunities to its employees through a program called *Quest for the Best*. This program allows employees to bring their innovative ideas to the table and offer ways to do business better in a variety of areas and save money for the corporation. Submittals must be well documented and use a specific formula for determining savings. Although a monetary reward is offered to employees when their submittal is accepted, it is not the reward that motivates the employees who participate. The positive action by individuals who choose to work on a project such as the *Quest for the Best* program is an entrepreneurial motivated activity.

Pinchot offers the following *Ten Commandments*:

The Intrapreneurer's Ten Commandments

1. Come to work each day willing to be fired.
2. Circumvent any orders aimed at stopping your dream.
3. Do any job needed to make your project work regardless of your job description.
4. Find people to help you.
5. Follow your intuition about the people you choose, and work only with the best.
6. Work underground as long as you can - publicity triggers the corporate immune mechanism.
7. Never bet on a race unless you are running in it.
8. Remember it is easier to ask for forgiveness than for permission.
9. Be true to your goals, but be realistic about the ways to achieve them.
10. Honor your sponsors

Since most employees are part of a larger team some of these commandments may prove to be unacceptable nor are they

requirements for intrapreneurs. An employees corporate culture, along with their own personal convictions and commitments will determine which commandments to hold fast and which to 'break.'

POSITIONAL & GEOGRAPHICAL LOCATION

Positional and Geographical location in many cases, go hand in hand. Sometimes in order to move up the corporate ladder employees must be willing to relocate to another location. An employee's priorities will determine whether or not this is feasible. This area will bring the employee back to the price they are willing to pay and receive in order to move their career in a specific direction.

One manager from AT&T knew she wanted to further her career with the corporation. She relocated to company headquarters in New Jersey where there was a better chance for promotion. Within six years she received several promotions. After receiving the last promotion, she felt more secure in relocating back to Denver on a lateral move. She is currently in the process of developing her product further by building her technical skills which will allow her to be a more viable manager with AT&T as well as the outside market in the Denver area.

During the first 20 years of his career, another AT&T manager was not so concerned with geographical location as he was with positional location. His goal was to reach a certain level of management by a certain time, which he was successful at achieving. Throughout his career he relocated several times in order to obtain the experiences and promotions he desired. Now, during his final phase, he is

more interested in the geographic location for his retirement than the position he holds. Because of this, he would be willing to take what he calls a "career realignment" (rather than downgrade) that would minimally affect his benefits in order to reach the geographic location he desires to be in when he retires.

He believes that career management doesn't always mean a promotion. With the elimination of layers of management employees can expect to make more lateral moves than promotional moves. Sometimes a career realignment may also be a necessary step in situations involving career management that allow an employee to receive additional experience and skills. According to one manager, "If you initiate it (career-realignment) you may be more respected as someone who is serious about his career. However, by doing so, you should be able to quickly demonstrate your skills and abilities."

For many of these managers, part of the price that they pay in terms of career management has been to relocate or not, to a new geographical area. Although relocating for managers often includes a promotion and new opportunities, it often means moving away from family, support groups and familiarity. This decision should always be made using the individuals mission statement as a guide

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I hope you were able to get some ideas on managing your career as an entrepreneurially-minded employee from the information provided in this guide. Remember this is only to assist you in getting started. You can use the resource material to do further research which will lead you to more material.

Initially it may seem difficult and like a long process. However, it will be a good investment of your time and energy.

If you start getting bored with your research, or it if seems too hard, it may mean you are focusing in the wrong direction or career, or you may have a psychological block against success. Spend a little more time taking a closer look at your product to determine which markets it is best suited for. I wish you much success with your marketing plan.

Chapter V

DISCUSSION

Summary

The purpose for creating The Entrepreneurially-minded Employee's Guide to Career Management is to assist employees who have been through the ups and downs of corporate life take control of their careers. Most Americans, specifically those in Corporate America, have either been personally affected by a downsizing or know someone who has. Almost every manager in the telecommunications industry who has been with the company for a minimum of five years has seen their company go through a downsizing. Some consider themselves to be victims or survivors of these events.

Having been in a major communications company for 19 years I have gone through divestiture, several downsizings, being placed at-risk, and being in a spin-off with several promotions as well as lateral and geographical moves in between.

After one such announcement at Lucent Technologies, (AT&T Network Systems at the time), I watched as co-workers expressed their feelings of victimization prior to being told they were personally in jeopardy of losing their jobs. Being a witness to the vast changes taking place in the telecommunications industry as well as the aggressiveness of the competition I couldn't help but wonder why so many were caught off-guard by the announcement. More disturbing than

that was the anger and helplessness that was expressed by so many fellow co-workers.

During this time I asked myself the following question: With the reality of downsizings and restructuring taking place in the telecommunications industry, as well as the rest of Corporate America, how do employees best prepare themselves to make it through these temporary storms without feeling such an enormous sense of confusion and loss?

Then, upon looking at the situation from a business perspective, I asked another question: What do businesses do when they're faced with losing market share and changes in technology? One answer is to check the product and reassess the marketing strategy. If this is true for businesses, why can't it also be true for individuals? I realized that most individuals are missing a marketing strategy which makes them become vulnerable to the fast pace of change.

Through this came the concept of what it would look like if individuals began looking at themselves as their own business, as an entrepreneur. As an entrepreneur, the individual would look at how they could incorporate product, price, promotion and place, into their own personal marketing plan, and therefore become the owners of their career management.

The first step was to find out what employees had learned from past downsizings they had gone through. Also, to see how they were using that knowledge toward career management in their current environments.

The second step was to interview managers in leadership positions to see how they view career management for themselves as well as for those they manage. From this information, and well documented data on career management I began to create a guide that would assist managers on focusing and staying on track of their career management.

All of the managers who answered a survey to determine their preparedness for career-management are now or were once employed in the telecommunications industry by one of the following companies: AT&T, Lucent Technologies or Southwestern Bell. They have a minimum of 10 years in the industry to a maximum of 30. Their education ranges from high school graduates to MBAs, as well as some graduates of executive level programs.

A survey was developed for three groups of people (Appendix A). The first group were people currently employed by a corporation that had gone through a downsizing. The second group was people who had retired or accepted a voluntary separation package from the company. The third group was directed toward managers who manage or have managed people while their company experienced a downsizing event.

The survey was posted on the internet under a career management bulletin board. There were no respondents to this survey.

The same survey was distributed to 54 of the 100 management employees in a customer service organization in Chesterfield, Missouri. Out of the 54 distributed, 41 were returned. The survey included ten questions and with additional for comments.

Results of Questionnaire #1

All of the managers surveyed were survivors of a downsizing at some time during their careers, with the most recent being in 1997, and the majority having gone through one in 1995. The questions asked were designed to find out their readiness for being prepared to manage their own careers:

- Seventy-percent of respondents believe a downsizing could occur within the next 3 months to a year at their company.
- Ten of the respondents either currently have or are working on starting a second career. Nine of the ten are looking in totally different areas for their second career and see it as part of a fulfillment of a dream.
- Twenty-five don't feel comfortable selling their skills and talents.
- Two-thirds of the respondents feel that they are not using their skills to the best of their ability.

- Six respondents know at least 5 people who were in a position to hire them or recommend them for a job.
- Fifty-percent know at least one person who could hire or recommend them for a job.
- All of those who knew at least one person who could hire them had been in touch with that person within the last three months.
- Over half of the respondents are involved in organizations or clubs outside of work and come into contact with people who are in positions to hire or recommend others for jobs.
- Ninety percent of the respondents have updated resumes. Seventy percent of them are pleased with how the resume captures their capabilities at a glance.

Results of Questionnaire #2

Five individuals answered a separate survey that was directed at individuals who had left AT&T/Lucent Technologies voluntarily due to downsizing. Three of the individuals now work as temporary employees for the same company, one is teaching, and one remains in retirement.

The main skill that most of these respondents wished they had picked up or learned more about were computer skills dealing with various software programs that are widely used throughout the business and academic environments.

With the exception of one respondent, all mostly miss the people at their former companies, and least miss the daily politics. All say that what they are doing now is part of their plan.

When asked to give advice to those who may be thinking of taking advantage of a downsizing, as well as those who might be fearful of a downsizing, all the respondents agreed that the number one item is to have personal finances in order. They say that unless a financial plan for independence was previously arranged the monies provided as part of a downsizing or retirement package will more than likely not be enough to live off comfortably.

On line sources on the internet provided several venues for individuals to voice their opinions regarding their experiences in Corporate America on downsizing and career management. Eighteen postings were pulled down that covered a five day period during December, 1997. The postings sampled were those that identified respondents as an entrepreneur, manager or professional person. Of the eighteen postings studied, two had not actually gone through a downsizing, and one did not state whether he had or had not.

Of the three, one was an entrepreneur who had witnessed his father's 30 year loyalty come to naught when he was laid off. He identified himself as an "Advocate For The Self-Employed and Small Businesses of America." He

urged individuals to become aware of their surroundings and recognize the varied opportunities in the marketplace to start entrepreneurial endeavors. He emphasized the importance of visualizing the future and setting goals without being encumbered with the details of how to obtain the resources to actually make it happen.

The second of the three was a defender of the corporations that downsize. This author described downsizing as a purely business decision and nothing personal against specific individuals. This author accuses Americans of being basically lazy and of having lost the pioneering spirit that this country was founded upon.

The third individual identified himself as a well educated CPA, with impressive accomplishments who had just barely missed a possible layoff due to a failed merger. This individual felt a wake-up call had been received. The individual related that employers are only "renting" employees. He encourages employees to keep skills sharp, learn new software packages, keep up with accomplishments, keep resume updated, notice changing trends in the business and industry, never get comfortable and to always be ready to move.

Although many of the remaining 15 postings expressed anger at being downsized, much of the anger was directed at themselves for not facing the realities of their workplaces

and for giving their companies too much control over their lives. Below are some of their comments:

"If there was a real target for hostility, it was toward ourselves. We all knew that the end was near, but we lived in a state of denial."

"I was totally shocked when I was called into human resources, even though whole departments were downsized in the last 6 months."

"I was a fool because I invested way too much of myself in a company that didn't appreciate my talents."

"I felt a little betrayed by this company that I put my heart and soul into and that I loved."

"I used to think my life was this company."

Five of the individuals mentioned working for temporary agencies. Many found this a positive experience in the area of gaining new skills, meeting new people, and having more flexibility. The negative aspects were the pay and lack of benefits.

Some of the individuals admitted that they never really liked their old job. They were frustrated because of the long hours they continually worked and the constant feelings of not being appreciated. Additionally, there was mention of companies having no loyalty to employees and having to put up with "years of abuse."

Four of the fifteen downsized employees mentioned that they thought they were being denied new job opportunities due to age or race.

Most of the individuals who had gone through being downsized had positive outlooks on their futures. Many saw it as an opportunity to take back their lives and were excited about their future, however uncertain it may appear. Two of them mentioned success in new positions. One as an entrepreneur who now has "peace of mind", and another who used the time between jobs to spend more time with family before taking another job where they eventually moved into a position as vice-president, (better than the previous position).

INTERVIEWS

The third area of study was taken from personal interviews with eleven managers (See Works Cited). All of them at sometime in their careers have had the responsibility to hire and fire, and have managed from a few individuals up to several hundred. Their expertise lie in the fields of engineering, sales, marketing, finance and administration, all in the telecommunications industry.

Three of the managers have retired from this industry and have successful businesses in consumer products, consulting and motivational speaking. One of the managers took an early retirement package, worked as a consultant, and was eventually rehired by the same company a few years later.

Seven of the interviews were conducted face to face. Two interviews were conducted by telephone, and two answered questions sent to them through electronic mail.

Basically, all of the managers answered questions surrounding their own success at career management; how they viewed the career management of their subordinates; while keeping in mind the areas of product, price, promotion and place.

All of the managers agreed that individuals must be responsible for managing their own career. Each of the managers give credit to varying factors that contribute to their success. One that each of them share is the ability to set realistic goals for themselves.

Limitations

In doing the research for this paper I realized that career management is a big task. It is difficult to create a document that is compact so the reader is not overwhelmed. The size of the guide is larger than anticipated but would have been incomplete if shortened.

My expectation was to produce a document that would be easily accessible to the employee and easily read. By easily accessible I mean that it would be small enough to fit in a brief case or lap drawer where it would not get in the way of other important papers. It would be something

that would eventually get dog-eared due to its constant use as a guide and referral.

The skills section was the most difficult and the section where I received the most criticism from my evaluators. (See responses to Evaluator's Questionnaire in Appendix B). It is difficult for individuals to recognize and name their "hard skills", as one evaluator called them. Originally I left this section vague because of my own difficulty in deciphering the processes as presented from various sources.

However, the feedback I received as well as my own desire to produce a usable product led me to go back and work on this section to make it more understandable. By doing so I believe I was able to produce a much better product than what was previously presented.

Suggestions for Future Research

For future research I would interview people from other industries since this is not a phenomenon unique to those in the communications/mass media industry.

Additionally, I would take time to walk through the steps provided in the career-management guide and document them. This would likely uncover other roadblocks not previously discussed, depending if the participant was a woman, minority or older employee. This would open the

discussion to additional legitimate issues that are realities in the marketplace.

QUESTIONNAIRE #1

This Questionnaire is for individuals who are low to middle-level managers, between ages 35-55, working in Corporate America.

- (1) What is the likelihood of a downsizing occurring within your company in the next 3 months to a year?
- (2) When was the last downsizing or restructuring in your company?
- (3) Are you currently working on a second career/business?

If so, is it related to your current position, something different, and/or the fulfillment of a dream?

- (4) Do you feel you can comfortably communicate your skills and potential to a prospective buyer? (Can you sell yourself?)
- (5) Do you feel you are using your skills to the best of your ability?
- (6) Can you name 5 people, right now, whom are in a position to hire you if they had a job opening? Yes or No.
- (7) When was the last time you spoke with one of these people?

-] Within the last month / How many of them]
-] Within the last 3-6 months / How many?]
-] Within the last 6 months to a year / How many?]
-] 18 months to 2 years
-] Over 2 years

- (9) Are you involved with any organizations, clubs, outside of your company where you have contacts to people who are in a position to hire or recommend you for a job?
- (10) Do you have an updated resume?

If yes, are you pleased with its ability to effectively express who you are and your capabilities at a glance?

COMMENTS:

return via e-mail: LBrown5122@aol.com

return via USmail: 13471 Coliseum Drive, Chesterfield, MO 63017

QUESTIONNAIRE #2

This Questionnaire is for individuals who were low to middle-level managers, between ages 35 and 55, who have left Corporate America:

- (1) Why did you leave:
- | | | | |
|--------------------------|--|--------------------------|-------|
| <input type="checkbox"/> | Downsizing/Restructuring | <input type="checkbox"/> | Fired |
| <input type="checkbox"/> | Voluntary | <input type="checkbox"/> | Quit |
| <input type="checkbox"/> | Involuntary | | |
| <input type="checkbox"/> | Retired (outside of a downsizing or restructuring event) | | |
- (2) Since leaving, what have you found to be your biggest asset that you picked up at your previous company?
- (3) What is the one asset/skill that you wish you had obtained or taken more advantage of?
- (4) Are You:
- | | | | |
|--------------------------|------------------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Self-employed | <input type="checkbox"/> | Temporary employee |
| <input type="checkbox"/> | Working in a similar industry? | | |
| <input type="checkbox"/> | Working in a totally new industry? | | |
| <input type="checkbox"/> | Other: Explain: | | |
- (5) What do you miss most about your former company?
- (6) What do you miss least about your former company?
- (7) Are you doing something you had been planning before leaving your previous company?
- If so, how long had you been planning, or working toward this opportunity?
- (8) What advice would you give someone who was thinking about taking advantage of a downsizing to leave the company?
- (9) What advice would you give someone who is afraid of losing their job in case a downsizing or restructuring event takes place in their company?

OTHER COMMENTS:

Return via e-mail: LBrown5122@aol.com or /USmail: L. Brown, 13471 Coliseum Dr., St Louis MO 63017

QUESTIONNAIRE #3:

This questionnaire is for anyone who has been pro-active in their career management as an individual, or has information as a professional human resources manager.

I am writing a thesis paper on The Employee as Entrepreneur. The concept of my paper is to show how an individual can proactively manage their career by successfully incorporating the 4-Ps of marketing: Product, Promotion, Place and Price.

For the purpose of this paper, I have defined the 4-Ps as follows:
(1) Product = the development of self, using self-assessment, self-identification tools. **(2) Promotion** = effectively managing performance in order to effectively utilize promotional tools such as personal selling, advertising, sales promotions, publicity and public relations (performance reviews, resume writing, interviewing, informational-interviews, networking). **(3) Place** = the place in which an individual chooses to do business in or as; remain within current company as an entrepreneur; become an entrepreneur, consultant or temporary worker. **(4) Price** = the priorities, trade-offs an individual is willing to take, or not take, in order to obtain their goals within their career path, in line with their values, desires or passions.

Please indicate your experience or knowledge as pertaining to any of the 4 topics listed above.

PRODUCT:

PROMOTION:

PLACE:

PRICE:

COMMENTS:

Return via e-mail: LBrown5122@aol.com/ or USmail: L. Brown, 13471 Coliseum Drive, St. MO 63017

EVALUATOR COMMENTS

This guide covers the appropriate material for effective career management? Yes or No.

Evaluator #1: Yes

Evaluator #2:

Evaluator #3:

The second part of the first question read:

If yes/no, give at least three reasons why you feel this guide does/does not cover the appropriate material for career management?

Evaluator #1 responded:

1. Gets at behaviors and skills.
2. Offers alternatives and recognizes individuals are diverse.
3. Particularly useful are tools/"recipes" in Section II.

Evaluator #2 responded:

- 1.
- 2.
- 3.

Evaluator #3:

- 1.
- 2.
- 3.

Question two read:

This guide was presented in a logical format? Yes or No.

Evaluator #1: Responded by adding her own response which fell between Yes and No.

Evaluator #2:

Evaluator #3:

Part-two of the second question read as follows:

If no, explain:

Evaluator #1:

1. Enjoyed the "4P's of marketing" analogy.
2. Needs "user-friendly" subtitles for the novice.
3. Section "I" could be organized to be less disjointed.
4. Could use a "keyword" index.

Evaluator #2:

Evaluator #3:

Question number three read as follows:

The guide offers enough information to provoke an individual to seriously contemplate taking control of his career? Yes or No.

Evaluator #1: Again responded between yes and no.

Evaluator #2:

Evaluator #3:

Part-two of question three read:

If yes, give three reasons why. If no, give at least three suggestions that you believe would help this guide fulfill its purpose.

Evaluator #1:

1. More of a tool for an already motivated person.
2. Doesn't get at why the person should be proactive.
3. Content is superb.

Evaluator #2:

Evaluator #3:

Question number four read:

This guide would be beneficial to individuals in your company?

Yes or No.

Evaluator #1: Yes

Evaluator #2:

Evaluator #3:

Part-two of question four read:

If yes/no give three reasons why this guide would/would not be beneficial to employees in your company?

1. Resume tips/networking tips/interview tips
2. Skills for success (generic)
3. Offers motivational insight and alternatives.

Evaluator #2:

Evaluator #3:

Additional comments offered by the evaluators are as follows:

Evaluator #1

In a follow-up face-to-face interview, the evaluator gave advice and suggestions on the content and appearance of each section. As pertaining to Section 1, the evaluator says she was lost. This section did not help identify the "hard skills" the individuals need in order to be successful. Instead, she said it focused more on the soft skills, those that have to do more with attitudes and behaviors. Skills provided were good overall and should have been placed toward the front of the section rather than at the end.

Again, in Section II, she stated that the skills were never broken down.

Section III she really loved and did not have anything more to add.

In Section IV, the evaluator did not understand the reason for it being broken into Part I and II. According to the evaluator this gave the impression that the reader was going to see much more than what was previously shown in the other sections. Additionally, she felt The Intrapreneurer's Ten Commandments, were negative. She said the overall feel of the commandments gave the impression of someone who is dishonest and not respectful of others. This is not the type of attitude and behavior that corporations want to promote.

Evaluator #1 also stated that all language in reference to gender should be eliminated in order not to offend the greater population, although she was not personally offended. She also mentioned that the audience should not be limited to low and middle level managers as she has witnessed executive level managers going through the same dilemmas of career management as other employees face.

(Date)

Mr. XYZ

XXXXXXXXXXXXXXXXXX

City, State Zip

Subject: Evaluation of Career Guide for Culminating Project

Dear Mr. XYZ:

I have recently completed a guide for career management for my culminating project at Lindenwood University. The purpose of the guide is to help individuals focus on strategic areas that aid in career management.

The individuals I have in mind to benefit from this guide are those who are working in a corporate environment. These individuals have a minimum of ten years work experience and may have possibly experienced a downsizing or restructuring in their company.

In accordance with the rules for those evaluating my project, I have enclosed a *Background Data Sheet* to gather information that validates your experience in this area. This information may be published so please do not provide anything that is confidential or proprietary.

At the end of the guide is a questionnaire to complete. Information from the questionnaire will assist me in making this guide more practical for the audience for which it is intended.

I would like to have the completed information returned to me no later than _____. I will be more than happy to provide you with a revised guide once I have put it into its final form.

Your willingness to participate in this evaluation of my project is greatly appreciated. If you have any questions prior to returning this document to me, I can be reached on (314) 469-6399.

Sincerely,

Linda Y. Brown

BACKGROUND DATA SHEET

EVALUATOR'S NAME: _____

I. Educational Background

| | School | Degree | Date |
|----|--------|--------|-------|
| 1. | _____ | _____ | _____ |
| 2. | _____ | _____ | _____ |
| 3. | _____ | _____ | _____ |

II. Work History

| | Company | Position | Date |
|----|---------|----------|-------|
| 1. | _____ | _____ | _____ |
| 2. | _____ | _____ | _____ |
| 3. | _____ | _____ | _____ |

III. How long have you been a "coach" or in a Human Resources position?**IV.** Have you had specific training in career management? If yes, what type of training?

1. _____

2. _____

3. _____

V. In your current role what is your responsibility in regard to career management to subordinates or clients?

1. _____

2. _____

3. _____

BACKGROUND DATA SHEET

PAGE 2

VI. What resources does your company offer in regard to career management?

1. _____
2. _____
3. _____

VII. From your experience, describe some of the benefits that employees experience when they take responsibility for their own career management?

1. _____
2. _____
3. _____

VIII. From your experience, describe some of the problems that employees experience when they do not take responsibility for their own career management?

1. _____
2. _____
3. _____

GUIDE QUESTIONNAIRE

- I. This *guide* covers the appropriate material for effective career management?

_____ Yes

_____ No

If yes, give atleast three reasons why you feel this *guide* covers the appropriate material for career management:

1. _____
2. _____
3. _____

If no, give atleast three reasons why you feel this *guide* does not cover the appropriate material for career management:

1. _____
2. _____
3. _____

- II. This *guide* was presented in a logical format?

_____ Yes

_____ No

If no, please explain:

1. _____
2. _____
3. _____

Page 2

III. The *guide* offers enough information to provoke an individual to seriously contemplate taking control of their career?

_____ Yes

_____ No

If yes, give three reasons why.

1. _____
2. _____
3. _____

If no, give atleast three suggestions that you believe would help this *guide* fulfill its purpose.

1. _____
2. _____
3. _____

IV. This *guide* would be beneficial to individuals in your company?

_____ Yes

_____ No

If yes, give three reasons why this *guide* would be beneficial to employees in your company?

1. _____
2. _____
3. _____

If no, give three reasons why this *guide* would not be beneficial to employees in your company?

1. _____
2. _____
3. _____

Page 3

OTHER COMMENTS OR SUGGESTIONS:

Exhibit 1: [Faint text]

Exhibit 2: [Faint text]

Exhibit 3: [Faint text]

Exhibit 4: [Faint text]

Exhibit 5: [Faint text]

Exhibit 6: [Faint text]

Exhibit 7: [Faint text]

Exhibit 8: [Faint text]

Exhibit 9: [Faint text]

Exhibit 10: [Faint text]

Exhibit 11: [Faint text]

Exhibit 12: [Faint text]

Exhibit 13: [Faint text]

Exhibit 14: [Faint text]

Exhibit 15: [Faint text]

Exhibit 16: [Faint text]

Exhibit 17: [Faint text]

Exhibit 18: [Faint text]

Exhibit 19: [Faint text]

Exhibit 20: [Faint text]

Exhibit 21: [Faint text]

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Exhibit 32: [Faint text]

Exhibit 33: [Faint text]

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Exhibit 35: [Faint text]

Exhibit 36: [Faint text]

Exhibit 37: [Faint text]

Exhibit 38: [Faint text]

Exhibit 39: [Faint text]

Exhibit 40: [Faint text]

Exhibit 41: [Faint text]

Exhibit 42: [Faint text]

Exhibit 43: [Faint text]

Exhibit 44: [Faint text]

Exhibit 45: [Faint text]

Exhibit 46: [Faint text]

Exhibit 47: [Faint text]

Exhibit 48: [Faint text]

Exhibit 49: [Faint text]

Exhibit 50: [Faint text]

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