

## **[Letter from the Editor]**

Dear Friends:

In a market where products, ideas and strategies can be easily imitated, leaders are the corporate differentiator. That's why managing human capital is so critical for our clients. Organizations who have already improved effectiveness and profitability are now counting on their people to help them increase market share and provide the competitive edge.

Whether it's to gain focus and direction, embolden the executive team and boost employee morale, or to pull away and gain a fresh creative perspective on the long-term vision of the company, organizations across industries are investing time and resources in executive team off-sites. Not expensive ones at golf courses, but ones at which a tremendous amount of hard work is accomplished, getting everyone on the same page and keeping them there. Some of our clients do this, and some don't. The difference between how each company performs is like night and day.

If these are issues for you and your company, make sure you read the case study below on executive team strategic planning and development. Recent well-known compensation surveys show that a large number of organizations will invest in leadership development in the next year, and the best way to start is at the top. Once the strategic plan is set, you can drive leadership development down through the organization.

This month we'd like to thank Craig Slayter, CEO of Odesk, for all his support and great ideas. Please check out his company's website [www.odesk.com](http://www.odesk.com) to see how some smart technology entrepreneurs are helping boost performance and reduce costs in the latest trend: off-shore development.

Take care,  
Valerie

### **Case Study:**

Two members of the executive team of a rapidly growing technology company were no longer speaking to each other. The first was furious about the second slowing down what was already a lengthy customer acquisition cycle, and the second felt abused and defensive. The rest of the team was extremely concerned or in denial. The CFO brought us in and explained how, unless they made major changes, they would miss their revenue targets, lose their marquee executive, and miss the one opportunity to dominate the market.

Through confidential interviews with members of the executive team, we analyzed the situation and found the breakdown rooted in a lack of communication from the top down that was causing role confusion. Next, we presented a detailed report to the CEO and CFO recommending specific OD and HR projects to address these critical problems (both known ones and some others we found) affecting the executive team's performance and their ability to achieve corporate goals.

To begin working towards a solution, we then facilitated a series of team building and strategic planning sessions to achieve consensus and actionable steps around mission, vision, SWOT, goals, roles, decision-making, and relationship issues. The results have been extremely positive for the company, solving the symptomatic problems at hand and significantly increasing revenue and decreasing customer acquisition

time. Within three sessions, the two executives were speaking; within 14 months, they were closely collaborating.

The problem, of course, has not gone away completely, however through our follow on work, we have helped the company better approach the issues and bring about positive results without detrimental turnover. We, and they, count this as a true success story.

### **Speaking Engagements:**

8th Annual Women in Leadership Conference: "Navigating a Difficult Job Market"

November 8, 2003, Haas Business School, UC Berkeley, Berkeley, CA

Join Valerie, select corporate executives, and successful women who have made their way through the job seekers' minefield, as they share insiders' tricks and tips for finding a job. The annual WIL conference is the longest running student run conference at Haas, attracting over 400 participants including current MBA students, Haas undergraduates, alumni and career women from the greater Bay Area.

The American Society for Training & Development: Getting Published

November 11, 2003, The Commons Building at AMD Sunnyvale, Sunnyvale, CA

Join Valerie and the Silicon Valley chapter of the American Society for Training and Development for a lively, informative panel discussion about how to get published. A panel of successful authors and columnists will provide you with key insights. ASTD serves the need of trainers, technical trainers, administrators, managers, educators, OD Consultants and researchers in the fields of Human Resources and Organizational Development. The ASTD is an international non-profit association of over 70,000 people, working in the field of workplace performance in 100 countries worldwide.

Financial Women's Association: Career Lifecycles: A Personal Perspective.

November 13, 2003, Citibank, San Francisco, CA

Valerie Frederickson will share with this fabulous group of female financial executives her personal insights on how to positively impact the direction of your career and how to gain more joy along the way. The Financial Women's Association of San Francisco (FWA) is a professional organization committed to furthering the advancement of women in the financial sector, as well as women in financial functions in other business sectors.

### **Current Searches:**

We encourage the following qualified candidates to contact us for current and future consideration:

Board Director, CEO, IVPHR, VPHR, CFO, Controller, Sales and Marketing, VP of Business Development, VP of Marketing, VP of Engineering, HR Director. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Vice President, Private Equity (Peninsula)

Vice President reporting directly to a Principal for one of the world's leading private equity firms. An outstanding track record in deal making (3-5 years) at a world class investment bank, venture capital firm or hedge fund, combined with exceptional academic performance from a top business school is required. Healthcare services a plus. Local candidates preferred. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Associate, Private Equity (two positions: Peninsula)

This Associate will work directly with the Partners for one of the world's leading private equity firms. Primary responsibilities include deal sourcing through directly engaging chief executives at prospective investment companies in the \$2-\$10M range as well as analysis and deal structuring on engagements. One to two years experience in investment banking in addition to summa cum laude or better at a top undergraduate school. Must have exceptional communication skills and internal drive. Email your resume in MS Word format to [recruiting@vfindco.com](mailto:recruiting@vfindco.com).

Manager, Compensation (Central Valley: Relocation Package)

Creative, strategic compensation professional for premiere children's healthcare facility in the Central Valley. Leadership experience in compensation, track record in developing new solutions and innovative approaches to complex compensation challenges. Responsibilities include planning, evaluating, organizing, and conducting performance appraisals, training and developing subordinates, involvement in promotions, salary increases, terminations, disciplinary actions, etc. Will lead the Compensation Committee and report to the Director of Human Resources. Union, healthcare experience a plus. Beautiful area near Yosemite with inexpensive homes on large lots and on-site daycare for children of employees, including those with special needs. Email your resume in MS Word format to [recruiting@vfindco.com](mailto:recruiting@vfindco.com).

Manager, Compensation (Sunnyvale)

Creative, strategic compensation executive to lead compensation staff at hot publicly-traded enterprise software/service company headquartered in Sunnyvale. Leadership experience in compensation, a track record in base and variable solutions, innovative approaches to complex compensation challenges, boardroom presence, and the desire to take on more responsibilities and grow with the organization. Responsible for compensation strategies and programming, compensation planning and implementation, international compensation, performance management and developing of subordinates. Reports to the Senior Director of Human Resources Operations. CCP preferred, up to 20% travel. Position in Sunnyvale, CA or Stamford, CT. Email your resume in MS Word format to [recruiting@vfindco.com](mailto:recruiting@vfindco.com).

Member, Board of Directors (Silicon Valley)

Experienced Director needed. Company is a successful, publicly held, emerging market technology manufacturer with global operations. Seeking an active, engaged, leadership-oriented board member with experience having served as a technology CEO and the time to fully participate as a board member. Up-to-date Sarbox and excellent corporate governance skills, along with experience helping a board increase their use of general board best practices are preferred. Email your resume in MS Word format to [recruiting@vfindco.com](mailto:recruiting@vfindco.com).

Recently Closed Searches:

Organizational Development Consultant (SF)