

LETTER FROM THE EDITOR:

Run for the Hills! – Sales Training for Real Dummies

Dear Friends:

According to CEO development expert Bruce Breier, successful executives manage four key areas of organization—time, information, projects and people. When they do, they experience the "Four C's" of personal organization: confidence, clarity, comfort and cohesion. What happens when you throw a huge wooden clog into your successful machine by employing a new way of selling? Getting your company or group to learn a totally new way of selling after a long successful career comes for several reasons. Perhaps it's because you need more business, or maybe it's because you are feeling passive or completely out of control, or perhaps you think you are not adding enough value or knowing how and when to contribute. This is important stuff.

A patient and gracious sales mentor has been working with VF&Co. to help our clients through the "buying cycle" by becoming more proactive in how we sell and manage clients. It is damn difficult, like suddenly having to mouse with your opposite hand and only speaking Greek in meetings, but it pays off hugely. The work is based on Skip Miller's *Proactive Selling*, a bestseller among sales books.

In a nutshell:

- Ask questions. Allow the client to experience their pain in detail and what and when the consequences will be for not dealing with it. Eventually allow them to get excited about possibilities.
- Don't talk about yourself. Talk about the client, or better yet, allow them to talk about their organization by asking them inordinate amounts of relevant and creative questions. Segue. Dramatically increase the value you give by taking control and allowing the client to be the client. Remind them of what they've said and why they're there and where they're going and when.
- At first, "four C's" become the "four D's:" denial, discomfort, distrust, and determination. Kind of like the Elizabeth Kubler-Ross death and dying stages. You also get hugely self-aware in a bad way, like when you see yourself and all your wrinkles on TV. Then you get to rebuild your self-respect (after having it broken down like a Marine recruit in boot camp). And, studies show that it works, if you survive.

Let us know if you have survived a complete sales process makeover and what the results were.

Take care,
Valerie

This month we'd like to thank HR Consultant and BAHREC leader Susan Silverman for her referrals.
Thanks, Susan!

ASK VALERIE:

Dear Valerie:

I'm a young employment attorney working for a big East coast company that I hate. My wife and I would like to move to California and I'd like to be an HR executive. How can I find a good HR job remotely?
-California Dreamin'

Dear California:

You've got a double whammy against you: out of state, plus career change. Normally I'd say to move here first and then look. But the employment market is so crazy right now that you might be able to achieve both of these remotely. Be flexible, and apply for everything, making sure that you acknowledge in your cover emails that it is a stretch, so they don't think you're crazy. Good luck!

Dear Valerie:

I'm a CEO of a software company that, thank God, is doing extremely well with many huge deals. We need to change our sales compensation plan because these sales guys are making millions, and the board is going to fire me if I don't get it changed. But the VP of Sales says that they'll all quit if I touch it, and he gets in my face every time I bring it up. What's the best approach?
-Held Hostage

Dear Hostage:

First, walk your VP of Sales out of the building for being a bad leader, and then change the plan from simple revenue-based to goal-based, including product mix, how many clients, type of clients, etc. Take the time to change manage it through with the key performers and key whiners.

Dear Valerie:

I'm with a Fortune 100, and we're having an extremely difficult time filling positions, hundreds of them. I really need to bring in a certain type of executive to fill a specific, specialized, critical function, but everyone has told me that it's impossible to find anyone with these skills, and that no one will want to be located in our area, and that we can't compete against Microsoft and Google for employees, let alone pay enough. Any ideas?
-Resigned and Given Up

Dear Resigned:

This is the Shakespearean Darkest Hour before the battle, where you have to look internally and have faith. The way I see it is this: there is a job for everyone, and there is a person for every job. You are burnt out and need to call in fresh horses. Your company, like every company, has a unique culture that will attract certain people. Your candidates are out there. You just need to find them and then share of yourself unto them, until one of them bites.

SPECIAL EVENTS:

Human Resource Planning Society Annual Global Conference
April 23-26, 2006, JW Marriott Starr Pass Resort and Spa, Tucson, AZ
This high-level conference gives high hopes for actually learning something.

Milken Institute Global Conference 2006
April 24-26, 2006, Beverly Hilton Hotel, Los Angeles, CA
The Milken Institute Global Conference is a great networking event. Get together with leaders in business, government, philanthropy, journalism and academics to examine current public policy issues

and debate strategic solutions. This year will address global competition for human capital – the ideas, skills and innovations from people – that is accelerating and changing business and the world.

HR Symposium

May 10, 2006, Santa Clara Convention Center, Santa Clara, CA

Join VF&Co staff for a half-day of serious HR networking and listen to some of the top local HR leaders discuss their most critical HR leadership issues.

EREC 2006

June 21-22, 2006, London, UK

The leading UK and European exhibition and conference focused exclusively on Executive Recruitment, Employment and Associated Services. Just think how lovely it will all sound; plus the weather should be great.

CURRENT HR CONSULTING PROJECTS:

“People” issues keep CEOs up at night more than anything else. This section gives you a feel for current critical HR and management issues our clients are facing.

- Identifying critical behaviors needed depending on the corporate culture
- National performance management project for 50 locations
- HR Business Partner contracting
- IT change management
- Total HR for a small US branch of a European company
- Someone to manage recruiting for a few months
- Benefits issues following an acquisition
- Contract recruiters
- Integration issues after a merger
- Year-end bonus calculations
- Customized handbooks
- Doubling the size of the company in a few months
- Outsourced coaching/managing of HR senior staff
- HR audit—is the incumbent doing a good job

CURRENT SEARCHES:

Vice President of Human Resources (Milpitas and then Fremont, CA)

Strategic human resources leader needed for a Milpitas-based semiconductor-manufacturing group owned by one of the largest investors in the world. The ideal candidate will have large-organization Best Practices experience and the ability to work effectively with the executive team and board. Preferred experience: recent executive-level generalist experience in the semiconductor or high-tech industries plus expertise in organizational development. Expertise in compensation, benefits, HRIS, talent acquisition, HR planning, performance management, and executive communications preferred. Email your resume in MS Word format to recruiting@vfindco.com.

Vice President of Executive Leadership and Organizational Development (Southern CA)

Experienced, strategic leader needed to head OD and executive leadership programs for one of the world's largest and best-respected corporations. The ideal candidate will have an extensive background in executive communication, organizational strategy, change management, executive development and leadership, and the capacity to interface directly with the high-level executive team. In line for VPHR. 15+ years OD experience and a masters or doctorate degree recommended. Email your resume in MS Word format to recruiting@vfandco.com.

Leader of Human Resources and OD (Auburn, CA) (open again)

For a 100-employee US operational facility of a leading European biotech company. Reporting to the General Manager, the HR leader will partner with executive and management teams on OD, change management, compensation strategy, communications, and lead development, attraction and retention programs. HR systems and processes compliance with proven success working in complex and globally dispersed organizations. Mature, good communicator with excellent personal presentation, self-confidence, and high flexibility/client services focus who knows how to engage and can translate large company best practices to a more agile start-up environment. BS required, MSOD/HR preferred. Email your resume in MS Word format to recruiting@vfandco.com.

National Director of Diversity and Inclusion (CA or Midwest)

For the fast-growing multi-national finance leader. The ideal candidate will create and implement strategies surrounding hiring and retention, culture, and international procedures, focusing on Recruitment; Vendors; and Markets. Experience in a Fortune 500, advanced degree in business or a related field, and knowledge of market diversity metrics preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Director/Senior Manager of Strategic Staffing (Southern CA)

Large, well-run organization seeks a high-level staffing manager or director to lead an experienced recruiting team, and interface with internal clients. This individual will work directly with the staffing director to develop strategic initiatives, analyze hiring metrics, and implement staffing programs. The staffing manager should be proactive and hard working, with an entrepreneurial focus. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Director of Human Resources, Customer Service Organization (Phoenix, AZ)

1700-person national sales and customer service division of an international organization. This person will have full-service executive supervision over all human resource programs and initiatives inside the group. Experience in global-company Best Practices, strategic compensation, and organizational development strategy preferred. Advanced degree in Human Resources or Sociology a plus. Email your resume in MS Word format to recruiting@vfandco.com.

Director of HRIS (San Francisco, CA)

Well-respected public pharmaceutical company needs Director of HRIS due to growth. Be able to work with and manage across functions. High profile position needs good communications skills. Promotable. Email your resume in MS Word format to recruiting@vfandco.com.

HR Center Manager, Customer Service Organization (Phoenix, AZ)

For the customer service division of a large international organization, this position partners with national managers and focuses on employee relations, compensation strategy, communications, lead development, and attraction and retention programs. Best fit is an experienced HR generalist who can

work in a fast-paced, high-level environment. Email your resume in MS Word format to recruiting@vfandco.com.

Internal Executive Search Recruiter (Southern CA)

Experienced executive search recruiter needed for a large and fast-growing multinational company. The ideal candidate will possess 10+ years in the recruiting field with a focus on executive recruiting strategy. Additionally, experience as an inside staffing agent for a Fortune 100 company is beneficial. MBA or related degree preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Asia/International Compensation and Benefits Manager (Singapore)

Experienced international compensation and benefits manager needed for large high-tech manufacturing organization. The ideal candidate will have experience with Asia-specific compensation and benefits norms, including international total rewards packages; 8, 12, and 16 week pay plans; Expat and contract packages; and market per-diems. Email your resume in MS Word format to recruiting@vfandco.com.

Junior HR Business Partner (San Jose, CA) (one more needed)

Successful San Jose-based silicon chipmaker seeks an experienced HR Generalist to serve as a Business Partner for internal client groups. Responsibilities include partnering with internal client groups to provide strategic planning and other HR services, executive coaching, organizational development, and liaising between upper-level management and the employee base. Best fit is someone who is high-powered, highly promotable, completely self-motivated, and creative. An OD training/career management background preferred. Email your resume in MS Word format to recruiting@vfandco.com.

CONTRACT POSITIONS:

Email your resume in MS Word format to recruiting@vfandco.com.

HR Director, late April through Sept (Palo Alto, CA)

HR Consultant (Mid Peninsula, CA)

Contract Recruiter (Mid Peninsula, CA)

HR Contractor part-time (San Francisco, CA)

HR Consultant (San Francisco, CA)

Junior HR Business Partners (San Jose, CA)

Contract Recruiter (Santa Clara, CA)

Recruiting Manager (Santa Clara, CA)

VF&CO INTERNAL POSITIONS:

We are currently expanding. Come work in beautiful downtown Menlo Park in what is arguably the best employment situation around! Enjoy a well-run small business with over 10 years of profitability, wonderful co-workers, a Who's Who list of clients, virtually unlimited opportunity, and over 50 stores, restaurants, dry cleaners, book stores, etc. all one block away. Help us take our successful business to the next level and have fun doing it! Best fit is a well-read, well educated, kind, ethical, polite yet funny Type A individual who enjoys collaborating but is self-motivated. Email your resume in MS Word format to recruiting@vfandco.com.

Executive Admin/Office Manager

Client Services Manager

Retained Executive Search Practice Manager

Retained Executive Search Consultant
HR Contingency Placement Recruiter
Marketing Communications/PR Specialist

RECENTLY CLOSED SEARCHES:

Head of Human Resources (San Mateo, CA)
Manager/Director of Human Resources (San Francisco, CA)
HR Business Partners (2) (San Jose, CA)