

Outplacement Options

Imagine assembling a team of the best, the brightest at your company for a short term, high-impact corporate initiative. You research, recruit and reward them. Together, you deliver the results you need to achieve. But at the end of this venture, they know they could be out of a job.

Mergers, acquisitions, divestitures or systems integration – after a project's success, top performers who need to move on can develop the skills to sell themselves internally. This innovative team from Prudential did just that.

In early 1999, Paul McLean joined the team created to convert Prudential from a mutual insurance company to a publicly-traded financial services firm in a process called demutualization. This effort spanned years, used multiple vendors, and affected millions of policy holders who would become Prudential shareholders. This Operations and Systems team goal: build processes and systems to ensure a controlled environment for conversion to a public company.

For his piece of the massive undertaking, McLean's hand-picked core of 4 grew to 250 involved with this effort before its conclusion in early 2002.

"This was a forward-thinking high-energy entrepreneurial team," reflects McLean, "willing to bet their careers on a project that had to succeed, have a passion for ensuring it didn't fail... and knowing at the end they need to find another job."

What next? Senior team members saw internal positions as scarce and outplacement a final resort. Donald Hoover, Director, Project Management, suggested the Nyman Group, "I had



Paul McLean (standing) Donald Hoover and Laura Thompson of The Prudential.

taken seminars years before and thought the 1-1 coaching would be invaluable" he recalls.

McLean agreed. "If you have really good talent, you should work hard to keep it. I saw this coaching as potentially retaining the people who add value to the organization. "

The Executive Interview program developed by Nyman included 4 half-days of one-on-one coaching for a top tier plus group discussions and seminars for a broader group. Marilyn Nyman, John Good and Jackie Reeves rotated leading specialized sessions. "We crafted something that was individualized," comments McLean, "each person had something different."

Prewrite was a series of tough, thought-provoking questions to frame objectives. For Don Hoover, this was invaluable: "It gave you time to reflect on what is important to you -- in your job and your personal life, too. What are your short-and long-term goals? How much income do you need? Can you live on X% of your salary? What activities make you happy?"

Videotaped coaching focused on interview platform skills; body language, voice, anticipating and responding to questions, plus a technique often overlooked, as Laura Thompson, Director of Project Management, notes. "The ability to tell 'my employment story' in a 2-minute concise way; helps the interviewer visualize you working for him or her."

"If you have really good talent, you should work hard to keep it. With this career counseling, we're potentially retaining the people the firm should want to retain. They're only going to add value."

—Paul McLean

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Message From The Nyman Group

The value of the intraview

The Executive Interview program was born of frustration.

Two years ago, an executive came to us with a dilemma much like Prudential. His Y2K project (remember Y2K?) had been a huge success, and he wanted to place his high-performing protégés into new areas. They'd earned awards, accolades, highlighted in journals... everyone should want them, right?

Not true. For example, Dan, his Y2K operations guru, failed so miserably in meeting with Marketing that their V.P. said, "I don't care *what* he's done, I'm not taking him into my organization."

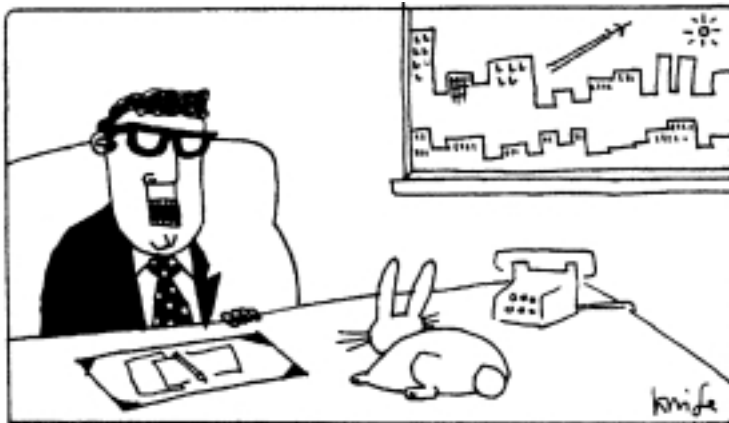
Have you shared this frustration?

Asked yourself, "how can I help good people sell themselves in our organization

when I know they're great but others can't see that?" This question led to the Executive Interview program.

Internal interviews, or intraviews are where many well-meaning executives and their protégés make mistakes born of familiarity. (See related article). For high performers you want to retain, the short, intense time and effort of an Executive Interview Process is well worthwhile.

Get 20/20 foresight. In Dan's case, we found that his eye contact and posture gave the impression that he was bored, when in fact he was shy. His boss had grown so accustomed to Dan's style that he missed the first impression "snapshot" an interviewer takes of a candidate. Familiarity breeds "blind spots"; the inability to have an objective appraisal.



"You have an excellent CV, Mr Steinmann - but the bottom line is you're a bunny rabbit."

This program is geared for a select group within an organization; those with a proven track record. It really is about fine-tuning the rough edges so candidates don't derail themselves.

Find the right job, not the next rotation. A few hours of guided personal reflection can help your successors prioritize career objectives for a long-term satisfying position. Some clients discover they don't want to be in management; others find their lack of education is holding them back.

If they're moving on, manage the exit interview. Gutsy executives encourage people to leave when it's the right decision... just *leave in such a way that you can come back*. We coached one disgruntled client to make a "thoughtful exit" instead of disappearing to his new job. He went to key executives, explained why he was leaving, and left with the door open. 3 years later, he's back - a better resource than ever.

It's all about options. For your top performers, intraview planning is the perfect pivot point to take a snapshot of where you are, determine where you're going and hone your skills to get there. It's succession planning with the emphasis on success.



Executive Development

Can Anyone Teach You To Be Wise? ..Yes!

“An ounce of wisdom is worth more than tons of cleverness.”
Baltasar Gracian, The Art of Worldly Wisdom

“It is the characteristic of wisdom not to do desperate things.”
Henry David Thoreau

You cannot hear or read about what is happening in American business today without being aware that wisdom is seriously lacking in the decision-making processes at many once-great institutions. But can anyone help someone become wise? We are intrigued by the thought. Is there methodology to wisdom? Are there behaviors that wise people consistently exhibit? Shouldn't wisdom be more than just a passive act? Shouldn't it be action-oriented?

Marilyn Nyman and John Good think the answer to all of these questions is a resounding “Yes!” And they have combined over 20 years of experience each in their respective disciplines of communication/leadership coaching and interest-based negotiations to create a unique approach to making wiser — not just clever — decisions.

The aim is to help business, government and organization leaders understand the guiding principles and develop a common language for making better, wiser decisions.

If your organization is planning a strategic retreat, solving a difficult problem or going through a major change, call us at 215-956-0300 to learn more about how our unique approach can help you.

Assessing Your Career Compass

Prior to any interview – even periodically when you’re not in the market for a career change – evaluate and review your priorities with a trusted colleague, friend or coach.

For example, describe your personal goals and aspirations:

- ✓ **Short Term:**
- ✓ **Long Term:**
- ✓ **Financial:**
- ✓ **Work/Family Balance:**

These are just a few questions from the Nyman Executive Interview program. The answers will give you a framework to negotiate what you need and want out of your next—or your current -- position.

For information about these programs or any of our other services call 215.956.0300 or e-mail dkline@nymangroup.com

Quips & Quotes

Change and Opportunity

“There is no security on this earth, there is only opportunity.”

—General Douglas MacArthur

“When written in Chinese, the word ‘crisis’ is composed of two characters – one represents danger, and the other represents opportunity.”

—John F. Kennedy

“Some people change their ways when they see the light, others when they feel the heat.”

—Caroline Schoeder

“When you’re finished changing, you’re finished.”

—Benjamin Franklin

“Don’t compromise yourself, you are all you’ve got.”

—Janis Joplin

Keys to Successful Intraviews

Sponsoring Executives:

1. Pave the way with your network path, but don't oversell.
2. Prepare your protégé. As in any interview, the intraview requires homework! Give them an advantage by providing your perspectives on the new department, their mission and culture.
3. Don't be too glib. "They'll love you... don't worry about it," are great words of encouragement but poor coaching.
4. Recognize your own blind spots. Often, managers are too close to see shortfalls with direct reports. Nyman is often called in to provide objective feedback and focused coaching.

Intraviewees:

1. Treat this as you would any interview at any company. Even better. You have the inside track.
2. Do your homework. Research this new position with the diligence you would for an outside firm. Find out as much as you can about the position, the division; their mission, initiatives and culture.
3. Get the broader picture. Concentration on divisional projects can limit people from seeing the big picture or developing empathy with other departments.
4. Develop your "story." A 2-minute overview of your most recent assignment; your top accomplishments, your strategies, your goals and your learning experience brings life to your resume. Don't assume your reputation precedes you.

5. Anticipate tough questions. As Laura Thompson from Prudential said "once you review, it's amazing how easy it was to come up with answers to the questions you really don't want to be asked."
6. Practice, practice, practice! With a coworker, a boss or an informed friend who can role play the interview. Take virtual interviews on the internet (Monster.com has a few, to start).
7. Follow up with a phone call, a note or through your sponsor's channels. See Tip #1.

Stress reduction Tip:

Visualize your interview's success before it happens! Find a quiet place and envision your desired outcomes: high energy, positive conversation, thoughtful, intelligent answers. Picture the interviewer smiling, nodding, shaking your hand, even offering you the job.



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Negotiation skills were a critical part of the program. Paul: "I was always hoping I would have a couple of choices in job offers...and understanding what's my BATNA is very helpful." Prework questions helped these executives identify and negotiate what was important to them.

Why Nyman? As communications experts, Nyman focuses on building confidence, negotiating options, answering the tough questions and removing the fear factor that prompts candidates to leap at the first offer. "The external perspective is really important," notes Laura Thompson. "It kept me from taking a job that would've looked good on a résumé, but made me miserable personally."

Whether members of this team have secured jobs, are negotiating offers or turning down positions that are not right for them, they feel good about their options. As Donald Hoover says, "I'm still searching for that perfect job. And I still have time."



The Leading Word is published quarterly by The Nyman Group, one of the top full-service training, coaching and consulting firms in the Philadelphia region. Its President and Founder, Marilyn S. Nyman, M.Ed., CCC, creator of the Nyman Method, is a Certified Speech Pathologist with 20 years experience as a communication skills specialist, executive speech coach and consultant. For more information on any topics discussed in *The Leading Word* or on any of The Nyman Group's services and products, please contact

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