

# The Five O'Clock News®

from America's Premier Career-Coaching and Outplacement Service

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

FORTUNE

## Your Boss and Your Career

### Make Sure You're Pulling Together

by Dwight Clarke, Five O'Clock Club Career Coach, with David Madison



Dwight Clarke  
Five O'Clock Club  
Career Coach

**W**hat kind of grade will you give to your career on the day you get the gold watch?

Of course, nobody actually gets a gold watch anymore—it's become a metaphor and a cliché for that end-of-career moment when you turn 65. Of course, that cut-off age doesn't necessarily apply anymore as well. But regardless of how long you remain in your career, it's always fair to ask if it is evolving and turning out the way you want

ed it to. Will it get an A+ or D- ...or worse?

At the Five O'Clock Club we urge people to think about their career direction and quality as early as possible. Signing up for Club sessions is like enrolling in a course in career management—the Club is for career-minded people. And, at the weekly small group that I coach, we always counsel people with multiple job offers to choose the one that keeps them on the right career path—in other words, know your Fifteen- or Forty-Year Vision® and let it pull you forward. Many people have sorely regretted being dazzled by money when faced with multiple job offers. Money has a way of clouding judgment, resulting in poor decisions that can translate into career derailment.

But let's assume that you keep your wits about you, and make the perfect choice: You take a job that positions you brilliantly for the future. It's got all (or most) of the right ingredients, and the prospects for the next few years are bright.

However, career-minded people know that very little can be left to chance. The hard work required by your new job awaits you, of course. But making sure that the new job unfolds as you want it to from a career perspective will be largely up to you—and also requires hard work. Guiding *your* career is not a priority for your colleagues, subordinates and bosses. You must be proactive to assure that the job you accepted lives up to its promise and moves you toward your Fifteen- or Forty-Year Vision.

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**Even a perfect job  
requires *your* career guidance.**

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Now, while colleagues and subordinates can't be expected to help with your career, the boss, in fact, is another story. We all know that there are good bosses and bad bosses—with varying levels of management and people skills. There are enlightened bosses who are concerned with talent management and succession planning, and who want to make full use of their employees. They are more likely to be sensitive to the career aspirations of the people they've hired. But you must be prepared to push forward with your career no matter where your boss falls on the scale of

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- ◆ **The Perfect Job Search**
- ◆ **Creating an Innovative Culture**
- ◆ **The Grandfather of Career Coaching**

# Report From the Front Lines

## FIND OUT WHAT WORKS—FROM OUR JOB HUNTERS AND COACHES

**T**he Five O'Clock Club is the only small-group job-search program in the country that is based on research — 25 years of research. Every week, job hunters report to their groups and to their career coaches. Many of our coaches have been with us for a decade or more. They see the trends over time and notice what is working in this market. In addition, we continually conduct surveys of our members to keep up with what is happening.

For example, we conducted a survey to determine how a job hunter should spend his or her time trying to get meetings. Most people who are not Five O'Clock Clubbers contact search firms or answer ads. Job hunters can spend endless hours on the Internet and make very little progress. Some people think that networking is the only way to go. But we wanted to find out what *really* works.

Our survey clearly showed that job hunters get more meetings for the time spent through "direct contact" than through any other single technique. Networking (using someone else's name to get a meeting) is important, but very time consuming. You have to find people who are willing to let you use their names. "Direct contact" means aggressively pursuing people whom you may have known in the past or people you may have never met. These might include association members, or people identified on the Internet, through newspaper or magazine articles, or from library research. For entry-level people, direct contact even includes going from one human resources

office to another in an office center.

Our survey showed that search firms accounted for only 11% of the meetings job searchers got. Newspaper ads and company websites each accounted for 6%; on-line job boards accounted for 13%. And what about networking? Surveyed job hunters spent 61% of their *time* on networking, but networking accounted for only 28% of their *meetings!* On the other hand, surveyed job hunters spent 11% of their time on direct contact, which resulted in 35% of their meetings. Direct contact is a more efficient way to get meetings because there is no middleman. But you never know what will work for your search, so we tell our job hunters to try every technique and see which ones result in meetings. Then they should do more of the same.

That's what it means to be a "research-based" organization: Finding out what works and letting our members know. Without the research and the methodology, there would be no Club. Job hunters could get together every week, but they would not have great things to report.

After our job hunters have attended the Club meetings for a few weeks and have studied the books and CDs, they become very knowledgeable about the methodology. In fact, we've been in business so long, that we have seen the same job hunters come back five or ten years later—when they need to search again. They tend to have shorter searches the second time around because now they have mastered the techniques.

Furthermore, David Madison has

been a Senior Vice President at the Five O'Clock Club for eight years. He is in the best position to tell you what's happening on the front lines because he works closely with all of the coaches and interviews our job hunters when they have had a successful search.



For the 19 years that I coached at the Club, the successful job hunter reports were always the highlight of the meeting. If you read David's new book, *Report from the Front Lines* (see page 9), I know you'll feel the same way.

And if you ever need career help, you know where to find us. ●

Kate Wendleton,  
President and Editor-in-Chief

### THE FIVE O'CLOCK NEWS

from America's Premier Career-Coaching Network  
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Article submissions based on 5OCC methodology are welcome. There is no guarantee of publication. All submissions become the property of The Five O'Clock Club, Inc.

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**THE GARDEN of LIFE is abundant, prosperous and magical.**

♥ In this garden, there is enough for everyone. ♥ Share the fruit and the knowledge. ♥ Our brothers and we are in this lush, exciting place together. ♥ Let's show others the way. ♥ Kindness. Generosity. Hard work. God's care.

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enlightenment and sensitivity. It's important, in a very real sense, to manage your boss so that he or she becomes your career ally.

### Establishing the Plan from Day One

When you start your new job, you will probably have a pretty good idea of what you were hired to do, because you probed during the interview. A couple of great interview questions are, "What's keeping you up at night that I can help solve?" and "Three or six months from now, what do you hope I will have accomplished?" You ask these questions, if, as the Club recommends, you think like a consultant during the interview. And you concluded, when you accepted the offer, that this new job will move your career forward.

At the outset, therefore, the challenges, goals and tasks should be defined as clearly as possible. This is a way of assuring that you and the boss really are in agreement. How many times have we heard, "The job turned out to be something else—it's not what they said it would be during the interview"? Or, "I was hired for this role, but three months later the department was reorganized and I was reassigned." It's very true that you can get blindsided—but it's also very true that you need to be proactive in managing the agenda that will keep your career on track.

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**Some bosses assume that everyone understands what needs to be done.**

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So, obviously, you and the boss need to talk, and the conversation must be structured. For good bosses, this comes naturally. But there will be other bosses who are unaccustomed to careful planning and goal setting, and who just want to "turn you loose." They might assume that everyone understands what needs to be done, based on several hours of conversation during the interviewing process. In fact, however, everyone needs to come to a consensus about

tasks and desired outcomes—in other words, both the boss and the employee need to be managing expectations. This is known as the performance management process. This is a process for reaching goals and—may I be so bold to say?—for managing your boss, especially if he or she doesn't possess superior management skills. This discipline can help to stack the odds in favor of making the job evolve to your advantage, in terms of satisfaction and career progression.

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**Your plan should be your constant reference point.**

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The performance management process can be traced to the visionary philosophies of Peter Drucker, who advanced the concept of Management by Objectives (MBO). The mechanics include a one-on-one conference with your boss to survey the challenges and goals that lie ahead, usually for the next year. Drucker's MBO introduced the acronym SMART, which can guide the setting of your objectives for the year. A lot may have been said during the job interview about what keeps the boss up at night or what needs to be done during your first few months on the job; now it's time to construct the blueprint and follow the SMART format.

### SMART

S is for specific. Your objectives should be very well defined, with you and the boss agreeing on the desired outcomes. This implies, of course, that the objectives will be known. Reflecting on several decades of experience, Drucker observed: "MBO is just another tool. It is not the great cure for management inefficiency. MBO works if you know the objectives, and 90 percent of the time you don't."

M is for measurable: Will you be able to count or quantify what you've done in a meaningful way? That is, do you and the boss know how outcomes will be evaluated from a metrics point of view? This may mean bringing in

100 new accounts, writing 15 procedures, opening 25 stores or plants, or producing 1,000 widgets. How will success be measured?

A is for achievable. This speaks to the environment that you work in. Do you have the staff, tools and resources necessary to meet the objectives agreed upon? Analyzing the "A" also represents another opportunity to review the fundamental question, "Is this what I signed on for?"

R is for realistic. Are the objectives, in fact, attainable? You won't be advancing your case or your career if you agree to goals that are beyond your reach. Is the atmosphere collegial rather than one-way? If you are treated as a respected member of the team, then there should be negotiation and give-and-take, with objectives and conclusions based on your input and suggestions—and your understanding of the job.

T is for timing. You're planning for the year or perhaps for six months, but there may be multiple deadlines involved. Everyone should understand when the deliverables will be delivered.

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**Drucker said that management by objectives works if you know the objectives, and 90 percent of the time, you don't!**

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### Your Role in Managing the Boss

The one-on-one conference with the boss and the fleshing out of the SMART formula to fit your situation can be critical for success in your job—and for getting the boss to understand how serious you are about doing well and managing your career. Hence, the proactive employee will not be content if these exercises are neglected. It's no good to say, "Well this doesn't seem to be the boss's priority, so I'll just do the daily grind and forge ahead with the general goals that seem to be 'in the air' around the office." Getting an hour on your boss's schedule should be doable for most people, and the planning done

then can help to bring the boss on board with the agenda as you see it. No one can deny that the boss is one of the most important and influential persons in your life; he or she will assume that you're pulling together to meet the company's objectives. You want to do everything you can to assure that you're pulling together for what you want to get out of your years with the organization. Maybe Peter Drucker was exaggerating when he said that 90 percent of time managers don't have a grasp of objectives, but that would lead us to suspect that most bosses won't give priority to the kind of MBO meeting that the proactive employee regards as essential. Maybe it isn't part of his or her management style; but it's in your best interest—so push to get the meeting!

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### Write a report of what happened at the planning meeting with your boss.

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#### Keeping Your Finger on the Pulse: Get It in Writing

Unless there's a stenographer present, guess who's going to take the minutes of the meeting! Just as you made lots of notes during your job interviews—to guarantee proper follow-up to land the offer—now that you're huddling with the boss as an employee you need to keep a careful record of what was said and what was agreed upon.

Maybe you'll have your laptop with you during the meeting, or take notes the old-fashioned way, but as soon as your meeting is over, write a thorough report. Perhaps you can create a spreadsheet listing the major projects, subordinate tasks, objectives, to-do lists, and deadlines. There may no need to reinvent the wheel: some companies have MBO templates to use, but the ideal is to have everything listed on easy-to-read tables with columns for comments and conclusions. When the document is ready, it should be reviewed with the boss and tweaked if necessary. The modern cliché, "Are we on the same

page?," certainly applies here. You're in a better position if the boss sees your projection for the next year in writing and signs off on the document.

#### Keeping Your Finger on the Pulse: Nobody Wants Surprises

Your written plan doesn't go in the drawer—at least in the sense of being out of sight and out of mind. I refer to it as your blueprint—which means it should be consulted frequently. Your boss may have said to you, "We'll look at this every quarter or in six months," but you know better. It should be your constant reference point, so that you can track your own progress regularly against the challenges and goals that have been set for you.

A lot can happen in a matter of weeks, so it may be appropriate to meet with the boss more often than quarterly, to consider...

- Have there been dramatic changes in your industry?
- Have economic trends had an impact on your company's profitability?
- Have department goals been revised significantly, in such a way that some of your major tasks or projects are now off strategy? Have other priorities emerged?
- Have others around you been fired or reassigned? Have new people come on board?
- Have other departments or employees failed on deliverables that impact your ability to do your job?
- Has an assignment turned out to be unrealistic, meaning that your efforts should be channeled in other directions?
- Is there something else that the boss now considers urgent?

Maybe you won't have to deal with major changes or turbulence, and maybe your action plan for the year can remain intact. But even in periods of calm and stability, it's advisable to ask the boss for frequent reviews of the plan.

#### Your Objectives: Do You Have the Skills to Get There?

At the Five O'Clock Club, we often point out that career-minded people review their résumés frequently. You may

be tempted to file away the résumé when a job search has come to a successful conclusion: "I guess I won't have to look at that again for a while." But looking at the résumé from time to time is a way of monitoring your own progress. If you're six months into your new job and you can't think of any significant new skills and accomplishments to add to your résumé, you may be stagnating.

You want to head off the stagnation. When you're consulting with your boss on your job plan for the next year, it's important to "grow the job"—which is a term we usually associate with landing a job that suits you best. In thinking of the months ahead, you want to look for ways to enhance your skills, expand your knowledge, and increase your value to the company. If you are looking to stretch and get to the next level, there are bound to be skill gaps—in fact, you *want* the skill gaps. You want to be able to say to your boss as the plan takes shape, "We have documented my goals and objectives, and here's the training I need to attain them." This may include courses, seminars, and certifications; it may include rotations in other departments or divisions; it may include on-the-job training with an in-house guru. Development planning—your development as a career professional—goes hand-in-hand with objective setting, and the ideal is to have your boss as advocate, partner, and sponsor.

#### The Outcome: End-of-Year Appraisals

It has been common for employees to be reactive when the time comes for formal appraisals. But this is no time to wait and see what the boss thinks of you—or at least what will be written formally in the appraisal.

You can help with the appraisal process by keeping those above you continually informed. This can even be done in very casual ways. At the Five O'Clock Club, we often speak of the Eight-Word Message to let superiors know what's happening and advance your cause. For example, if you meet the boss's boss on the elevator and she

asks, "How's it going?," it's not strategic to talk about the weather or baseball. Rather, "How's it going?," can be answered with, "Well, our team just wrapped up the Simpson project." This is just a minor way of communicating your role and contribution. But, of course, there's also the structured process that I've been talking about.

It's up to you to document your performance and accomplishments. In the original planning meeting you agreed on how success would be measured; there was consensus on the appropriate metrics. All along you should be tracking everything. On the Excel spreadsheet that you created listing your tasks and objectives, every week add as much detailed information as possible charting your progress. What have you achieved in each category? And keep the boss informed. It's not really in your best interest to leave the boss wondering or guessing. Even bosses with a hands-off management style—who pride themselves on not micromanaging—will usually appreciate the precision and documentation that you provide.

Clearly this informative approach can have an impact on your formal appraisal, since you actually help to write it! The on-going discussion and dialogue also provide the boss with ample opportunity to voice concerns, criticisms and complaints about your performance. You can initiate course corrections and make every effort to improve. The concept guiding everyone is that there should be no surprises.

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### **"Managing expectations" is the performance management process.**

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#### **What About the Worse Case Scenario: The Bad Review**

A bad review can be devastating. A bad review that is right about your performance should be preventable—if you've done everything we've been recommending. But if it is right, take it to heart. Especially if your job is in

jeopardy, be honest with yourself and learn; you'll know where and how you need to improve.

A bad review that is wrong, on the other hand, usually means that there has been a misunderstanding and miscommunication—and you need to take corrective action. This usually means, at the very least, meeting with your boss, and being well prepared. Have as much documentation as you can to support your case, but probe to understand how the boss arrived at his or her view of your performance. By the end of the meeting you need to know:

- Can the appraisal be revised? Will the boss change his or her mind?
- If not, has the appraisal already been passed on to human resources?

If the appraisal stands as part of your record, and you remain convinced that it contains mistakes and misjudgments, it is appropriate to write a rebuttal. But you want the rebuttal to be as positive in tone as possible. Instead of dwelling on what is not true—to the extent of repeating negative wording from the appraisal—use your extensive records and documentation to show what you have accomplished. There may be cases when the boss is out to get you unfairly—based on politics, grudges or personality conflict. Your arsenal of information can help to overcome this. Keep a special file, by the way, of positive evaluations that have come your way, *e.g.*, rave reviews from customers and notes of appreciation from colleagues. Being well prepared means that you can diminish the power of a bad boss to demean your performance, and he or she may end up not having the last word.

#### **The Delicate Balance**

Everyone wants to get along with the boss; as I mentioned earlier, he or she is one of the most important people in your life. But the imbalance of power can put a strain on getting along. The boss has more power than you do—your fate is in his/her hands. And, of course, there are many different kinds of corporate cultures, and many different

kinds of bosses and attitudes regarding the use of power. Much of the things I've been suggesting may seem wildly improbable or implausible in your workplace.

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### **You can help with the appraisal process by keeping bosses continually informed.**

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But a balance of power means collegiality: everyone working and pulling together so that power is not so obvious on the surface. Collegiality is the fundamental principle that undergirds the boss/employee meeting to set goals and objectives. Reactive employees have usually approached the boss's desk with a parent-child model in mind (perhaps the most classic example of the imbalance of power). Proactive employees, on the other hand—career-minded professionals—approach the boss's desk with an adult-adult model in mind and are more likely to bring collegiality about. Whatever type the boss may turn out to be, employees who are able project a take-charge demeanor with respect to their jobs and their careers are more likely to win the confidence of the boss—and make progress toward their Forty-Year Vision. ●

*Dwight Clarke first became aware of the Five O'Clock Club as a client. He attended the Club and used the methodology to make a successful transition from an international tax accountant to his current career in human resources development and as a career coach.*

*Dwight is a frequent speaker at organizations such as Columbia University and Baruch College. He has also made several local and national television appearances with our president, Kate Wendleton, on shows such as Good Morning America and the Metro Channel.*

*During 2001-2002, Dwight was also the National Executive Director for Workforce America, the not-for-profit arm of the Five O'Clock Club that operated in Harlem.*

*He holds a B.A. in accounting and business practice and an M.S. in social work administration from Columbia University.*

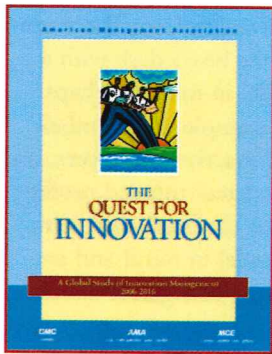
# The Quest for Innovation: Creating an Innovative Culture

**AMA** American Management  
Association®

The World's Leading Provider of  
Management Education

**T**he American Management Association doesn't need to tell today's corporations that growth is at the top of corporate agendas these days, and innovation or organic growth is considered a prerequisite for success. It isn't only a responsibility of R&D. It is the responsibility of every executive and manager in an organization.

How can you influence the level of creativity and innovation in your organization? The answer to that question lies in the findings of a study entitled, "The Quest for Innovation," done for the American Management



Association by The Human Resource Institute. Over 1,300 responses from executives and managers worldwide were received.

To read the complete study findings, visit [www.amanet.org/research](http://www.amanet.org/research). Here, we'd like to share with you some of the factors critical in creating an innovative culture.

**Customer Focus.** Current and potential customers have always driven innovation in companies in the modern age, but today's organizations are taking the idea of focusing on customers to a new level by "capturing" their ideas or actually allowing them to innovate on their own behalf.

Some companies look to "lead users" or "luminaries" to help them innovate. GE's healthcare division, for example, calls upon published scientists and doctors from well-known institutions to attend advisory board sessions, where discussions of technological advances can lead to new GE products.

BMW has reached out to customers via a toolkit on its website that allows customers to propose and expand upon new ideas.

**Teamwork and Collaboration.** The AMA/HRI study found that teams and work groups are critical in terms of their ability to encourage and support innovation. However, the study adds, "Of course, not all work groups are created equal. They're most likely to be innovative when they're able to integrate people with diverse perspectives and allow them to effectively swap ideas and expertise.... Cross-functional teams may be especially good at arriving at new ideas that are both innovative and practical."

Collaboration occurs both within organizations and among them. These days, only slightly more than half (55%) of innovation is generated internally. Organizations are tapping academia, the government and other firms for fresh ideas.

**The Right Resources.** Time and money were among the top factors for developing a culture of innovation. While lack of these was seen as a barrier to innovation, more wasn't always better. Having too few resources hinders innovation, but having too many might also be a kind of obstacle. Employees with long spans of time in which to come up with results may lose motivation. The right balance of money is important, too. Too little, and employees have to devote time and energy into seeking other resources. But too much (beyond the "threshold of sufficiency") has not been shown to have a positive effect on creativity.

**Communication.** A truly creative culture tends to be distinguished by open communication and the free exchange of ideas. This means communication among different parts of the organization, communication among team members, and communication up and down the corporate hierarchy. Communicating not only means sharing ideas, but also

sharing the lessons learned from failures and successes. Ways to enhance communication include more inclusive meetings, better online tools for sharing knowledge, cross-functional assignments and more brainstorming sessions.

The most suitable type of communication — *e.g.*, via technology or face-to-face meetings — will often depend on the type of collaboration needed to solve problems that call for creativity. In situations where an organization is trying to develop more radical innovations (or find more radical solutions to problems), collaborators are often friends or partners who need to communicate on a more personal level. In other situations, technology-mediated communication is probably sufficient.

**Risk-Tolerance.** Organizations must be willing to allow a certain amount of risk-taking. Risk implies a danger of failure, but innovative companies know that failure is as essential a part of the growth process as is success. Organizations that understand that risk-taking is necessary make this message come alive through their employee communications, their idea-sharing and evaluation processes, their recognition programs and their reward systems.

Managing employees in a way that encourages innovation requires leaders to acknowledge and reward risk-taking behaviors—not just successful outcomes.

Based on the AMA/HRI study, other factors that are critical to innovation are the ability to hire and retain creative people, the ability to measure innovation results, the development of innovation-accountability goals, and the balance of incremental improvements and breakthrough discoveries.

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# The Grandfather of Career Coaching and His Legacy Today

by Jerald Forster Ph.D.

**V**irtually every career coach uses some variation of an exercise to help others to identify what they enjoy doing and also do well. This technique has its roots in the work of Bernard Haldane, a pioneer in the fields we now call career counseling, career coaching, and career development.

**Classes have been delivered to colleges and universities, the K-12 system, prisons, at-risk students, welfare recipients, government agencies and many others.**

Haldane earned his reputation as a creative and skillful innovator by developing programs that helped veterans of World War II transition into well-suited employment when they returned from their military duties. The overwhelming success of his process won the attention of the Harvard Business School in 1947, and parts of the process were used in its "Manual for Alumni Placement."

After many years as a leader in the field, Haldane "retired" to Seattle, where he shifted his focus to public service and non-profit enterprises. His primary terminology became Dependable Strengths®, and he added the use of small groups to his methods of helping people articulate their strengths.

Haldane collaborated with members of the College of Education at the University of Washington to establish the Dependable Strengths Project in 1987. During the next 15 years, a committed cadre of colleagues, including Bernard's wife, Jean, developed, practiced and studied his methods. Eight of this group also created the Center for Career Development, a non-profit organization

that carries on his work today.

Although Haldane died in July of 2002, his innovative methods continue to impact the lives of people across the world. The Dependable Strengths Foundation, South Africa, works closely with public and private agencies to help South Africans articulate their strengths and find jobs. A similar organization has recently been established in China, and practitioners in Korea have been using DS methods for several years. Centers affiliated with the Center for Dependable Strengths in Seattle have been, or are in the process of being established, in New York and California.

Successful classes and seminars have been delivered to colleges and universities, the K-12 system, prisons, at-risk students, welfare recipients, government agencies and many others.

**Haldane's methods have spread to places such as to China and South Africa.**

The Center for Dependable Strengths (CDS) continues the work of Haldane by offering a number of workshops each year that help people to articulate and use their Dependable Strengths®. The practices offered in these workshops fit nicely with the ideas promoted by the positive-psychology movement more recently initiated by Professor Martin Seligman. The emphasis on articulating strengths has been supported by considerable research published by proponents of the positive-psychology movement. Coaches and others who work with diverse populations can contact the CDS for information about helping others to articulate their strengths.

Haldane's methods have been packaged into a workshop that takes about 20

hours to complete. In the first half of the workshop, participants follow the guidelines of the Dependable Strengths Articulation Process (DSAP). When completing the DSAP, participants first identify several Good Experiences (GEs), which are experiences where they feel they did well, enjoyed doing, and are proud of. Then, in groups of four, participants take turns describing a few of their GEs to other members of their quad. These GE experiences are told as stories about real events. The other quad members listen to the stories of each participant and write down the strengths they thought were demonstrated in the stories. This feedback is given to each storyteller, in verbal and written form. Later in the process, each participant sorts through all of the prioritized strengths that were identified during the process, including those suggested by quad members. Each participant identifies about six to eight that seem to be the best candidates for the title of Dependable Strengths. Specific guidelines are available to help participants evaluate their strengths to see if they pass a Reality Test for being classified as dependable.

When five to seven potential Dependable Strengths have been tested and accepted as being dependable, they are used to write the key paragraph at the beginning of "A Report on My Dependable Strengths." This key paragraph is followed by evidence supporting the Dependable Strengths in the paragraph.

After each participant's report is prepared and critiqued by other quad members, all participants are ready for the Job Magnet activities. During these activities, participants learn to approach people who may be helpful and ask these people to read their report. The participant then asks each reader to refer him or her to others who might be interested

in talking to someone with these types of strengths and experiences. Participants are encouraged to seek referrals to as many people as possible, in order to activate the chain of helpfulness that exists in our society. When the Job Magnet process works as designed, the participants are “drawn” to well-suited jobs and environments where their strengths are likely to be valued.

In addition to the activities described above, other topics are covered during the workshop, such as (1) articulating goals that use strengths, (2) job security, (3) negotiating salaries, (4) using strengths when interviewing for jobs, (5) coping with the parts of a job you dislike, and (6) entrepreneurship. There is also an experiential exercise that demonstrates how strengths can be used for team building.

The Center for Dependable Strengths offers five-day workshops for practitioners who want to help people with their career development and job search. In these workshops, participants first go through the DSAP and Job Magnet activities as if they were really looking for jobs. Then in the second half of the workshop, they focus on the skills needed to facilitate the processes for others.

Evaluations completed by participants who go through these processes have been very positive. Participants say that they learn new things about themselves and they feel more prepared for seeking employment. Research studies show that self-evaluations become more positive after going through the DSAP.

**Although Haldane died in 2002, his methods continue to impact people across the world.**

Research on optimism, hope and happiness clearly shows that these qualities lead to better mental and physical health, better performance at school and work, more effective relationships with partners and colleagues, and higher ratings on several other measures of well-being. By focusing on strengths, participants become more optimistic, hopeful and happy. These outcomes contribute a good deal to self-confidence and feelings of self-efficacy.

Further information about articulating Dependable Strengths can be found on the Dependable Strengths Website: [www.dependablestrengths.org](http://www.dependablestrengths.org).

**Bayer and Wendleton Named “Volunteers of the Year” at Bayview Correctional Facility**

Kate Wendleton, President of the Five O’Clock Club, and Richard Bayer, Chief Operating Officer, were proud to be named “Volunteers of the Year” at Bayview Correctional Facility. Bayview has almost 100 volunteers and this was the first time they selected *two* people to be the recipients of the award.



Although Richard had taught economics and ethics at the college level for 20 years, he now teaches college math, college economics and GED math to inmates because that’s what they need. In fact, officials at the prison said they have never seen inmates so excited about math as they are when Richard teaches them. He is not only competent, but he also teaches with commitment and love, and the students respond to it. He is a *good* teacher in the real sense of the word.

Richard has empathy. He says that the people in prison have already been taken down a notch. His job is not just to teach them math, but also to encourage them, raise their spirits and give them hope.

When I started my own prison teaching, instructing inmates on how to have their own small businesses, Richard gave me some ideas so I would be sure to treat the attendees with the dignity and respect they deserve. Richard’s new book, *The Good Person Guidebook*, tells us that treating people with dignity means that we see and treat them as fragile, social, free and creative, and equal, among other things. No wonder Richard had 100% attendance every week. He even got permission to hold a small party on the last day of class!

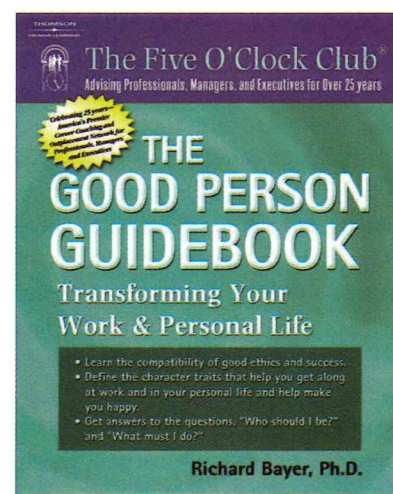
In addition to providing teachers, the Club contributes financially to the prison education program, and we’ve developed a small-business

library in the prison. Doing this work gives us energy for the other parts of our lives. Yes, virtue is its own reward, as you will see in Richard’s new book.

*I am not sure exactly what heaven will be like, but I know that when we die and it comes time for God to judge us, he will NOT ask, How many good things have you done in your life?, rather he will ask, How much LOVE did you put into what you did?*  
Mother Teresa

And, as we know from Richard’s book, “love” means to “intend the good of the other.” Study this book and you will be as inspired by Richard as I am every day. ●

Kate Wendleton  
President, The Five O’Clock Club





## The Perfect Job Search:

Want to Shorten Your Search? Go for a Perfect 10!

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



David Madison

This article is an excerpt from David Madison's new book, *Report from the Front Lines: Job Hunters & Career Coaches Tell You How to Have a Successful Search*.

*Report from the Front Lines* guides readers through the entire job search process, using real job-hunter success stories. This unique guide is a compilation of reports from more than one hundred Five O'Clock Club graduates who learned to job hunt correctly. Based on research, it explains how the Five O'Clock Club's techniques have helped them land their new positions.

Readers will:

- Receive professional advice from successful career coaches
- Learn helpful tips on how to utilize available resources for job search support
- Be inspired by reports from job hunters who have pulled off dramatic career changes!

David Madison has been Director of the Five O'Clock Club Guild of Career Coaches since 1997. In this capacity, he oversees the Guild certification process: recruiting, screening, training and testing coaches. And because of this close liaison with all of the coaches in the Guild, he coordinates the matching of clients to coaches when Five O'Clock Club job-hunters ask for one-on-one coaching sessions.

**W**hen you land your new job, be sure to come back to report.

For years we have been saying this every week at Five O'Clock Club meetings, and the "job hunter report" has become an established tradition. People look forward to the night when it will be their turn to stand in front of the group to announce the good news about

a new job or consulting assignment. We also encourage those who have attended the telephone groups to call in one last time to share their success stories.

It has been our custom for years to capture the job hunter reports on audiotape—and then summarize them in this publication. One Five O'Clock Club coach, Ruth Robbins, once characterized these testimonials about *putting the methodology into action* as the "lore of the Five O'Clock Club." It is part of the impressive body of evidence that proves that the Five O'Clock Club methodology is *effective*. These reports propel people forward in their endeavor to get back to work or move on to better jobs.

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**It's encouraging to hear from graduating job hunters who got *unstuck*. They overcame the rough patches and dark days.**

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Of course, it is most important that Club attendees hear the reports in person—these exciting extemporaneous stories about *how the methodology paid off* provide inspiration for people to keep going. On some evenings people come to the Club to discuss big forward steps in their job searches; just as often, however, they're stuck—or they're trying to recover from setbacks. It's encouraging to hear from graduating job hunters who got *unstuck*, beat the competition and ended up with offers. These reporters have suggestions about how to overcome the rough patches and dark days.

For many, the Five O'Clock Club

methodology came as a revelation: *there is a method I can follow*, rather than haphazardly answering ads, posting résumés on the Internet and simply telling anyone who will listen, "I'm looking for work" (otherwise known—incorrectly—as networking).

### Aiming for the "Perfect Job Search"

In baseball there's the *perfect game*. Pitchers fantasize about achieving a perfect game—although it's been done fewer than twenty times in the history of baseball!—and any fan who witnesses the event has something to talk about for years. Likewise, bowlers dream about getting a perfect 300 score. Figure skaters strive to have the row of perfect 10s across the board. Years ago, actress Bo Derek gave currency to the concept of a Perfect 10 in the realm of human beauty, when she appeared as such in the movie "10."

Is it realistic to talk about a *perfect* job search? What would that mean, anyway? Hunting for a job—especially if you're unemployed—is usually considered such a distasteful task that doing it perfectly doesn't have much appeal. Pitching, bowling, skating or looking beautiful—these are things that people *like* to do, *want* to do, can't *wait* to do. But job hunting? Most of us just want to get it over with—never mind doing it so well that you'd get a prize.

*But job offers are the prize.* Getting an offer for a dream job—that's the supreme prize. In other words, if you're forced to job hunt—no matter what the circumstances—why not do it right? Why not come as close to perfect as possible?

**“I’m Pretty Rusty at This.” What to Do?**

Since we’re forced into a job search (usually) only every few years, for most of us it is an *unpracticed* skill, and it’s not uncommon to feel uncertain and adrift when the day comes to look for work. We commonly think of adding a few lines to the résumé, turning to the newspaper ads and flipping through the Rolodex to look for people to call, and, oh yes, clicking résumés into cyberspace on the Internet. Not uncommonly, in these early stages, taking the tentative first steps, people make costly mistakes.

But there is a *methodology*, there is a template for the perfect job search. If you work hard to learn and master the methodology, you will assuredly spend far less time on the search (in terms of weeks or months lapsed) and get closer to your dream job.

It’s important to read the four main Five O’Clock Club books to get the full sweep—and all of the details—of the methodology. If you learn better by listening, we recommend that you make full use of the sixteen lectures available on CDs. Many job hunters have reported that they listen to the CDs repeatedly—while driving, or at the gym or when jogging.

So there is a methodology you can follow, and mastering it takes focus and commitment. But the payoff will be substantial.

**You shouldn’t skip work now—when the work is the job hunt.**

**Some of the Components of a Perfect Job Search**

Let’s take brief look at some of the major building blocks of a good search. The more you can incorporate these elements, the closer you will come, in fact, to the perfect search—and the prize you’re looking for.

**A Full-Time Effort: 35 Hours a Week**

Many times over the years, job

hunters have arrived at the Club after several months of frustrating job searches: “I’ve been hard at this since last April, and I’m banging my head against the wall. I can’t get any traction. Nothing is happening.”

We have learned that the right question to ask is to find out why there’s no traction. And most commonly, we discover that people aren’t entirely honest with themselves about *the amount of time* they spend on their searches: “Hard at this since April,” turns out to be an exaggeration, because the hours actually spent per day or per week on a job search fall far short of what is realistically required.

**If you’re unemployed, you should be devoting 7 hours a day—no fudging and no fooling!—to your job search.**

We say that a full-time job search is 35 hours a week; a part-time search is 15 hours a week. So, if you’re unemployed, you should be devoting 7 hours a day—no fudging and no fooling!—to your job search. Without the discipline of getting up early to get to the office, it’s easy to miss the mark of a *full day* spent on job search. But it can be done. For example, one unemployed Five O’Clock Clubber made a point of rising at 6:00 as usual, being settled with his coffee and *Wall Street Journal* by 7:00—and by 8:00 was working on his job search, whether that meant doing fresh Internet research, writing targeted letters or making phone calls. One of our employed members—with a very demanding role at her company—wanted to find a job in another state. For several weeks, she devoted her evenings and weekends relentlessly to crafting targeted letters to companies in the city she was aiming for—and she managed to log in at least 15 hours a week in the effort. She *really* wanted to make the move, so, although she would have preferred to have a normal life during evenings and weekends, she knew that

**The Job-Search Buddy System**

**D**o you wish you had someone to talk to—fairly often and informally—about the little things?



“Here’s what I’m planning to do today in my search? What are *you* planning to do? Let’s talk tomorrow to make sure we’ve done it.” You and your job-search buddy could keep each other positive and on track, and encourage each other to do what you told the small group you were going to do: Make that call, send out those letters, write that follow-up proposal, focus on the most important things that should be done—rather than (for example) spending endless hours responding to job postings on the Web.

With your buddy, practice your Two-Minute Pitch, get ready for interviews, bounce ideas off each other. Some job-search buddies talk every day. Some talk a few times a week. Most of the conversation is by phone and e-mail.

Sometimes, people match themselves up as buddies. Just pick someone you get along with in your small group. Sometimes, your coach can match you up. However you do it, stay away from negative people who talk about how bad it is out there. They will drag you down.

The small group changes over time: people get jobs; new people come in. If you lose one buddy who got a job, get another buddy.

Your buddy does not have to be in your field or industry. In fact, being in the same field or industry could keep you focused on the industry rather than on the *process*. But you *do* have to get along! The relationship may last only a month or two, or go on for years. Some buddies become friends.

Of course, you should see your Five O’Clock Club career coach *privately* for résumé review, target development, salary negotiation, and job interview follow-up. It’s usually best to get professional coaching advice for these areas. ●

the job search came first.

It's very easy to make excuses and come up with rationales for not searching all day:

- I deserve a rest after getting on that commuter train for six years.
- I didn't sleep so well last night.
- My cat is sick.
- I have to get to the dry cleaners before they close.
- I'll feel better when that closet is all cleaned up.

But, chances are, none of these would have held up as reasons to skip work when you had a job. *You shouldn't skip work now*—when the work is the job hunt. If you want to build toward a perfect job search, don't be swayed by excuses from your 35-hour obligation.

### The Best Foundation for a Successful Search: Self-Assessment

"I don't have time for that—I just need to get a job fast." We sometimes hear this from job hunters who balk at doing their self-assessments. They come to the Club in a rush to get a new job, and don't want anything to slow them down. But skipping the assessment will slow them down in ways they don't understand, and can often result in complete derailment.

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### Skipping your assessment can often result in complete derailment.

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Our primary assessment tools are The Seven Stories® and The Forty-Year Vision®, and our experience has shown that people who put a lot of effort into these exercises do better on their job searches. Of course, people who don't know what they want to do next must do the exercises. But even if you are very clear about your targets and goals, don't skip these two exercises. Our aim is to help you get the right job—both in terms of making you happy now, and positioning you well for the future.

Even if you can genuinely say, "I know exactly what I want to do next,"

doing The Seven Stories will bring your most important, enjoyable accomplishments into bold relief, which will help in three areas:

- The résumé: Without fail, job hunters who faithfully work through The Seven Stories find new nuggets of information to make their résumés stronger. Sometimes the résumé will be altered dramatically.
- The interview: After all, if you've just recently reviewed 25 of your life accomplishments, you're bound to have more interesting things to say about yourself during interviews. The Seven Stories exercise is a refresher course about you.
- Salary negotiations: Although you will always do your best to deflect questions about money—and postpone the money discussion until the latest possible moment—salary negotiations begin when you walk in the door. From the very first moment you want to demonstrate what you bring to the table—and as the process moves forward you will attempt to negotiate the job to make it appropriate for you. Being an expert on what you bring to the table means being able to articulate your life accomplishments—and The Seven Stories exercise gets you ready to do just that.

You're bound to have a flawed job search—far from a perfect one—if you skip or slight the assessment.

### The Missing Ingredient: Your Personal Marketing Plan

What's the first thing you think of when you're gearing up for a job search? The résumé, of course. And there's probably a lot more work to be done on it than you think, if you want to position yourself correctly (as opposed to just adding a few sentences about your most recent experience).

What's the next thing that might get a lot of your attention? The cover letter, naturally—although this also probably requires a lot more work than people suspect, because it usually must be adjusted somewhat for each targeted company.

But you're not ready for the search

until you have your written marketing plan. One of our reporting job hunters—a corporate controller—who attended the Five O'Clock Club by teleconference, recalls that her group coach said that he wanted to see her "map of 200 positions" before she started networking; she had planned to just get on the phone to call as many people as she knew. She was skeptical because she was pretty sure there weren't 200 positions in her targeted geographic area. But she followed her coach's suggestion, and, after a few days of Internet research, came up with 200 positions outlined in several targets—much to her surprise. "This was very empowering," she reported, "seeing the full scope of my whole search down on paper—and knowing very well that my next job was *there* somewhere."

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### You're not ready for job search until you have a *written* marketing plan.

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Your marketing plan is constructed by:

- Outlining your ranked targets—this can easily be done on paper or on an Excel spreadsheet;
- then listing the names of the companies or organizations in each target, noting how many positions each may have (that are appropriate for you);
- and finally specifying *how* you plan to reach out to them. That is, which of the four ways for getting meetings will you use for each: answering ads, registering with agencies, networking, or making contact directly?

For example, someone aiming for a position as a financial planner at a hospital in Cleveland or Cincinnati will draw up a list of all of the hospitals in both cities, make an educated guess (*i.e.*, based on research) as to the number of appropriate positions at each hospital, then strategize the best ways to get meetings at each—*i.e.*, which of the four ways to get meetings will be the most effective?

With this kind of detailed marketing plan, you can see at a glance if

you're aiming at enough positions. If you come up with only 25 positions, you've got to do more research, think outside the box, or brainstorm with your coach or small group about how to add more positions. With such a comprehensive marketing plan it's also easy to see at a glance, when you get up in the morning, what to do to keep busy for 7 hours.

And, by the way, when you go on networking interviews, you can take along a copy of your marketing plan. It's a great way to help people visualize what you're trying to accomplish, and it sends a message about *how serious you are about achieving your goals*. You can say, "You see, these are the 15 companies I'm planning to contact as my second target. What's your opinion of these firms? Do you have any suggestions about the best way to contact them?" You're more likely to come up with referrals into companies when people *see a list*. Known as aided recall, this can be much more effective than asking, "Can you recommend other companies for me to approach?"

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**In a job search, you need a certain quantity, but volume does not equal quality.**

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To paraphrase the commercial: "*Your personal marketing plan—don't leave home without it!*" People commonly have weak job hunts because they work hard on their résumés and cover letters, but stumble ahead for weeks and months, wandering into detours and blind alleys, because they don't work from a written personal marketing plan.

**Don't Get Your Heart Set on Just One Job**

Sometimes when folks arrive at the Club complaining about a "lack of traction," it turns out that they have been serial job hunting. That is, it's common to focus on one particular opportunity that appears ideal—with the confidence that, "They like me, they really like me." But then it turns out that they

liked someone else more, there was a hiring freeze or the boss hired his cousin!

Five O'Clock Club research has demonstrated that the ideal scenario is to have six to ten things in the works, because five *will fall apart* through no fault of your own. Hence, our advice is *to work your marketing plan furiously, and don't ease up when you find that you have several interviews scheduled*. One Five O'Clock Clubber impressed his group when he arrived one night to talk about several second interviews he'd had—where offers appeared imminent. But the group was even more impressed when he wanted to strategize about how to get *more* interviews, *more* companies, *more* opportunities in the pipeline. The perfect job search is based on having many options and choices.

**Work Hard...but Work Smarter**

Ironically, complaints from job hunters about no traction are usually accompanied by claims about a lot of job hunting activity. That is, job hunters usually say, "Gee, look at all I've done, how hard I've tried: hundreds of résumés sent, perhaps hundreds of phone calls as well. I've been networking endlessly, not leaving any stone unturned."

We caution, however, that volume does not equal quality. To get a good search under way, job hunters need to do more than to just keep busy and tally how much they've done. "I've sent out hundreds of résumés during the last three months," might sound impressive, but what if the résumé is poorly positioned and you're sending it to the wrong people? A hundred résumés sent to the wrong people is not so impressive.

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**A hundred résumés sent to the wrong people is not so impressive.**

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To help job hunters work smarter, the Five O'Clock Club urges them to master our assessment tool: Stages 1, 2 and 3. This tool doesn't assess your skills, accomplishments or potential, it assesses

the *quality of your job hunting efforts*. Exhausting yourself on practices and techniques that really aren't working very well doesn't win you any points—or job offers—no matter how much you feel you can boast at the end of the day about how many calls you've made or résumés you've sent.

The full outline and explanation of Stages 1, 2 and 3 can be found in our book, *Shortcut Your Search: The Best Ways to Get Meetings*.

A good job search is based on a realistic analysis of how effective the résumés and interviews are while you're job hunting. With a job offer in hand, at the end of a grueling six-month job hunt, you may say, "Well, what I did worked—I got a new job." But if, by *working smarter*, you could have found a job in just three weeks, then the real lesson might be, "What I did didn't work all that well after all." It's important to assess your efforts during the search. Pay just as much attention to Stages 1, 2 and 3 as you do to your résumé and marketing plan.

**Work Hard, Work Smarter, After the Interview**

The more you study and apply the Five O'Clock Club methodology, the more it will come as no surprise that we put heavy emphasis on influencing decision makers in the days following an interview. We are fond of saying, "The ball is always in your court," and this is especially true after interviews. Conventional wisdom has always recommended sending thank-you notes after interviews, and we hear from HR folks and hiring managers that even this is commonly neglected.

"What more can I do?" seems to be the attitude of so many job hunters. But there is so much more that can be done—much more than the thank-you note. Hence, there is heavy emphasis at the Five O'Clock Club on post-interview techniques and strategies: "What *can* you do to influence the decision makers?" So the perfect job search includes running the full race, instead of stopping when there may be several laps

remaining. We usually say that the post-interview phase is the brainiest part of the search, which leads to the next point.

**It's important to assess your efforts during the search.**

**Pay attention to Stages 1, 2 and 3.**

**Never Go It Alone: Get Expert Advice**

At the beginning, we mentioned baseball pitchers, bowlers, and ice skaters. All of them, in their reach for perfection, have one thing in common: They rely heavily on coaching to get the desired results. In other words, no matter what the endeavor, *benefit from the wisdom of others*. Since job hunting is an unpracticed skill, why try to go it alone—especially when it comes to such crucial steps as salary negotiation? How many people can say with confidence, “Yes, I’m really terrific at negotiating salary”? And how many can say, “I’ll be brilliant when it comes to following up after my next few interviews”?

**With the Five O’Clock Club by your side, you have a pretty good shot at putting together the *perfect job search*.**

Because these can be the parts of the process that require the most imagination and creativity—where a lot of brain power can be really useful—we always urge job hunters to make full use of their Five O’Clock Club small group. Here are the people who, over the weeks, have come to know you and your job search. They are peers who have been mastering the Five O’Clock Club methodology and working through their own searches. Every week the group is there to brainstorm what to do next, suggest course corrections and offer intelligent advice on options and alternatives. And, of course, the expert coach—certified by the Five O’Clock Club—is there to oversee everything and can be called upon for private ses-

sions as well. You’ll have a much better chance at a good search—at the perfect search—if you listen to others who have studied effective job search techniques.

**Keep Stress and Weirdness to a Minimum**

Being out of work can be disorienting. Job hunters commonly feel displaced, especially those who have worked at one place for 10, 20 years or more. Hence, we know that job hunters lose things, walk into walls and have accidents. It comes with the territory.

We find that job hunters—even those who are still employed—commonly act out their stress. One man who’d lost his job was almost yelling into the phone when he called Five O’Clock Club: “All I need is a job. I need one now.” It turns out that he had also gone through a painful divorce, and he felt like his world was coming to an end. Chances are, when you’re out of work, problems will multiply in other

areas of your life as well. In other words, you might be in a world of hurt on several levels as you tackle the job hunt process. It’s important to keep things in separate compartments; work hard at being calm and normal when you network and interview.

And don’t look for a quick fix—when the methodology *will* deliver for you. As we were going to press in the summer of 2005 with our five new updated Five O’Clock Club books, we spotted a newspaper article about a young man who decided to look for work by walking along 42nd Street in New York wearing a sandwich board with the message, “Hire me, ’05 MBA, Business Development.” By the end of the day, he reported, he had set up two interviews and been handed nearly a dozen business cards.

*Continued on back page*

**Advocates For Adoption**

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[advforadopt@hotmail.com](mailto:advforadopt@hotmail.com)



**I understand that a few Five O’Clock Clubbers have used this adoption service. — Editor**

# SCHEDULE OF EVENTS FOR THE FIVE O'CLOCK CLUB



**Professional, Managerial, Executive and Career Starter Job-Hunt Groups**  
 Meetings are held weekly via teleconference or at various physical locations.

- Hear one lecture per week at a physical branch or via one of 16 lectures on CDs by Kate Wendleton. (The boxed lecture set: \$150 or FREE with the purchase of 10 "Insider" sessions.)
- ☎ Join the weekly small group discussion with a senior Five O'Clock Club career consultant (for the "Insider" program: via teleconference from the convenience of your home, or anywhere else).
- 📄 Enjoy The Five O'Clock Club website. Download worksheets from the Members Only section.

## Prices: Insider Program

Because of the popularity of "Insider," our costs have decreased over time. The savings are passed on to you. Physical branches are more expensive. Prices are for individuals. If your employer is paying for you, please see our "outplacement" price schedule on the next page.

This is a members-only organization.  
 FEES: \$49 annual membership plus session fees, which are based on member's income.

	Income < \$100,000		\$100,000 +		\$200,000 +	
	Price	Per sess.	Price	Per sess.	Price	Per sess.
20 sessions	\$540	\$27	\$810	\$40.50	\$1215	\$60.70
10 sessions	\$360	\$36	\$540	\$54	\$810	\$81

Single session (one time only) for \$50 or \$70.  
 Fee for books: \$40

Career Starters: Students; recent grads or less than 10 yrs. out < \$40,000; others

\$490 package includes 1.5 hrs. of private coaching,  
 10 group sessions, book,  
 16 lectures on CDs, 2 years' membership.

## Presentation Schedule (all locations)

Week of	Topic
Sept. 4-8	HOLIDAY WEEK -No Sessions Scheduled
Sept. 11-15	Two-Minute Pitch: Keystone of Your Search
Sept. 18-22	Beat the Odds with Search Firms & Ads
Sept. 25-29	Shortcut Your Search: Internet & Other Research
Oct. 2-6	Developing New Momentum in Your Campaign
Oct. 9-13	HOLIDAY WEEK -No Sessions Scheduled
Oct. 16-20	Getting the Most Out of Your Contacts
Oct. 23-27	Getting Interviews: Direct & Targeted Mail
Oct. 30-Nov. 3	The SOCC Approach to Interviewing
Nov. 6-10	Handling Difficult Interview Questions
Nov. 13-17	The Five O'Clock Club Approach to Job Search
Nov. 20-24	HOLIDAY WEEK -No Sessions Scheduled
Nov. 27-Dec. 1	How to Turn Job Interviews into Offers
Dec. 4-8	Developing New Targets for Your Search
Dec. 11-15	Four-Step Salary Negotiation Method
Dec. 18-22	Advanced Interviewing Techniques
Dec. 25-Jan. 5	HOLIDAY WEEKS -No Sessions Scheduled
Jan. 8-12	Keys to Effective Networking
Jan. 15-19	HOLIDAY WEEK -No Sessions Scheduled
Jan. 22-26	Two-Minute Pitch: Keystone of Your Search
Jan. 29-Feb. 2	Beat the Odds with Search Firms & Ads
Feb. 5-9	Shortcut Your Search: Internet & Other Research

Please see our website ([www.FiveOClockClub.com](http://www.FiveOClockClub.com)) for the coaching staff and full offerings.

## Attendance

- Reservations required.
- Unused sessions are transferable to anyone you choose or will be given to those in financial difficulty attending more than 16 sessions.
- Most branches are geared to professionals, managers, executives, and recent grads from a wide variety of industries and professions. Most earn from \$30,000 to \$500,000. Half are employed, half are unemployed.
- Attend at least 10 meetings in a row to develop momentum and perhaps land an appropriate position. Our research proves that those who attend on a regular basis get jobs faster and at higher rates of pay than those who attend sporadically, search on their own, or even only see a coach privately.
- After ten sessions, still try to attend regularly.

## The Five O'Clock Club®

Over 40 groups meet nationwide. Below is a sampling, or visit us at [www.FiveOClockClub.com](http://www.FiveOClockClub.com)

## Branches

### THE POPULAR INSIDER PROGRAM

You are near a meeting of The Five O'Clock Club — with over 40 groups meeting weekly. To join the "Insider," a weekly small-group teleconference, call 212-286-4500.

#### Sr. Executive (\$200,000 plus)

Tuesdays, 7:00 EST  
 Bill Belknap

#### Executive (\$100,000 plus)

West  
 Wednesdays, 5:30 p.m. Pacific  
 Terry Pile

Central  
 Wednesdays, 7:30 p.m.  
 Central  
 Max Lorenz

East  
 Mondays, 8:00 EST  
 Bert Marro

Tuesdays, 7:00 p.m. EST  
 Phil Ronniger

Wednesdays, 8:30 p.m. Pacific  
 Terry Pile

#### Professional / Managerial (\$30,000 to \$100,000)

Central  
 Tues., 7:30 p.m. Central  
 Sylvan Von Burg

East  
 Tuesdays, 7:00 p.m. EST  
 Anita Attridge

Tuesdays, 8:30 p.m. EST  
 Phyllis Rosen

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**When employees  
are given a choice,  
they choose The Five O'Clock Club  
for their outplacement program.**

***"The Five O'Clock Club program is far more effective than conventional outplacement. Selecting The Five O'Clock Club was one of my best decisions this year."***  
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**Old-Fashioned Outplacement:**

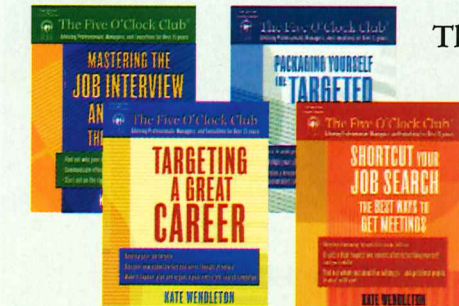
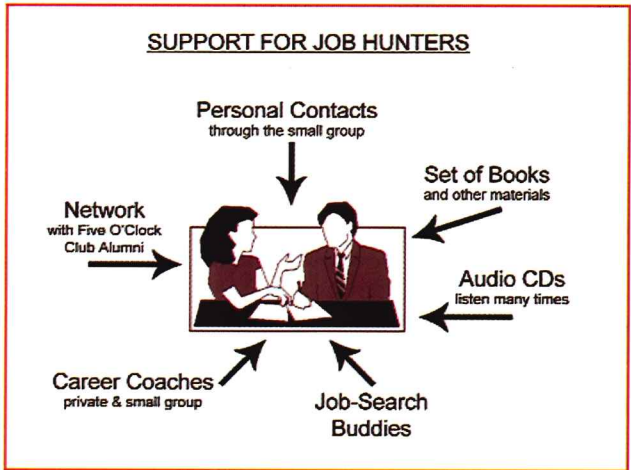
- Saddled with real estate costs.
- Very limited one-on-one career coaching.
- Overburdened coaches.
- Vanilla career coaching methods developed in the 1970s.

**Five O'Clock Club Outplacement:**

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- Guaranteed number of hours of private coaching coupled with weekly small-group strategy sessions headed by a senior coach.
- Method based on 25 years of research. Not vanilla job-search coaching.

**Five O'Clock Club Outplacement Prices**

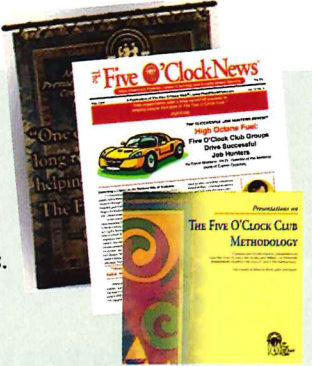
	Price	Private Hours
Senior Executives earning over \$200,000 / yr		
Platinum (2-year program)	\$15,000	40
Premium (15-month program)	\$10,000	28
Standard	\$7,500	18
Executives earning \$100,000 to \$200,000 / yr		
Premium	\$5,000	14
Standard	\$4,000	9
Bare-bones	\$3,000	5
Professionals / managers: under \$100,000 / yr		
Premium	\$3,000	8
Bare-bones	\$2,000	3



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Each job hunter gets:

- The set of 4 books.
- Boxed set of sixteen 38-minute lectures on audio CDs.
- 2-year subscription to our monthly magazine, *The Five O'Clock News*.



## REPORT FROM THE FRONT LINES

Continued from page 13

### The Five O'Clock Club places a heavy emphasis on post-interview techniques and strategies.

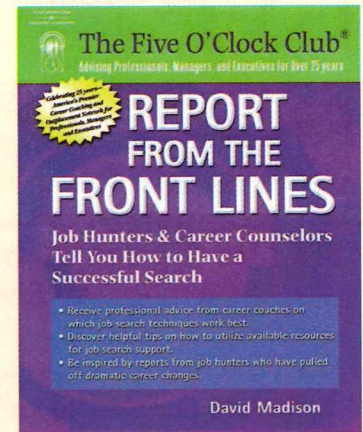
Did we call our publisher to stop the presses so that we could insert a few paragraphs about this wonderful new way to look for work? We didn't do so because walking the streets with a sandwich board isn't new and isn't wonderful. It's weird. It won't even become a fad—because it's *weird*—and we encourage our job hunters to avoid fads

and gimmicks. Even if the young man got a job by wearing a sandwich board, this is not something that would work for anyone else.

### Work hard at being calm and normal when you network and interview.

Far from saying, "Hey, maybe I should try this," the lesson is: Stick to the fundamentals, stick to the basics. With the Five O'Clock Club books, the Club's coaches and your small group by your side, you have a pretty good shot at putting together the *perfect job search*. ●

## The Newest Addition to the Five O'Clock Club Series



## The Five O'Clock Club Book Series

Based on twenty-five years of research, this series guides job seekers through the steps to choosing a career, developing a résumé, implementing a plan, and landing the job of their dreams. The series also includes complete information and advice on using the Internet and library resources to find out about industries, research firms, and identify key decision-makers to contact. [www.FiveOClockClub.com](http://www.FiveOClockClub.com)



### THE FIVE O'CLOCK NEWS

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