

## CAREER RESEARCH:

**Glassdoor.com.** Get an inside look at any company or job. Have the information you need to manage your career – real reviews, ratings, and salaries from real employees. Membership is free and corporate reviews and salary information is posted by the members. Read more at: <http://www.glassdoor.com> .

**Work-life Programs: How the Big Seven Flex.** In many cases work-life programs came about as responses to the preferences of the newest generation of workers. Many firms allow their client-services staffers to apply for work arrangements with such non-traditional parameters as a four-day week, working from home, or not working for portions of the year. Read more at: <http://www.cfo.com/article.cfm/11785171?f> .

**The Case for MBAs in the Nonprofit Sector.** More and more nonprofits are realizing that they may need to pay a higher salary or offer a signing bonus to secure MBA talent. Review the success that two organizations have found in hiring MBAs, some of the challenges associated with hiring candidates with MBAs, and some suggestions for overcoming those challenges at: <http://www.cgcareers.org/knowledgecenter/article/1070> .

**Look Beyond Wall Street.** Opportunities exist for candidates willing to look beyond the big investment banks. Review some areas within the financial markets where new jobs are springing up at: [http://news.efinancialcareers.com/Blogs\\_ITEM/newsItemId-13954](http://news.efinancialcareers.com/Blogs_ITEM/newsItemId-13954) .

**New York City Tops Nation in High-Tech Jobs.** New York's regional sum surpassed other major tech hubs such as San Jose/Silicon Valley and Boston. Washington ranked as the second-largest tech city. According to The 2008 Cybercities report, the New York metro area was the second-fastest growing city for high-tech employment. Read more at: <http://www.workforce.com/section/00/article/25/61/84.php> .

**Executive Job Market Shows Signs of Resilience: Tech, Healthcare and Defense Sectors Grow Despite Macro Slowdown.** While hiring in the financial and consumer discretionary sectors has clearly been impacted by the continued fall-out from the mortgage market collapse, the technology, healthcare and defense sectors are all adding to their executive-level ranks nationwide. Regional markets with the most favorable \$100,000+ climates were San Francisco, San Diego, Washington DC, Seattle, and Boston. The ratio of job seekers to job postings sits at a favorable 2:1 in San Francisco, 3.1 in San Diego and 4:1 in Washington DC, Seattle and Boston. Across the nation, some of the top companies currently posting the most open positions are BAE Systems, Cisco Systems, Deloitte, General Dynamics, Google, Johnson & Johnson, Microsoft, Northrop Grumman, PayPal, and Sepracor. Read more from TheLadders.com Quarterly Executive Job Market Trends Report at: <http://www.tmcnet.com/usubmit/2008/06/30/3523493.htm> .

**Huge Increases in Government Hiring on the Horizon.** Facing potential talent shortages in several key departments, including accounting, research and information technology, the government could prove to be the most fruitful source of opportunity for the nation's growing number of jobseekers. Despite current economic conditions, the combination of projected actual retirements and other departures will result in a loss of about 550,000 employees by 2010, one-third of the full-time federal civilian workforce. According to the Office of Personnel Management, financial management occupations within the government are expected to see the biggest exodus of workers: 17.9 percent of the total retirees. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=2363](http://www.jobjournal.com/article_full_text.asp?artid=2363) .

**Sustainability Means Opportunities for those Firms Acting Globally to help Meet their Clients' Demands.** Maintaining society's established, or aspiring, lifestyle while reducing carbon emissions could be the biggest challenge business executives face in this century. Sustainability challenges for CEOs is around strategy, specifically about how a firm goes about balancing paradox of trying to simultaneously improve social and financial performance. Read how consulting firms are assisting their clients at: <http://www.consultingmag.com/articles/711/1/Seeing-Green/Seeing-Green.html> .

**How To Get To the Top.** Finance chiefs are most likely to get the top job, though experience in operations — running parts of the company — is also essential. Another factor in reaching the top is whether you stay with the company you joined as a youngster. Research finds that "lifers" get to the top in 22 years (in America) and 24 years in Europe. "Hoppers" who jump between four or more companies, by contrast, take at least 26 years on

average to become chief executives. Read more at:

[http://www.economist.com/business/displaystory.cfm?story\\_id=11466966](http://www.economist.com/business/displaystory.cfm?story_id=11466966) .

**Doing Well by Doing Good: IBM Study says Businesses Seeking Growth through Social Responsibility.**

The increased visibility of corporate behavior is driving consumers' decisions on what to buy and who to buy from, who to work for, who to partner with, where to invest. It's not only critical for businesses to keep up with the emerging demands of their stakeholders, but to build CSR into the core of their business strategy. Read more at:

<http://www-03.ibm.com/press/us/en/pressrelease/23495.wss> .

**Private Equity Paints "Help Wanted" Sign.** The tough economic environment could prompt private-equity firms to replace finance executives at portfolio companies that fail to perform as expected. Private equity's sensitivity to performance underscores the fact that CFOs at portfolio companies face different kinds of pressures than do those on the public side. Private-equity owners want people who are operationally oriented as opposed to accounting oriented, somebody who can focus on how to improve operations to free up cash, whether that means selling assets, getting rid of non-performing product lines, or downsizing the organization. Read more at:

<http://www.cfo.com/article.cfm/11360846?f> .

**Career Choices - The Business Consultant.** It can be difficult and expensive to find and retain talented people for the financial planning industry. It's the inevitable consequence of an industry growing up. Fast-growing firms need higher-caliber recruits. Firms must ramp up faster to remain competitive, so they need productive staff more quickly and are willing to pay a premium for the best and brightest — whom they call B-Bs. Read more at:

<http://www.financial-planning.com/asset/article/574871/career-choices.html> .

**Focus on Employer's Needs.** The sooner you embrace the employer perspective, the sooner you'll begin finding more success in your search. Understanding the mindset of potential employers is key to getting your resume noticed, landing the interview, and receiving an offer. Focus on employer WIIFM ("*What's in it for me?*") at all times. Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=2315](http://www.jobjournal.com/article_full_text.asp?artid=2315) .

**Job Growth at the Executive Level.** ExecuNet's "2008 Executive Job Market Intelligence Report" finds that increasing demand, along with a shortage of qualified talent and sustained economic growth overseas, are driving better than expected job growth at the executive level. The sectors with the highest demand are High Tech, Healthcare, Business Services, Pharmaceuticals/Biotech, and Energy/Utilities. The report also finds recruiting and retaining of executive-level talent will remain "a challenging priority" in 2008. Read more at:

[http://www.hermangroup.com/alert/archive\\_4-30-2008.html](http://www.hermangroup.com/alert/archive_4-30-2008.html) .

**Crunch Predicted in Nonprofit Sector.** The nonprofit sector is facing what experts call an unprecedented crisis in leadership, with organizations in the Washington region and across the country struggling to recruit and retain talented staff. The report, "Ready to Lead? Next Generation Leaders Speak Out," could shake up the nonprofit sector, which has been successful at recruiting recent graduates but not always at keeping them. The study recommends that nonprofit groups provide mentors and help employees meet leaders of similar organizations. It suggests that nonprofit groups offer better salaries and benefits when possible and restructure organizations to give younger staff members more responsibility and create a more evident career track. Nonprofit organizations are a vibrant force in the Washington economy, contributing at least \$9.6 billion to the regional economy, according to a study released last year by the Nonprofit Roundtable. It found that many of the area's 7,614 nonprofit organizations help address key social problems, including homelessness, hunger, violence and illiteracy, and their work saves the government money down the road. Read more at: <http://www.washingtonpost.com/wp-dyn/content/story/2008/03/02/ST2008030202770.html> .

**Green-Tech Investing Is Red-Hot.** Venture-capital backing is spearheading research that will make eco-friendly technology economically competitive. With the price of oil ever rising, companies are aggressively searching for renewable energy alternatives at competitive prices. Read more at:

<http://www.pcmag.com/article2/0,2817,2275576,00.asp> .

**The Cure for Burnout: Go Nonprofit.** Finance executives who have made the switch from the confines of the corporate world to the unknown of a nonprofit organization say they find their current jobs more rewarding. You have to be the type of person who will roll their sleeves up and not only help within the financial and accounting department but also be willing to help deliver the services that the nonprofit is delivering. For nonprofit CFOs, the

challenge of balancing their department's needs and those of the organization as a whole is part of what keeps them motivated. Read more at: <http://www.cfo.com/article.cfm/11049374?f>

**Wall Street - Land of Job Uncertainty.** Recruiters from top-shelf Wall Street firms continue to maintain strong presences at campuses nationwide seeking out top MBA talent. And tales of rescinded full-time job offers remain few and far between. Wall Street companies will sustain their hiring levels and recruitment efforts through the rough patch so they won't have to scramble for qualified workers when the economy turns around - an error that cost them dearly after the tech bubble collapsed. Read more at:

[http://money.cnn.com/2008/04/01/news/economy/b\\_schools/index.htm?postversion=2008040112](http://money.cnn.com/2008/04/01/news/economy/b_schools/index.htm?postversion=2008040112) .

**Filling the Corporate Bench.** In a report in The McKinsey Quarterly, consultants point out that companies face a "demographic landscape dominated by the looming retirement of baby boomers in the developed world and by a dearth of young people entering the work force. Managers promote the idea that their employees are their biggest source of competitive advantage, the consultants write. Yet most are as unprepared now as they were a decade ago for recruiting and retaining capable workers. Review new approaches for developing people at:

<http://www.nytimes.com/2008/03/15/business/15offline.html> .

**Grads Want Their Employers Green and Full of Perks.** A recent survey examined not just what drives corporate reputation but also what MBAs take into account when weighing a job prospect. The dynamics that go into creating a strong corporate reputation include the quality of a company's management, its products and services, and the employee talent within an organization. Corporate social responsibility is emerging as an important magnet, not just for MBAs, but for all types of talent, so employers should take a critical look at how their CSR reputation is perceived from the outside. Read more at:

<http://www.workforce.com/section/06/feature/25/41/35/index.html> .

**I'm OK, You're in Trouble.** A recent survey found those in the finance and accounting career category to be increasingly pessimistic about the economic outlook and availability of jobs in their field. Fundamentally, though, they remain more upbeat than the overall working population. Eighty-two percent of finance and accounting employees say it's unlikely they'll lose their jobs suggests that they aren't taking their pessimism personally. Read more at: [http://www.cfo.com/article.cfm/10765035/c\\_10879801?f](http://www.cfo.com/article.cfm/10765035/c_10879801?f) .

**Online Company Research.** Company sites feature extensive information on the corporate culture and philosophies, plus plenty of details on their operations. Read everything from company philosophy to media releases to executive bios. You might even run across information that outlines the organization's upcoming challenges and then be able to sell yourself on a problem-to-solution basis. Review basic facts you'll have easy access to, and that employer will expect you to know, at:

[http://www.womenforhire.com/advice/job\\_interview\\_preparation\\_and\\_advice/online\\_company\\_research](http://www.womenforhire.com/advice/job_interview_preparation_and_advice/online_company_research) .

**Get Hired in '08: Workplace Trends to Put You Ahead.** Collaborative recruiting is the buzz word for 2008, which means more people have a say in who's hired and referrals are more powerful than ever before. The newest trend in employment — for job seekers and corporate recruiters — is to use social networks like Facebook.com, LinkedIn.com and MySpace.com to get that all important referral. Websites that were once exclusively for social purposes are now increasingly being used for recruitment. More than 500 corporations say they use LinkedIn as one of their primary recruitment tools. Learn how to leverage the benefits of the social networks at: <http://abcnews.go.com/GMA/PersonalBest/story?id=4073923> .

**Locating Your MBA Internship.** Thinking about your goals before you begin your internship search will give you the confidence not to waste time and energy seeking internships in which you have no genuine interest. Reading about your industry will not only give you a sense of where your ambitions might be headed, but it will offer you the names of companies that are doing cutting-edge work, or that are active in your area. Focus on what internships offer you the best opportunity to do the kind of work you are most interested in doing. Review guidelines for the thought process and steps characteristic of a successful internship search at:

<http://www.mbaiprograms.org/mbacareer/mbainternships.locate.asp> .

**Internships: The Best Places to Start.** Not too long ago, many employers were still unsure whether to even have a formal internship program. Now it's a necessity for large prestigious companies and firms if they want to appeal to a Gen Y crowd that craves engaging work. Read more at:

[http://www.businessweek.com/managing/content/nov2007/ca20071129\\_601933\\_page\\_2.htm](http://www.businessweek.com/managing/content/nov2007/ca20071129_601933_page_2.htm) . Review list of 50 Best Internships at: [http://bwnt.businessweek.com/interactive\\_reports/best\\_internships\\_07](http://bwnt.businessweek.com/interactive_reports/best_internships_07) .

**The Road to CFO.** Choosing certain well-traveled roads makes all the difference for someone with their eye on the CFO's office. Candidates must be able to demonstrate an appreciation of the big-picture, appreciation that goes well beyond number-crunching. Victoria Harker, CFO of global power company AES Corporation, does not have a CPA and did not work at a Big Four accounting firm. She studied economics and English in college and got an MBA. Harker says, "More and more CFO positions are less about reporting and the rear view mirror and more about bringing strategic insight into how the company should be running." Read more at: <http://www.cfo.com/article.cfm/10590366?f> .

**Recruiters See Strong Hiring Ahead Despite Recession Talk.** U.S. executive search consultants have different attitudes about the hiring outlook depending on their area of focus. Those involved in structured finance and mortgage-backed securities are getting pummeled by the housing credit crunch. Meanwhile, executive search consultants in health care, utilities and not-for-profits are going full steam ahead. Some recruiting experts suggest that even if there were to be a national recession, it may not necessarily halt hiring. Factors such as employers with global vision and the millions of baby boomers reaching retirement age could make the traditional recession-related hiring slump less severe than in past cycles. Read more at: <http://www.workforce.com/section/00/article/25/34/63.html> .

**Bump or Bust for MBA Jobs?** The challenging financial environment means students must be extra diligent when conducting their internship and job searches this year. Those who are attacking the market aggressively will fare well whether the economy dips or not, but those who wait on the sidelines and hope for something to be delivered to them by their business school are the ones who will get caught if this market turns down. Read more at: [http://www.businessweek.com/bschools/content/jan2008/bs20080124\\_093735.htm](http://www.businessweek.com/bschools/content/jan2008/bs20080124_093735.htm) .

**Managing the Global Workforce.** For corporations, managing this widely scattered, talented, restive, multicultural workforce has never been harder. Today, global corporations are transforming themselves into "transnationals," moving work to the places with the talent to handle the job and the time to do it at the right cost. Read more at: [http://www.businessweek.com/print/magazine/content/08\\_04/b4068034072937.htm](http://www.businessweek.com/print/magazine/content/08_04/b4068034072937.htm) .

**Best Careers for a Changing Job Landscape.** The section "Ahead-of-the-Curve Careers," lists 12 currently viable careers that promise to grow further in demand and importance to society. If you'd enjoy being on the cutting edge, they're worth a look and include: *Data mining* - a great career for people who'd enjoy using statistics to unearth patterns in data, using ever more powerful software. Opportunities are particularly good if you also have business sense. *Globalization*, especially Asia's ascendancy, should create great demand for business development specialists, helping U.S. companies create joint ventures with Chinese firms. People with the ability to identify, assess, and facilitate such transactions should increasingly be in demand. Employment should be available in all sectors: companies, consulting firms, nonprofits, and government. *Green-Collar Consultant* - The effort to stop global warming has become the cause of the decade. This wave of environmentalism is creating a panoply of research, corporate, government regulatory, and consulting jobs. Read more about Best Careers 2008 at: <http://www.usnews.com/articles/business/best-careers/2007/12/19/best-careers-for-a-changing-job-landscape.html> .

**Slower, but Steady Hiring Expected for the New Year, CareerBuilder.com's Annual Job Forecast Reveals.** The job market of 2007 showed resilience amidst economic uncertainties and produced north of 1.3 million new jobs. Looking forward, plans for hiring are tracking below last year's projections, but point to continued job creation. Thirty-two percent of employers CareerBuilder.com surveyed plan to add full-time, permanent employees in 2008, down from 40 percent who planned to do so in 2007. Employers are taking caution in the New Year, anticipating the advent of a slower, but still steady hiring environment. Comparing select industries, solid job creation in Professional and Business Services and Information Technology is expected to carry into the coming year. Recruitment and retention efforts are becoming increasingly competitive and job seekers are likely to benefit in the New Year in terms of higher paychecks, more allowances for flexible work arrangements, special perks and better career advancement opportunities. Read more at: <http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?id=pr409&sd=12%2F26%2F2007&ed=12%2F31%2F2008> .

**Best Cities For Jobs In 2008.** Several cities in Texas were ranked in the latest forecast data from Moody's Economy.com. Other cities noted include: Salt Lake City, Atlanta, Indianapolis, Omaha, and Seattle. Edison, N.J., ranked the highest in the median income category. Buffalo, N.Y., has the lowest cost of living, while San Jose, Calif., has the highest. New York sits at No. 58 on the list, while Los Angeles is No. 87. Read more at: [http://www.forbes.com/2008/01/10/jobs-economy-growth-lead-careers-cx\\_mk\\_0110cities.html](http://www.forbes.com/2008/01/10/jobs-economy-growth-lead-careers-cx_mk_0110cities.html) .

**Deloitte Consulting Survey: CFOs Worried About Availability of Future Finance Leaders and Talent.** There is a disconnect between where the finance office needs to go and the talent it will need to get there, according to a Deloitte Consulting LLP (Deloitte Consulting) global survey, "The Finance Talent Challenge: How Leading CFOs are Taking Charge." The study discovered that a new breed of talent is needed to propel the finance function beyond traditional roles within a company and to a new level of strategic leadership. The survey found that many organizations lack the ability to align finance with businesses objectives, as well as to help reach company goals. Attracting the talent needed to help reach these goals is a challenge. According to the survey, 35 percent of CFOs said that recent graduates do not see the finance function as a career launcher. Read more at: [http://www.deloitte.com/dtt/press\\_release/0,1014,sid%253D2283%2526cid%253D169721,00.html](http://www.deloitte.com/dtt/press_release/0,1014,sid%253D2283%2526cid%253D169721,00.html) .

**Tech Job Sector Growing at Record Paces Through 2016.** Network systems and data communications professionals make up the single fastest-growing occupation categorized between 2006 and 2016. Strong growth is expected in several other computer-related categories including computer systems analysts, computer software engineers who work on systems software, database administrators, network and computer systems administrators, computer and information scientists. Read more at: [http://www.careers.eweek.com/article/Tech+Job+Sector+Growing+at+Record+Paces+Through+2016/221039\\_1.aspx](http://www.careers.eweek.com/article/Tech+Job+Sector+Growing+at+Record+Paces+Through+2016/221039_1.aspx) .

**2008 Hot List.** Review predictions for the hottest industries of the coming year at: <http://www.entrepreneur.com/article/printthis/186466.html> .

**Global Hiring Picture Cloudy as New Year Approaches.** "The McKinsey Global Survey of Business Executives: Economic and Hiring Outlook, Third Quarter" notes 42 percent of the 2,687 executives who participated in the study say that for the short term, they expect to hire new workers. The figures paint a generally positive hiring outlook, but they are 5 percent lower than when the quarterly survey was administered in June. The search for talent will vary, depending on the region involved, the survey notes. Employers in the Asia-Pacific region, where India and China continue to grow, will most likely continue to expand next year, as 47 percent of respondents from this area say they will boost hiring. Just 36 percent of survey participants from Europe plan to add staff. Read more at: <http://www.workforce.com/section/00/article/25/21/63.html> .

**Finance Starting Pay Is Due for a Jump.** Competition for skilled financial professionals has prompted many companies to offer higher compensation to attract and retain top performers. Employers seek individuals who possess broad skill sets, in addition to expertise in their functional areas. Areas of demand outside finance include information technology proficiency and strong communication abilities. Demand registered as especially strong among firms in commercial construction, financial services, and health care. Read more at: <http://www.cfo.com/article.cfm/10010634?f> .

**Hot Jobs: Business Relationship Manager.** A business relationship manager ensures that everyone's firing on all cylinders and that the right technologies are being brought to bear. They must be people-oriented and understand how to lead. A candidate also has to have a good handle on the company's day-to-day business and the important IT tasks that need to be executed to facilitate those operations. Read more at: <http://www.cio.com/article/print/133500> .

**Hire This Guy.** In the fast-changing world of corporate sustainability, environmental consultants are the new management gurus. Simple environmental questions - the corporate equivalent of "paper or plastic?" - have many environmental ripples. The analysis requires the tenacity of a detective and the sophistication of a scientist. Read more at: <http://www.fastcompany.com/magazine/120/hire-this-guy.html> .

**Getting "Fit" for Your Next CFO Job.** Companies are looking for an MBA or CPA and experience at a similar size company. What is critical is usually some sort of experience that's relevant to the company's life cycle.

Review the latest trends in CFO job search, succession, turnover, and the characteristics that boards are seeking to find for the right "fit" in a new finance chief at: <http://www.cfo.com/article.cfm/9945508?>.

**Firms Seek Talent to Profit from Corporate Distress.** Distressed securities shops buy into companies about to default or already in default, but whose assets or long-term business prospects promise good returns to those who buy the debt at deep price discounts. To prosper in this niche, an analyst or portfolio manager needs a reliable "gut feel for how things are going to evolve" for any target company. Candidates also must be able to think on their feet, stand behind their decisions, and then confidently pitch their ideas to a portfolio manager or trade a position. Read more at: [http://news.efinancialcareers.com/NEWS\\_ITEM/newsItemId-11015](http://news.efinancialcareers.com/NEWS_ITEM/newsItemId-11015).

**A Woman's Place Is in the Firm.** Baby-boomers in the U.S. are flooding into retirement; in Europe the market is graying; and in India and China the large number of graduates masks low numbers of truly high-quality candidates. Also, job cuts earlier in the decade have created a shortfall of employees now. Read how companies are trying to assist working women at: <http://www.cfo.com/article.cfm/9859693>.

**For Job Market, Green Means Growth.** Green businesses have also been growing at a rate of about 5% annually during the last three years. The green building industry is worth \$12 billion; 10 years ago, it was unquantifiable. The greening of industry is creating a constellation of new careers, many of them are environmental twists on old professions. Corporations are now employing managers to oversee the economic and environmental components of company efforts. Green businesses expect to grow even more over the next decade, and a new generation of green careers will blossom with it. Read more at: [http://www.forbes.com/business/2007/07/02/environment-economy-jobs-biz\\_cx\\_bw\\_0703green\\_greenjobs.html](http://www.forbes.com/business/2007/07/02/environment-economy-jobs-biz_cx_bw_0703green_greenjobs.html).

**2050 Foresight.** During the next few decades, studies say, the world's economic center of gravity will shift. By 2050, the seven largest emerging economies, or E7, could collectively surpass the current G7 countries by 25 percent in U.S. dollar terms, according to a 2006 PricewaterhouseCoopers report, "The World in 2050." As the developing countries grow, their markets will become increasingly attractive to U.S. businesses. Also, global companies from emerging markets will establish more subsidiaries, and create more jobs, in the United States. The rise of emerging-market multinationals may stoke the competitive fires of Western-based companies, as Japanese companies did in the 1970s. Read more at: <http://www.cfo.com/article.cfm/9689444>.

**How to Make Your Millions.** Entrepreneurs are the trendsetters, the pioneers, the ones to watch as they lead the pack, followed closely by franchisors poised to capitalize on winning ideas and spread concepts nationwide. Review the most lucrative trends across seven industries. In case you doubt it's doable, they have the scoop from savvy entrepreneurs who went from zero to a million. Read more at: <http://www.entrepreneur.com/magazine/entrepreneur/2007/september/183008.html>.

**The Top 25 Consultants.** Gone are the days of the cookie-cutter consultancy. As the pace of business and industry continues to accelerate, staying ahead of client needs becomes a more difficult challenge. The Top 25 is a snapshot of all that's right in consulting. It is made of up CEOs, vice presidents, partners, chief strategy officers, chief talent officers and innovation leaders. Read more at: <http://www.consultingmag.com/categories/Rankings/Top-25-Consultants>.

**A Guide for Multinationals.** The challenge is to weld these vast, globally dispersed workforces into superfast, efficient organizations. To adapt, multinationals are hiring sociologists to unlock the secrets of teamwork among colleagues who have never met. They're arming staff with an arsenal of new tech tools to keep them perpetually connected. Corporations are investing lavishly in posh campuses, crafting leadership training centers, and offering thousands of online courses to develop pipelines of talent. Read more at: [http://www.businessweek.com/magazine/content/07\\_34/b4047405.htm](http://www.businessweek.com/magazine/content/07_34/b4047405.htm).

**Can You Read Me?** Corporate employees tend to be quantitative types, good with dollars and cents and derivatives. The business-writing skills of typical employees in corporate America need improvement. Read more at: <http://www.cfo.com/article.cfm/9472133?f>.

**Accounting for Good People.** Unlike most, the Big Four (Deloitte Touche Tohmatsu, Ernst & Young, KPMG, and PricewaterhouseCoopers) really mean it when they say that people are their biggest assets. Their product is their employees' knowledge and their distribution channels are the relationships between their staff and clients.

More than most they must worry about how to attract and retain the brightest workers. The big firms' evolving efforts to attract the best candidates and to encourage and keep the brightest people provide useful lessons for other companies. The most intractable problem is that there are never enough skilled or promising people to go around. Read more at: <http://www.cfo.com/article.cfm/9531108?f> .

**Plenty of Jobs Out There.** The job market keeps humming along at a steady pace, reflecting companies' faith that the current economic expansion will continue for some time. Employers will continue to have trouble finding enough workers, particularly for positions requiring special skills or advanced training. Read more at: [http://www.kiplinger.com/businessresource/forecast/archive/plenty\\_of\\_jobs\\_out\\_there\\_070706.html](http://www.kiplinger.com/businessresource/forecast/archive/plenty_of_jobs_out_there_070706.html) .

**Tap into Ten Experts.** When you start thinking of yourself as a solution to employers' problems, you will stand out from the hordes of ordinary jobseekers who think only about their own problems in finding a job. Review ten of the best resources to help you focus on the employer's needs and how you can solve their problems at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=2076](http://www.jobjournal.com/article_full_text.asp?artid=2076) .

**Caring, the Corporate Way.** The Center for Companies that Care, a not-for-profit organization, strives to make businesses more conscious of the human toll of their decisions and recognizes companies that have put in the extra effort for their employees. Review the Ten Characteristics of a Caring Company and the list of the 35 companies that made the 2007 Honor Roll at: <http://www.fastcompany.com/articles/2007/03/companies-that-care.html> .

**Young Jobseekers Drawn to Eco-Friendly Employers.** As employers struggle to fill positions amid rock-bottom unemployment, those who underestimate the recruiting power of being green could be making a serious mistake. Harris Poll found that 33 percent of Americans would be more inclined to work for a green company compared to an organization that does not make conscious efforts to promote socially and environmentally friendly practices. Review examples of companies that have taken significant steps in the 'green' direction at: [http://www.jobjournal.com/article\\_printer.asp?artid=2055](http://www.jobjournal.com/article_printer.asp?artid=2055) .

**Career Values.** Values determine what type of career suits you, what type of employer you should work for, where you should work and what you want from a job. Review and rate the importance of the inherent values, external values, and everyday life considerations at: [http://www.cvtips.com/career\\_values.html](http://www.cvtips.com/career_values.html) .

**Tapping, Keeping Top Talent Is Tough, But Worthwhile.** Banks' toughest issue is their reluctance to pay what the big non-bank boys pay, especially in expected commission and bonuses. Recruiters urge bankers to get over it-or risk losing the best applicants. Banks are becoming more patient, more open-minded and better at choosing quality people, rather than just the guy who has the best numbers. Read more at: <http://www.us-banker.com/article.html?id=20070525IA6VM5DV> .

**America's Best- And Worst-Paying Jobs.** The medical profession continues to dominate the top end of the list of the 25 best- and worst-paying jobs in America. Earnings can vary widely for the same job in different industries and in different places. Where you live can also have a huge impact on what you make. The states and metropolitan areas in the high-wage Northeast pay top dollar in many occupations, as do employers in similarly pricey Silicon Valley. Read more at: [http://www.forbes.com/2007/06/04/jobs-careers-compensation-lead-careers-cx\\_pm\\_0604jobs.html](http://www.forbes.com/2007/06/04/jobs-careers-compensation-lead-careers-cx_pm_0604jobs.html) .

**Biz Gads Put Degrees to Eco-friendly Work.** An increasing number of M.B.A.s are looking to fuse old-fashioned entrepreneurship and environmental idealism. A study by the environmental research and consulting firm Clean Edge estimates that renewable energies like wind, solar and hydrogen fuel cells will grow to a \$102.4 billion industry by 2014. The study, commissioned by Nth Power and three other firms, said that the combined market for "green" energy has jumped 68 percent since 2002 to more than \$16 billion in 2005. Read more at: <http://www.bizjournals.com/sanfrancisco/stories/2006/01/16/focus2.html> .

**MIT Conference is Bullish on Solar Power.** People want to have solar, said Rhone Resch, president of the Solar Energy Industries Association, based in Washington, D.C. There's an incredible untapped demand. Most of the interest centered on using photovoltaic cells to directly convert sunlight into electricity. In 2003, Jigar Shah founded SunEdison, in Beltsville, Md., a firm that installs and manages solar arrays for governments and businesses. Customers pay only for the solar power they use over a 20-year term, at fixed rates no higher than

they paid for grid electricity at the outset. SunEdison owns the panels and covers all the costs. With backing from New York City-based Goldman Sachs Group, among others, SunEdison has put solar systems on the roofs of over a hundred Staples, Sure Save Supermarket, and self-storage warehouses, mainly in California and New Jersey. Read more at: <http://www.spectrum.ieee.org/print/5036> .

**For new MBAs, a California Lifestyle Beats Big Bucks.** For the first time on Fortune.com's list of 100 Top MBA Employers, more respondents say they'd rather work for Google than for traditional magnets McKinsey (ending its 11-year reign at No. 1), Goldman Sachs, and Bain & Co. Four of the five employers in the top 20 that moved up in rank this year are headquartered on the West Coast. For MBAs overall, New York City remains the favorite city to work in; but San Francisco has replaced Chicago as second choice, and San Diego jumped from tenth place to fifth. Review Fortune's 100 Top MBA Employers at: [http://money.cnn.com/2007/05/02/news/economy/mba\\_employers.fortune/index.htm](http://money.cnn.com/2007/05/02/news/economy/mba_employers.fortune/index.htm).

**Survey Shows MBA Students Believe Business Should Be Agent of Social Change.** Among survey respondents who said they were not interested in becoming Net Impact members, 81% believed business professionals should take into account social and environmental impacts when making decisions; 66% said business should work toward the betterment of society; and 60% said they would seek socially responsible employment. Read more at: [http://www.greenbiz.com/news/news\\_third.cfm?NewsID=34178](http://www.greenbiz.com/news/news_third.cfm?NewsID=34178) .

**Are Green Careers the Next Google?** Bill Joy, co-founder of Sun Microsystems and a partner at Kleiner Perkins Caufield & Byers, a Menlo Park, Calif.-based venture capital firm, said: " ... I think the greatest legal creation of wealth today is in the green area - not just in the U.S. but in the developed world. ... There will be an enormous amount of new green technology, new wealth, and we are trying to create the Googles, the Microsofts of the new era." Eileen Claussen, president of the Pew Center on Global Climate Change, said addressing global warming will drive a need for non-technology-related jobs, as well: state and national government officials to write rules about how new technologies are used; economists to evaluate costs and benefits of investments; and international negotiators to hammer out global frameworks as technology expands. Read more at: [http://blogs.payscale.com/content/2007/04/are\\_green\\_caree.html](http://blogs.payscale.com/content/2007/04/are_green_caree.html) .

**Digging Up a Career's Downsides.** Every career has downsides, and unearthing them early could save you from having to restart your career in a few years. Basic career detective work isn't difficult. Review a three-step process for determining if that perfect-sounding career really is at: <http://www.usnews.com/usnews/biztech/articles/070404/4collegecareer.research.htm> .

**10 Things Candidates Hate; 10 Things They Love.** The "recruiter perspective" can often give a job seeker insight into the hiring process. Organizations unwilling to change or analyze the process will probably not win the next generational wave of top talent. Review candidate pet peeves and things they like at: <http://www.ere.net/articles/db/2040478DA9C24FBF94147616200E6FC1.asp> .

**Turning Your Internship into a Job.** Taking a proactive approach is one of a number of strategies that can help you parlay an internship into a job. Review other techniques at: [http://www.quintcareers.com/turning\\_internship\\_to\\_job.html](http://www.quintcareers.com/turning_internship_to_job.html) .

**This is Job Recruiting? Businesses Get More Creative to Woo Top Talent.** More than 80% of employers planned to maintain or boost hiring in the second quarter, according to a March survey by employment services company Manpower. Only 7% of employers said they planned to reduce staff levels. A similar survey by Harris Interactive found that 40% of hiring managers and human resource professionals will increase the number of full-time, permanent employees in 2007. Companies' rising demand for top talent is a boon to job candidates. Compared with the not-so-distant past, candidates now are likely to get more-generous job offers, more promotions and flexible work hours. Although overall wages are not rising at a fast clip, those in industries where talent shortages are particularly acute — such as engineering, health care and accounting — are seeing significant pay increases. Job candidates of all ages and in all types of industries are seeing the advantage of a tight labor market. Read more at: [http://www.usatoday.com/money/workplace/2007-03-26-employee-recruiting\\_N.htm](http://www.usatoday.com/money/workplace/2007-03-26-employee-recruiting_N.htm) .

**Keeping Your Career on the Right Tack.** If a job is not chosen carefully, it could lead to an unpleasant, unproductive tenure and prove detrimental to your career. Because job-related decisions are crucial, you should

not act on impulse, but rather proceed according to a larger plan. Review guidelines for a successful choice at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1959](http://www.jobjournal.com/article_full_text.asp?artid=1959).

**Finding the Best Person for the Job.** Review a recruiter perspective on selecting the right candidate. Each person has a certain set of talents, something at which they naturally excel. If you want to make a good hire, you have to ensure that when you're evaluating a candidate, you identify their natural tendencies. All too often, a person ends up in a career for which they are not ideally suited. Read more at: <http://www.ere.net/articles/db/B3287A99BD4CB69DA81FA9B221FA3BBC.asp>.

**Star Search.** Companies increasingly look to MBAs to fill critical gaps in their succession-planning efforts for top roles in finance and beyond. Recruiting MBAs might be among the more robust hiring processes a company undertakes these days, with more executive-level involvement than ever in picking future leaders. It wasn't that long ago that many companies were scaling back on MBA recruiting, figuring they could train undergrads at a lower cost and with the same results. But some employers are finding that MBAs, because of their prior work experience, are worth the salary premium. Review What Companies Want, What MBAs Want, and making The Final Cut at: [http://www.cfo.com/article.cfm/8756991/c\\_8766497?f](http://www.cfo.com/article.cfm/8756991/c_8766497?f).

**Business 3.0.** Well ahead of slower-moving governments, companies of every size and in every part of the world are waking up to humanity's impending and interlocking crises, and the vastly lucrative rewards that solving them might bring. If humanity has a future, it will rest significantly on these companies and entrepreneurs' ability to create and globally distribute civilization-saving innovations. Review some of the conceptual tools and approaches that will be a part of the Eco-Innovation Revolution at: [http://www.fastcompany.com/magazine/113/open\\_fast50-essay.html](http://www.fastcompany.com/magazine/113/open_fast50-essay.html).

**Smarten up, Recruiters Tell Employers in Tough Job Market.** Employers will need to be more flexible and more communicative if they hope to attract top executive and professional talent in a "candidates' market". Recruiters also identified the need for companies to offer more than just salary to prospective executives and professionals, citing corporate "culture", as well as flexible hours and work environments. Read more at: <http://www.onlinerecruitersdirectory.com/news/recruiters2007.php>.

**Why a Job in Private Equity Pays.** Fresh MBAs at private equity firms saw their total compensation (base salary plus cash bonus) climb 16 percent last year. Private equity firms also offer fresh grads an opportunity to work directly with seasoned talent and shape the future of a company, Private equity houses have been disciplined about building their teams and are known for their streamlined operations. Read more at: [http://money.cnn.com/2007/02/13/markets/pe\\_jobs/index.htm](http://money.cnn.com/2007/02/13/markets/pe_jobs/index.htm).

**Finders' Keepers: The Secrets to Finding and Keeping the Best Employees.** The best companies keep their talent in-house. Retention is about creating a climate and culture that honors talent and temperament, and building allegiance to the company over time through developing mutual trust. Review the primary components of employee retention at: [http://www.expressionsofexcellence.com/ARTICLES/hire\\_retain\\_best\\_employees.htm](http://www.expressionsofexcellence.com/ARTICLES/hire_retain_best_employees.htm).

**How Admired Companies Find the Best Talent.** Communication up and down the ranks in these companies is more open, and more frequent, than in other companies. Top management is more accessible, which makes employees at all levels feel engaged in meeting the company's goals. These companies offer plenty of chances for every employee to learn and grow - which means that when they need talent, they can find it in-house rather than having to look elsewhere. For a promote-from-within culture to work, you have to hire the right people in the first place. Review nine characteristics the companies look for, called success drivers, at: [http://money.cnn.com/2006/02/23/news/economy/annie/mostadmired\\_fortune\\_ask0223/index.htm](http://money.cnn.com/2006/02/23/news/economy/annie/mostadmired_fortune_ask0223/index.htm).

**Google Answer to Filling Jobs Is an Algorithm.** Google has always wanted to hire people with straight-A report cards and double 800s on their SATs. Now it is starting to look for more well-rounded candidates, like those who have published books or started their own clubs. Google — in typical eccentric fashion — has created an automated way to search for talent among the more than 100,000 job applications it receives each month. It is starting to ask job applicants to fill out an elaborate online survey that explores their attitudes, behavior, personality and biographical details going back to high school. Read more at: <http://www.nytimes.com/2007/01/03/technology/03google.html?ex=1325480400&en=e71cadb22a20a3c4&ei=5088>.

**Gallup's Talent Search.** Gallup and Citigroup representatives participated in a live chat event. They offered advice on the job hunt, making a good first impression, and furthering your education. Review edited excerpts of their conversation at: [http://www.businessweek.com/bschools/content/dec2006/bs20061217\\_572763.htm](http://www.businessweek.com/bschools/content/dec2006/bs20061217_572763.htm).

**Major Employers trends - U.S. Job Market Overview.** Barring any economic catastrophes due to such continuing risks as terrorism strikes, energy shortages and natural disasters such as hurricanes, there should be a wide variety of excellent employment opportunities. Americans who find themselves on the market for a job will need to understand the changes surging through the economy in order to determine which companies to pursue and which to avoid. The U.S. employment market is evolving quickly, and job seekers must be both knowledgeable and nimble in order to position themselves to find promising careers. Read more at: <http://www.plunkettresearch.com/MajorEmployers/MajorEmployertrends/tabid/100/Default.aspx>.

**Hire Callings.** While the CFO post is undeniably a pressure-cooker, it can also be an incubator. Executives acquire a broad range of skills, experiences, and contacts that leave them well prepared to indulge their passions and interests. What's true for all is that their finance careers have given them a foundation for their new endeavors, whether it's running restaurants, teaching the next generation of finance executives, helping to manage a renowned charitable organization, or writing the Great American Novel. Meet 11 former CFOs who have closed the door on finance — at least for now - at: <http://www.cfo.com/article.cfm/8099489?f>.

**The Truth About Job-Hunting Myths.** Review some of the most common and most damaging job-seeking myths about: Long resumes, Internet job search, Entry-level salaries, When to apply for jobs, Quitting if you don't like your boss, and It's illegal for an employer to... at: <http://www.washingtonpost.com/wp-dyn/content/article/2006/11/11/AR2006111100360.html>.

**No Holiday for Job Hunters.** When companies have a need, they're going to hire no matter what the time of year is. The job search this time of year might be a bit different, but you can use holiday parties and other potential candidates' belief that it's not a good time to job-hunt in your favor. Starting work during the holidays can be a hidden plus. The new job will probably be slower, so that gives a new worker more time to settle in and get ready for the post-holiday whirlwind. It's a good time to train, and more people have time to answer questions or help a new employee fit in to the position. Read more at: <http://www.washingtonpost.com/wp-dyn/content/article/2006/11/11/AR2006111100058.html>.

**A Perfect Fit.** Most people don't relish the prospect of job hunting, but in finance, it's almost a way of life. Given inevitable reorganizations, layoffs, mergers, and pure and simple frustration, many finance professionals end up looking for work every three to five years. Job seekers must make important decisions about what they want next and how they intend to get it. When describing themselves, finance people should avoid "trying to sell their financial brilliance" and instead focus on their broader leadership and strategy skills, with finance as a bonus. Read more at: <http://www.cfo.com/article.cfm/8099601?f>.

**Who Needs Recruiters?** Nearly a third of MBAs at top schools like Michigan, Cornell, and Maryland now take on a job search independent of on-campus recruiting. Independent job seekers are getting a welcome reception -- and not just at small companies. At JPMorgan Chase & Co., for instance, they account for nearly a third of the 75 MBAs hired each year for investment banking positions. Read more at: [http://businessweek.com/magazine/content/06\\_43/b4006012.htm](http://businessweek.com/magazine/content/06_43/b4006012.htm).

**CEO Salaries at Largest Charities Increase.** The median salary for leaders of the largest nonprofits grew by 4.8 percent in 2005. In contrast, the median increase for salaries of CEOs of America's biggest companies was 2.9 percent in 2005. It is expected that nonprofit CEO salaries may continue to increase significantly during the next 10 years as older leaders retire and are replaced by younger leaders. Read more at: [http://www.afpnet.org/ka/ka-3.cfm?folder\\_id=2545&content\\_item\\_id=23781](http://www.afpnet.org/ka/ka-3.cfm?folder_id=2545&content_item_id=23781).

**Tech CEOs Find Hiring Tougher.** Deloitte's Technology Fast 500 survey noted that CEOs foresee their growth being organic rather than the result of acquisitions, so finding and hiring the right employees to support that growth is paramount. Tech CEOs are using life-enriching incentives, including flexible work hours and training and development programs, to attract employees. Those surveyed said that decision-making ability is the most

important skill for a CEO of a fast-growing technology company. Read more at: [http://news.zdnet.com/2100-9595\\_22-6066456.html](http://news.zdnet.com/2100-9595_22-6066456.html).

**The Great Global Talent Race: One World, One Workforce.** Increasingly, the global talent pool lies outside the United States and Europe. Since 2000, U.S.-based multinationals have consistently reduced the number of workers employed in the United States and increased the number employed abroad. This shift in the location of critical knowledge workers will continue to draw more developed-nation multinationals into developing-country labor markets. Read more at: <http://www.workforce.com/section/09/feature/24/33/00/index.html>.

**Secret of Success: Be a Bulldog.** Several foreign and domestic CEOs each independently mentioned the don't-give-up mentality as the most crucial ingredient to their success. Persistence is needed to deal with the difference between what your plans predict and what actually occurs. The difference between success and failure among companies can come down to either accepting resource constraints and giving up, or seeing possibilities others didn't. Read more at: [http://money.cnn.com/magazines/business2/business2\\_archive/2006/09/01/8384333/index.htm](http://money.cnn.com/magazines/business2/business2_archive/2006/09/01/8384333/index.htm).

**Want to Kick-start Your Career? Take a Calculated Risk.** The era of tedious dues-paying to earn career advancement is long gone and, for the cohort who grew up during the have-it-all Eighties and joined the workforce in the go-go late '90s, waiting around for a chance to move up is just maddening. If you're a Gen Xer who feels outnumbered and outgunned by Boomers, just wait 'til you meet Generation Y: Almost as numerous as their Boomer parents, loaded with energy, tech savvy, and ambition, and poised to blow your doors off unless you hustle to stay one step ahead. Read more at: [http://money.cnn.com/2006/08/14/news/economy/annie\\_0814.fortune/index.htm](http://money.cnn.com/2006/08/14/news/economy/annie_0814.fortune/index.htm).

**Biotech Boom.** The biotech field is a profession that's expanding faster than you can spell biotherapeutics. Hiring personnel look for employees who thrive in an environment that supports both teamwork and individual initiative to achieve the company's mission. Robert Half International reports that: "Biotech companies are hiring in all departments and most recently because of new industry regulations, firms are requiring more financial reporting." Read more at: [http://www.jobjournal.com/article\\_full\\_text.asp?artid=1756](http://www.jobjournal.com/article_full_text.asp?artid=1756).

**Funding Innovation Where It's Incubated.** Microsoft convened a panel of tech leaders and educators to wax philosophic about hot IT topics of the day: declining federal research spending, job competition from India and China, and why the United States can't attract kids to math and science. Dan Mote, the president of the University of Maryland and a co-author of a federal report released last fall that's got the attention of everyone from the president to Congress, was a panel participant. "Students do not see opportunity in our field," said Mote, referring to IT and computer science. And it's not just kids in poor districts -- even the rich kids don't get jazzed about tech. That's going to be a problem as computer companies hunt for the next generation of workers. A report called "Rising Above the Gathering Storm," contains recommendations about what the government can do to improve the nation's K-12 schools, universities, research agenda, and economic policy to avoid more technical slipping. Read more at: [http://www.informationweek.com/blog/main/archives/2006/07/funding\\_innovat.html](http://www.informationweek.com/blog/main/archives/2006/07/funding_innovat.html).

**The Next Job Boom.** An unusual convergence of economic factors has made this moment the best time to look for a job since the most dizzying days of the boom. In sector after sector, from health care to advertising to retail to accounting, pent-up demand for workers that has been building for four years is boiling over, strengthening employees' hands - and emboldening them to jump ship. The newly inviting job market has surprisingly little to do with job growth; it is instead the result of a collision between low unemployment and collapsing productivity. Bosses can't squeeze more work out of existing workers, and there aren't many new workers, particularly skilled ones, out there. Read more at: [http://money.cnn.com/magazines/business2/business2\\_archive/2006/05/01/8375922/index.htm](http://money.cnn.com/magazines/business2/business2_archive/2006/05/01/8375922/index.htm).

**In With the New.** The Department of Labor routinely eliminates outmoded job titles, such as bonbon dipper and rubber attacher, from its database. Review new additions like Chief Diversity Officer and Chief Blogging Officer at: <http://www.inc.com/magazine/20060701/handson-managing-sidebar.html>.

**Employers Intensify Recruiting---Globally.** Employers are implementing a variety of strategies to attract the needed talent. Recruiting on college campuses will increase this year and in the future. Some of this recruiting will be accomplished in the traditional way, with company representatives visiting schools to meet and interview

prospective employees. Even more will be achieved through the Internet. Read more at: [http://www.iacmp.org/news/05-25-2006\\_1.html](http://www.iacmp.org/news/05-25-2006_1.html).

**Where the Tech Jobs are Now.** The top 10 metropolitan areas for new tech jobs are: Los Angeles, Washington, DC, Chicago, Boston, New York, Seattle, San Francisco, San Jose, Dallas, and Atlanta. Skills employers are seeking include: Microsoft.Net, Oracle and Java developers, portal developers, and people with BizTalk and e-commerce experience, along with certain packages like PeopleSoft, Oracle financials, and SAP. Certifications like the MCSE are always big. The supply of people who have these skills and credentials is not keeping up with demand. "Soft skills" are also being emphasized. Companies now want tech people who interact well with the rest of the organization - talking to customers, understanding where tech projects fit into the overall corporate strategy. Review a list of the fastest-growing techs who are doing the most hiring at: [http://money.cnn.com/2006/05/23/news/economy/annie/fortune\\_annie0524\\_b2fastesttech/index.htm](http://money.cnn.com/2006/05/23/news/economy/annie/fortune_annie0524_b2fastesttech/index.htm).

**Cranky Consultants at BearingPoint.** Its 15,400 consultants have a reputation for industry expertise and a distaste for the conceptual head-banging of their peers. BearingPoint offers a "third way" to client enlightenment, a path between global players IBM and Accenture, and the high-growth, high-valuation Indian IT firms, such as Wipro and Infosys. Review a prognosis and remedy for BearingPoint's ills at: <http://www.fool.com/news/commentary/2006/commentary06051007.htm?npu=y>.

**This Time It's War.** Filling key finance positions is now an arduous process surpassed in difficulty only by keeping people once they've got them. Read more at: <http://www.cfo.com/article.cfm/5674448>.

**Executives Leaving? It's Probably Not the Money.** Executives cite lack of challenges or opportunity for career growth (33 percent) as the top reason they left. Twenty percent of respondents pointed to ineffective leadership, while 17 percent said the attractive job market was why they left their last jobs. Read more at: <http://www.workforce.com/section/00/article/24/33/77.html>.

**Career Swings. Finance Career Paths Increasingly Include a Stopover in IT.** More and more finance executives are spending time in IT as companies recognize the value that financial expertise can bring to their technology operations. Read more at: <http://www.cfo.com/article.cfm/5621050?f>.

**Are You Paid What You're Worth?** Your current employer assesses you based on what you're doing, but a prospective employer is more likely to see you in terms of your potential contributions. Read more at: <http://money.cnn.com/2006/04/03/commentary/everyday/sahadi/index.htm>

**What's the Biggest Change Facing Business In the Next 10 Years?** Ten amazingly smart people talk about the future of business - and how to get ready for it. Read more at: <http://www.fastcompany.com/magazine/103/fast-talk.html>.

**Where America's Good Jobs Will Be.** The fastest growth and largest increase in sheer numbers will be in professional occupations like information technology specialists, teachers, and engineers. Management, business, and financial occupations are also likely to see brisk growth. See the best-paid, fastest-growing jobs and the well-paying jobs with the most growth at: [http://www.forbes.com/work/2006/02/17/economy-employment-careers\\_cx\\_pm\\_0220jobs.html](http://www.forbes.com/work/2006/02/17/economy-employment-careers_cx_pm_0220jobs.html)

**Project Managers In Hot Demand.** Employers are interested in project managers who have experience in program management, infrastructure project management, change management, and especially individuals who have experience managing teams of 15 or more people. Read more at: <http://www.informationweek.com/news/showArticle.ihtml?articleID=183700365>.

**More Questions from Finance Recruiters.** Executive recruiters don't hesitate to throw hardball questions. At your next interview, be ready for the curves as well as the high, hard ones. Good leaders can express their objectives well and have spent time on determining their priorities. Read more at: <http://www.cfo.com/article.cfm/5571620?f>.

**Secrets Your Company Doesn't Want You to Know.** View your actions through the eyes of your company, which is like a fearful giant that won't hesitate to swat you down if you tweak its fears. Read more at: <http://money.cnn.com/2006/02/22/commentary/everyday/sahadi>.

**Far From Obsolete, Career Fairs Are a Low-cost Way for Firms to Hire Quickly and Fill Pipelines.** Career fairs can build the employment brand, fill recruiting pipelines, and when staffed by employees, they can help build morale and turn workers into year-round recruiters. Career fairs allow companies to balance the high-tech approach to recruiting with high-touch methods. Read more at: <http://www.workforce.com/section/06/feature/24/28/61/index.html>.

**Hire Power.** Many companies are transforming the job posting portion of their Websites from a mere listing to a full-on branding campaign in which they tout the many employment advantages they offer and encourage people to apply even if no current openings seem to match their skills. Read more about corporate efforts to attract potential job candidates at: <http://www.cfo.com/article.cfm/5491051>.

**Scenes from the Culture Clash.** Four generations are being asked to coexist at once: traditionalists (born before 1945), boomers (born 1946-1964), generation X (1965-1977), and millennials (alternately known as gen-Y, echo boomers, Net gen, and even "generation why," because they never stop questioning the status quo). Managers will be challenged to minimize the friction and maximize the assets of four distinct sets of work values and styles simultaneously. If companies want to attract, retain, manage, and motivate the next generation of workers, they're going to have to adapt. Read more at: <http://www.fastcompany.com/magazine/102/culture-clash.html>.

**Favorite Questions of Finance Recruiters.** Review interview question from three CFO recruiters, whose common objective is to test a candidate's self-awareness, at: <http://www.cfo.com/article.cfm/5486216?f>.

**Women in Finance: Hear Them Roar.** Ninety percent of survey respondents say they are satisfied with their finance careers, and 95 percent would recommend finance to women starting their careers today. As they gain more power in the workplace, women are finding ways to promote cultural change. Read more at: <http://www.cfo.com/article.cfm/5522070?f>.

**Job Hunting Online Gets Trickier.** Due to new federal guidelines, resumes and search approaches that worked perfectly well before may no longer do the trick. An applicant must "express interest" in a job, whether by sending in a resume, applying on the company's site, or whatever other means the company requests. That "expression of interest" must show that the candidate has specific and measurable qualifications for the position listed in the company's job description. Review suggestions to make sure you are considered at: [http://money.cnn.com/2006/02/06/news/economy/annie/annie\\_0206](http://money.cnn.com/2006/02/06/news/economy/annie/annie_0206).

**What's Next: Meet Your New Executives.** The list of jobs that have been pushed toward obsolescence by computers is a long one. New, powerful software is emerging that can extract something akin to meaning from data--and take action based on that meaning. Computers will be able to react based on the sum total of all available data--in other words, on the same information that informs a human being's decisions today. Things are really going to take off when "complex event-processing" systems begin to merge with "text mining" and other monitoring applications. Read more at: <http://www.inc.com/magazine/20060101/column-freedman.html>.

**Breaking into Banking Without an Ivy League Advantage.** Students from non-target schools need to work twice as hard, be better prepared for interviews, and be a little more entrepreneurial about making contact with the firm. Read more suggestions at: [http://news.efinancialcareers.com/GRADUATE\\_ITEM/newsItemId-4913](http://news.efinancialcareers.com/GRADUATE_ITEM/newsItemId-4913).

**Mine 'Best' Lists for a Better Fit.** There are a growing number of annual magazine lists that provide readers with information about the most desirable workplaces in America. The lists are intended in part to promote better quality of life in the workplace by recognizing organizations that treat their employees well. The surveys can also make a prospective employer seem more appealing by revealing an organization's approach toward matters that employees care about, such as work-life balance or availability of health benefits. Read more at: <http://www.washingtonpost.com/wp-dyn/content/article/2005/11/19/AR2005111900458.html>.

**Nonprofits and Healthcare Are Hiring MBAs.** An MBA is an admission ticket to careers in finance and consulting. It's tough to enter the inner circle without one. Now the degree is opening less-traditional doors, too. Read more at: <http://featuredreports.monster.com/mba/everybody>.

**Is there a Real Job Behind That Interview?** It is enormously frustrating for job hunters enticed by an interesting opportunity, only to discover that no real job exists. Read how to protect yourself and make sure you are spending your time as efficiently as possible, keeping these no-job job interviews at a minimum, and focusing energy on the real opportunities at: [http://careercampaign.com/press\\_articles/real%20job\\_behind\\_interview.html](http://careercampaign.com/press_articles/real%20job_behind_interview.html).

**Jack Welch's advice to MIT Sloan students: "Always err on the side of bold."** A leader's role, Welch said, is to impart vision and a healthy corporate culture, build great people and great teams, and show them how to lead. A leader's job is not to be "the smartest person in town," but to hire and inspire the smartest people in town. Read more at: <http://mitsloan.mit.edu/newsroom/2005-jackwelch.php>.

**The New Steps to Career Advancement.** This article is an excerpt from a Harvard Business Review report on how the changing face of corporations and corporate life over the last few decades has impacted career movement. An important finding in the study is that executives in 2001 got to the top faster than their 1980 counterparts and did so by holding fewer jobs along the way. Read more at: [http://hbswk.hbs.edu/item.jhtml?id=4736&t=career\\_effectiveness](http://hbswk.hbs.edu/item.jhtml?id=4736&t=career_effectiveness).

**Why Some People Always Succeed At Work.** Why is it that some people always seem to get faster promotions, make more money and generally stand out on the job, in any economy? Review three things you can start doing today to make yourself more valuable -- to any employer, in any industry at: <http://www.recruit2hire.com/succeed-at-work.html>.

**Big Traits for Big Blue.** IBM recruiter says it seeks MBAs who do great work and possess that intangible mix of humility, respect, and wisdom. Read more at: [http://www.businessweek.com/bschools/content/aug2005/bs20050819\\_9707\\_bs052.htm](http://www.businessweek.com/bschools/content/aug2005/bs20050819_9707_bs052.htm).

**In Search Of Talent.** After several years of slump, the U.S. IT job market is showing some life, at least for the right people with the right skills and experience. The picture looks better than it has in a while because the number of IT managers, engineers, database administrators, and network and systems administrators with jobs has grown. Read more at: <http://www.informationweek.com/story/showArticle.jhtml?articleID=166401967>.

**Pursue Companies, Not Jobs.** Look for good companies that are in a business you want to be involved in for the long haul. Evaluate the company in terms of whether it can offer you the job changes and career development you envision for yourself. The right company will have lots of good jobs for you for a long time to come, making it unnecessary for you to go job hunting again any time soon. Read more at: <http://www.asktheheadhunter.com/hapursuecos.htm>.

**Uncle Sam Wants Accountants.** A growing number are donning dark suits and sunglasses and joining the ranks of federal departments like the CIA and the FBI. Many agencies are actively recruiting finance types, throwing themselves head-on into competition with private-sector employers such as consulting firms. Read more at: [http://www.cfo.com/article.cfm/4124830/2/c\\_4125297?f=magazine\\_alsoinside](http://www.cfo.com/article.cfm/4124830/2/c_4125297?f=magazine_alsoinside).

**The Next Big Thing.** What is the next big thing in the financial services technology space? Read the thoughts of four analysts who have had their ears to the ground as they reveal what shape they believe the future landscape will take at: <http://www.wallstreetandtech.com/showArticle.jhtml?articleID=164903655>.

**Navigating a Long-distance Job Search.** Review tips and resources to help you find a job and make sure you are relocating to an area that meets your needs at: <http://www.cnn.com/2005/US/Careers/06/09/long.distance/index.html>.

**The Consumer of the Future.** Born after 1956, they fall into the www generation. This generation is neither loyal nor going away anytime soon. They are the ones with whom you will build and manage your customer relationships. They hold the keys to your organization's future financial success. The www generation created the

digital lifestyle and they love living it. Glimpse into this digital lifestyle at: <http://www.destinationcrm.com/articles/default.asp?ArticleID=5007> .

**Editor's Note: Future Is What You Make It.** Microsoft chairman Bill Gates lamented the lagging enrollment in the sciences and the decline in foreign students interested in studying or pursuing careers in the US. This comes at a time when opportunities for careers in IT and innovation through technology are brighter than ever, he says. The future still looks bright for those who combine computer-science knowledge with business skills. Read more at: <http://www.informationweek.com/showArticle.jhtml?articleID=162100358> .

**Recruiters Cite Leadership, Relationship Skills as Keys for IT Execs.** The hiring of new IT executives isn't being driven by any hot technical skills. Read what qualities companies are looking for at: <http://www.computerworld.com/managementtopics/management/story/0,,100293,00.html> .

**The Age of Precision Markets.** Today, the locus of value creation is shifting from product innovation to account management/supply chain process innovation. The new management paradigm for the Age of Precision Markets requires that managers be highly skilled at three things: account management, supply chain management, and change management. Read more at: <http://hbswk.hbs.edu/item.jhtml?id=4741&t=dispatch> .

**Due Diligence: Don't Take a Job Without It.** Failure to research is one of the key reasons why workers quit jobs. They have no idea what they're getting into until it's too late. Read what your minimum research should include at: <http://www.asktheheadhunter.com/hadiligence.htm> .

**Jobs And The 'Twin Deficits'.** Unless specialized skills are required, few if any business owners will pay \$10 or more per hour when essentially the same work can be done by foreign laborers earning \$1 per hour. Only technologically advanced jobs contain the promise of the future. Read more at: <http://www.industryweek.com/ReadArticle.aspx?ArticleId=10099> .

**Process Overhaul Due.** Most American technology and telecommunications companies haven't yet put into place new processes and practices to compete in a rapidly evolving global marketplace, according to a recently released study. Read more at: <http://www.informationweek.com/showArticle.jhtml?articleID=60403355>.

**Feds Facing Employment Shortfall.** Have a background in security, health and medicine or the sciences? If the answer is yes, the federal government wants you. Desperately. Additionally, among the Top Five needs are: • Management and administrative positions, including public affairs and human resource specialists, and congressional affairs officers. More than 17,000 new hires are expected • Accounting, budget and business jobs, including IRS revenue agents and tax examiners. Nearly 13,000 new hires are expected. Read more at: [http://www.usatoday.com/news/washington/2005-02-02-fed-jobs\\_x.htm](http://www.usatoday.com/news/washington/2005-02-02-fed-jobs_x.htm) .

**Shortcut to CFO.** "Academy company" refers to a "blue chip company" that has an established track record of developing and growing good finance leaders. Successful CFOs who worked for academy companies early in their careers attribute the swiftness of their rise up the corporate ladder to their experiences at those corporations. Read more at: <http://www.cfo.com/article.cfm/3661050?f> .

**The Future of Work.** We are in the early stages of a shift from mass labor to highly skilled labor, along with increasing automation in the production of goods and delivery of services. The fact remains that it takes fewer and fewer humans to produce more goods faster and cheaper. Even service industries are being taken over by voice-recognizing computerized systems. Peter Drucker reminds us that in predictable times we try to guess what will happen next, but in more turbulent times like ours, we need to ask, "What has already happened that will create the future?" Read more at: <http://dwp.bigplanet.com/workingresources/professionaleffectivenessarticles/article.nhtml?uid=10027>.

**Top 5 Resume Lies.** Experts estimate that 10 percent to 30 percent of job seekers shade the truth or flat-out lie on their resumes. The most common lies job seekers tell on their resumes and in interviews include: education, job title, compensation, reason for leaving, and accomplishments. Read more at: [http://money.cnn.com/2004/11/22/pf/resume\\_lies](http://money.cnn.com/2004/11/22/pf/resume_lies) .

**Prospecting for Your Next Job.** Stop merely looking for a job and start actively prospecting for one. Identify companies you want to work for and approach them directly, telling them what you have to offer. Apply sales-prospecting techniques to the job search; research goes hand-in-hand with networking. Read more at: <http://www.cfo.com/article.cfm/3308584>.

**What You should Know about Business.** By understanding how businesses operate and provide value to customers, you will be in a position to deduce ways that you can make a contribution to an organization -- even if you can't dig up any specific information about them in your research. Read more at: <http://www.garywill.com/worksearch/int-ch7.htm>.

**Interested in the Sports Industry?** WomenSportsJobs.com offers a student discount program. Fax a copy of your current student I.D. along with your name and email address to: 714.848.5111 to receive program information. The National Sports Marketing Network offers its members job and career services. Check the websites at: <http://www.womensportsjobs.com/default.htm> and <http://www.sportsmarketingnetwork.com>.

**Hiring Myths.** A job search should be strategic and purposeful, focused on doing things that will lead to what you want. Review three myths going around - Myth #1: No one's hiring, Myth #2: It's a bad time to switch careers, and Myth #3: Even if you're not interested in a job, you should interview; it's good practice - at: [http://www.andreakay.com/jobhunting/art\\_1053.htm](http://www.andreakay.com/jobhunting/art_1053.htm).

**The Big Picture - the Grinding Job Market.** View the job market from the perspective of a national trainer for the search industry at: <http://www.recruitersnetwork.com/articles/article.cfm?ID=1503>.

**You're Not CFO Material.** Finding the right mix of skills for your career is a lifelong pursuit. Wondering whether you have what it takes? Read the ten signs that you're never going to make it to the big chair at: <http://www.cfo.com/article.cfm/3008482?f>.

**The Dirty Dozen Online Job Search Mistakes.** Review these mistakes -- Posting your resume without worrying about privacy; Using only the big name Web job sites; Using the "fire-ready-aim" method of distributing your resume; Limiting your job search efforts to the Internet only -- and others at: <http://www.job-hunt.org/jobsearchmistakes.shtml>.

**Beyond the Bucks: Tips for Evaluating Potential Employers.** Few actually quit their jobs over money alone. The quality of management, working conditions, advancement opportunities, office politics, and corporate culture all become important factors that can outweigh economic issues. You can't tell enough about a company from an interview to really make an informed decision as to whether or not you'll enjoy working there. But if you know what to look for, you can get a much better idea of what the reality is, and potentially keep yourself from making a mistake you'll regret. Spending a day or two researching a potential employer can save you a lot of stress, aggravation, and frustration. Read where to dig and what to look for at: <http://labmice.techtarget.com/articles/jobeval.htm>.

**Consider the Nonprofit Sector to Expand Your Employment Options.** For all those thinking about the nonprofit sector, the following article offers tips on expanding your job search and breaking into nonprofits: [http://www.quintcareers.com/nonprofit\\_employment.html](http://www.quintcareers.com/nonprofit_employment.html).

**Identity Shift.** Figuring out how to bump into your next career. Mobility in your career is often related to your contacts and your ability to enlist them to find out about possibilities and get in the door. Read the article by Herminia Ibarra, chaired professor of organizational behavior at the French business school Insead and former Harvard Business School professor at: <http://www.fastcompany.com/magazine/76/identity.html>.

**Where Are the Women?** By now, plenty were supposed to be in the corner offices. It's not working out that way. In many fields, men still rule, while women often choose more nuanced paths that keep them from reaching the top. But who are the real winners? Stanford University economist Edward Lazear envisions a scenario for women, one in which they wouldn't have to leave corporate America to get the jobs they want. Given the coming labor shortage, which the U.S. Department of Labor predicts will hit by 2010, companies may be forced to redesign jobs to attract talented workers. And that, combined with technology that will let people work from a variety of locations, he says, will make it possible for more women to reach the top. <http://www.fastcompany.com/magazine/79/women.html>.

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**The Princeton Review Career Quiz.** Learn more about your personal interest and style and identify potential careers. Complete a short on-line quiz at: [http://www.princetonreview.com/cte/quiz/career\\_quiz1.asp](http://www.princetonreview.com/cte/quiz/career_quiz1.asp).

**Browse careers and review a "Day in the Life of..."** at:  
<http://www.princetonreview.com/Careers.aspx?uidbadge=%07>.

**Guide to Researching Companies, Industries, and Countries.** Take advantage of all the online and print resources. Read where to begin at: [http://www.quintcareers.com/researching\\_companies.html](http://www.quintcareers.com/researching_companies.html).

**Employer Locator.** A searchable database of 12,000,000 employers. Search by industry (city/state), by occupation (city/state), or by employer name. The most difficult part is navigating through the categories, but the resulting information is worth the effort. When drawing up your list of potential employers start at:  
<http://www.careerinfonet.org/employerlocator>.

**Find Recruiters By Specialty / Location.** Most employers don't advertise the positions they hire recruiters to help fill, which are typically a firm's most senior and highest-paying. See Directory of Recruiters at:  
<http://www.i-recruit.com>.

**Google-ize Your Job Search.** The search engine, Google, can be a partner in your job search. You can use it to help you find potential employers and research those employers. Read more at: [http://www.job-hunt.org/article\\_googleize.shtml](http://www.job-hunt.org/article_googleize.shtml).

**FREE - Trade Magazine Subscriptions.** Reading business and trade publications keeps you sharp, well informed, and articulate about trends of your industry or profession and will give you the competitive edge. Browse through the extensive list of trade publications by industry, key word, or geographic eligibility to find the titles that best match your skills and interests. Complete the application form and submit at:  
<http://www.tradepub.com>.

**No-Cost Industry Magazines Help with Career Research.** Staying current and observing trends should be a regular part of your career research. Subscribing to industry magazines can not only make you more knowledgeable about what's happening in your industry, it can also lead to positive results for your job-search. Publications are offered at no cost to those who qualify. Review industry and business trade magazines and subscribe online at: <http://quintcareers.4jobs.com/JS/CareerResources/Magazines>,  
<http://www.freetrademagazinesource.com/index.aspx>, <http://www.magazines.com>,  
<http://www.all-freemagazines.com/Free-Business-Magazines>,  
<http://bizreport.tradepub.com/?gclid=CNHdwtzIm4YCFQJ5Hgoddk-iyQ>

**Directories of Newspapers.** For regional or world information, check for local newspaper links at:  
<http://www.abyznewslinks.com> or <http://www.newspapers.com>.

**List of Lists.** The List of Lists (LOL) is a database of ranked listings of companies, people and resources freely available on the Internet. There is no formal "search function" for the LOL. However, one can search for content within each of the subject headings using the browser's "Find" function. The LOL is a free service of Specialissues.com and no password is needed to access the LOL at: <http://www.specialissues.com/lol>.