

INDEX

A

- A Players: allure of becoming a, 140;
caliber of companies associated
with, 141–143; caliber of, 143;
level of education and, 140–141;
stellar references of, 143–144.
See also HR candidates; HR stars
- Accountability, 16
- Active listening, 135
- “Administrivia” slaves, 18
- AFLAC, 149, 153
- Age misstep, 120–121
- Andersen Consulting (now
Accenture), 105
- Aon, 37
- Assessing your image, 68
- ASTD (American Society for
Training and Development), 95

B

- “Back-door reference,” 144
- Bad timing misstep, 115–116
- “Battlefield” promotions, 16–17
- “Been there/done that” environ-
ment, 134–135
- Benefits/HRIT knowledge, 44
- Best advice: on becoming a role
model, 51–52; on being a good
person, 74; on bringing new
value to every encounter, 105–
106; on coping with down times,
19–20; on developing as much
experience as possible, 106; on
doing what you love, 185–186;

on each project as opportunity
for excellence, 149, 152–153; on
focusing on learning from experi-
ence, 187; on having a spider
web or ladder career, 79–81; on
listening, 74, 179–180; on living
below your income, 133–134; on
making choices that expand the
future, 54; on visible contribu-
tions, 15–16; on worrying less
about self/more about work,
181–182. *See also* Risk taking

- Bianchi, P., 15–18
- Black Monday, 193
- Bob’s career assessment, 42–44,
43*fig*
- Bowick, S., 19–25
- Broadband pay systems, 42–43
- Building professional relationships,
66–67, 92–93
- Building skill sets, 22
- Business language, 22–23
- Business orientation/knowledge:
importance of having, 4–5, 24,
84, 136; interview questions
regarding your, 162–163
- Business Partner Model, 37, 38–39
Business Week, 35

C

- Career assessment model: elements
listed, 39*fig*; example #1: Mary’s,
40–41*fig*; example #2: Bob’s,
42–44, 43*fig*
- “Career color wheel,” 145

- Career journal: benefits of keeping a, 44; format for, 45*fig*; sample entries of, 45*fig*–47*fig*
- Career kitting, 4–7, 193–194
- Career moduling, 194–195
- Career. *See* HR career
- CBP (Certified Benefits Professional), 44
- CEBS (Certified Employee Benefits Specialist), 44
- Change Management Services, 105
- Changes. *See* Planned transition
- Charles Schwab & Co., 105
- China Bistro, 127
- Chusmir, J., 51
- Circles of influence: breaking into unknown territory, 99–102; getting published to widen, 98–99; identifying your, 89–90*fig*; importance of using your, 89; strategies for widening your, 93–99; your community, 90*fig*, 91, 96–97; your inner, 90*fig*–91; your regional, 90*fig*, 91; your world, 90*fig*, 91–92. *See also* Networking; Reputation
- Cisco Systems, 66, 105
- Communication: active listening, 135; email, 101; importance of listening to good, 74, 179–180, 181
- Community circle of influence, 90*fig*, 91, 96–97
- Community initiative volunteering, 67–68
- Companies: A Player, 141–143; employee whistle-blowing and, 103, 114–115; lack of control over reputation of your, 147; misstep in political struggles within, 119–120; missteps regarding wrongs committed by, 118–119; the wrong fit between you and, 113–115. *See also* Human resource organizations
- Company size, 35
- Compaq, 19
- Compensation/benefits: interview process discussion of, 169–172; offer process discussion of, 172–173
- Connors, M. J., 51–57
- Consulting career option, 36
- Consulting firms: large, 36–37; small and specialized, 36
- Consulting skills, 84
- Control: the allure of the A Player and, 140–144; over your own expectations/ambitions, 144–146; understanding what you can and cannot, 139, 146–147. *See also* Lack of control
- Cornell University, 82
- Counteroffers, 173–174
- Courageous stands, 118–119
- Credibility, 5, 6, 53
- Cultural sensitivity, 107
- CVB (convention and visitor's bureau), 92

D

- Daley, H., 133
- Deloitte & Touche, 12, 179–184
- Derailing priorities misstep, 121–122
- Diversity of experiences, 82
- Doubletree Hotels, 127

E

- Earning potential, 7–12*t*
- Education: A Players and level of, 140–141; role in career of, 32–33, 81–82, 186
- Email communication, 101
- Embracing failure, 194
- Empathy, 55
- Engel, D., 73–78
- Eno River Associates, 133

Executive career path, 30, 31
 Executive compensation/stock programs, 43
 Executive position interview, 158–159
 Exit strategy, 192–193

F

FASB (Federal Accounting Standards Board), 69
 Feedback solicitation, 168
 Financial issues: during interview process, 169–172; during offer process, 172–173
 Finney, M., 145
Fortune's 100 Best Companies to Work For, 32–33, 133, 153
 Functional Model, 37–38*fig*

G

Gap, Inc., 79
 GE Capital, 105
 Generalist career path, 30–31, 153
 Generalist position interview, 157–158
 Geography of work, 34–35
 Global experience, 21–22
 Globalism, 106–107
 Good execution, 188
 Goodnight, J., 134
 Governmental affairs office, 96

H

Hallmark Cards, 105
 Handwriting on the wall misstep, 122–124
 Hewitt Associates, 37
 Hewlett-Packard (HP), 19–25, 73, 75
 HR candidates: caliber of companies they come from, 141–143; caliber of, 143; career kitting by,

4–7, 193–194; career moduling by, 194–195; challenges facing, 1–3; desirable characteristics/qualities of, 24, 136–137, 183–184, 188; handling rejection, 167–168; how to reach earning potential, 7–12*t*; interviewing, 155–177; offer/counteroffer issues to consider, 172–176; what interviewers are listening for when interviewing, 47–49. *See also* A Players; HR professionals; Résumé

HR career: control/limits of control over your, 139–148; essential step toward building your future, 191–192; exit strategy from your, 192–193; finding meaning in your, 76–77; on having a spider web or ladder type of, 79–81; how to transfer skills to your, 13; kitting your, 4–7; multiple paths to the top, 12–13; planned transition during, 59–72; quick and easy steps to springboard, 69–70; setting expectations for your, 23–24; taking responsibility for your own, 17; taking risks during your, 75–76, 84–85; when to take risks in your, 24–25, 84–85. *See also* Interviews; Misstep recovery

HR career choices: context of your, 27–29; education and role in, 32–33, 81–82, 186; keeping career journal of, 44–47*fig*; multiple options for, 29; planning your career path, 39–44; three basic paths in, 29–32; two basic models used in, 37–39*fig*; what interviewers will be listening for regarding, 47–49; work environment as, 34–37

HR career path: assessing your, 39*fig*–44; using Business Partner

- Model in, 37, 38–39*fig*; context of choices in your, 27–29; using Functional Model in, 37, 38*fig*; how to plan your, 39–44; interview questions regarding your, 163–164; leadership-bound, 29; planned transition and safeguarding your, 62–64; role of education in your, 32–33, 81–82, 186
- HR delivery competency, 6
- HR Executive*, 98
- HR (human resources): functions of, 15–18; ROI (return on investment) focus of, 1
- HR Innovator*, 98
- HR Magazine*, 98
- HR professionals: executive roles of, 30, 31; five key competencies of, 6; generalists, 30–31; how to reach earning potential, 7–12*t*; multiple paths to the top, 12–13; reputation of, 88–89; specialists, 30, 31. *See also* HR candidates
- HR stars: business acumen of, 4–5; leadership skills and credibility of, 5. *See also* A players
- HR technology: competency in, 6, 24; importance of knowing and using, 22
- HRIT (HR information technology) system, 44, 117
- Human resource organizations: Business Partner Model structure of, 37, 38–39*fig*; Functional Model structure of, 37–38*fig*. *See also* Companies
- Humility, 55–56
- Humor, 188
- Hyatt Hotel Corp., 180
- I
- Image assessment, 68
- Inappropriate age misstep, 120–121
- Independent contractor career, 37
- Industry career options, 35
- Inner circle of influence, 90*fig*–91
- “Insinuate” advice, 16
- Integrity, 188
- Internal focus of control, 24
- Internal position career, 36
- International Society of Certified Employee Benefits Specialists, 44
- Interview process: challenges involved in, 155–157; differing environments according to offered position, 157–160; fine points of managing, 166–168; higher levels of discussion during, 160–162; money issues during, 169–172; questions asked by candidates during, 164–166; questions regarding your own career path, 163–164; sending thank-you notes following, 168–169; soliciting feedback regarding, 168; taking rejection in stride, 167–168; on your understanding the business, 162–163. *See also* Offer process
- Interviews: with Ann Rhoades of PeopleInk, 127–131; with Audrey Boone Tillman of AFLAC, 149–154; with Debra Engel of 3Com Corporation, 73–78; with Eva Sage-Gavin of Gap, Inc., 79; with Jim Wall of Deloitte & Touche, 179–184; with Mary Jean Connors of Knight Ridder, 51–57; with Mary McLeod of Charles Schwab & Co., 105–108; with Paul Bianchi of PeopleSoft, 15–18; with David Russo of Eno River Associates, 133–137; with Sherry Whitely of Intuit, 185–190; with Susan Bowick of Hewlett-Packard, 19–25. *See also* HR career

Intuit, 185–190
 IPMA (International Personnel
 Management Association), 95

J

JetBlue, 127, 129, 130
 Job hopping, 112, 125
 Judgment calls, 130

K

Kangas, E., 179
 Kitting, 4
 Knight Ridder, 51, 52
 Know yourself, 75

L

Lack of control: over reputation of
 your company, 147; over your
 past, 146–147. *See also* Control
 Ladder career, 79–81
 Lands' End, 4
 Leadership skills, 5
 Legal knowledge, 54–55
 Lifelong learning, 75
 Liggett Group, 137
 Limiting your thinking pitfall, 84
 Listening: active, 135; importance
 of, 74, 179–180, 181
 L.L. Bean, 4

M

McBride, J., 180–181
 McLeod, M., 105–108
 Mary's career assessment, 40–41*fig*
 MBTI (Myers-Briggs Type
 Indicator), 33
 Mercer, 37
Miami Herald, 51, 52, 56
 Michigan State University, 180
 Misstep recovery: 1. the wrong fit,

113–115; 2. bad timing, 115–116;
 3. poor judgment, 117; 4. the
 wrong friends, 117–118; 5.
 the wrong company, 118–119;
 6. political mistakes, 119–120;
 7. inappropriate age, 120–121;
 8. derailling priorities, 121–122;
 9. you didn't see handwriting on
 the wall, 122–124; 10. your rep-
 utation's ruined, 124–125; 11.
 moving too fast or too slow,
 125–126; importance of learning,
 109–110; wrapping up advice
 on, 126. *See also* HR career
 Missteps: common to HR careers,
 110–112; three serious types of,
 111–112
 Money issues: during interview pro-
 cess, 169–172; during offer pro-
 cess, 172–173
 “Moose launching,” 25
 Moral courage, 118–119
 Moving too fast/slow misstep,
 125–126

N

Nathan, A., 110
 Neglecting yourself, 113
 Networking: breaking into unknown
 territory, 99–102; building rela-
 tionships through, 66–67. *See*
also Circles of influence
 Networking groups, 68
 New experiences, 82
 Non-HR professional executives,
 31–32, 150–152
 Nonprofit projects, 67–68

O

Offer process: considering pros and
 cons of the, 174–176; counter-
 offers to, 173–174; elements of,

172–173. *See also* Interview process
 Opportunities: for excellence, 149, 152–153; seizing new people and, 194–195
 Oracle, 115
 Organizational effectiveness, 78

P

PDI Profiler (Personnel Decisions, Inc.), 33
 People person label, 130–131
 PeopleInk, 127
 PeopleSoft, 15
 Personal attributes: assessing your, 68; transforming your, 69
 Personal credibility competency, 6
 Personal touch, 17–18
 Peterson, C., 151
Philadelphia Inquirer and Daily News, 52, 53
 Plan B, 145
 Planned transition: helping others as you settle in, 71; importance of, 59–60; managing your old relationships as part of, 70–71; quick and easy steps to make, 69–70; reasons for making, 60–62; safeguarding your career path during, 62–64; steps when you have six months for, 68–69; steps when you have a year to make, 69; steps when you have three months for, 64–68
 Platform skills, 135
 Political mistakes misstep, 119–120
 Poor judgment misstep, 117
 Procter and Gamble, 73
 Professional associations, 95, 101–102
 Professional development programs, 107
 Professional relationships: becoming strategic business partners,

182–183; breaking into unknown territory, 99–102; building bridges through, 77–78; building your, 66–67, 92–93; circles of influence as part of, 89–93; continuing to manage old, 70–71; managing by set of principles/values, 74–75; networking and, 66–67, 68; that make a difference, 92–93

Public speaking: gaining experience of, 67; widening circle of influence through, 93–95
 Publishing experience, 98–99

R

Recovering. *See* Misstep recovery
 References, 143–144
 Regional circle of influence, 90*fig*, 91
 Renegotiating your position, 67
 Reputation: getting published to strengthen your, 98–99; lack of control over your company's, 147; message sent by your, 102–104; missteps regarding, 111, 112, 124–125; public speaking to strengthen your, 67, 93–95; value of your, 88–89; as your personal brand, 88. *See also* Circles of influence
 Résumé: characteristics of leadership-bound, 146; distinguishing yourself through your, 68; handling history gaps in your, 121–122; limitations of, 87; updating your, 68. *See also* HR candidates
 Rhoades, A., 127–131
 Rip Van Winkle misstep, 112
 Risk taking: advice on when to engage in, 24–25, 127–128, 129; stories on successful, 84–85, 130, 137, 154, 184, 189–190. *See also* Best advice
 ROI (return on investment), 1

Role models: becoming a good,
51–52; value of having, 187
Rule breaking, 130
Russo, D., 133–137
Russo, M., 134

S

Sage-Gavin, E., 79–85
Sales commission plans, 43
Sartain, L., 93
SAS Institute, 133, 134
SEC investigations, 123
September 11th, 82, 181, 193
Setting expectations, 23–24
“Shake the box,” 134
SHRM (Society for Human Resources
Management), 6, 33, 65
Silicon Graphics, 185–186
Sinking ship misstep, 112
Southard, R., 143
Specialist career path: described, 30,
31; having fall-back positions,
145; interview environment for
position in, 158; misstep regard-
ing, 113
Spider web career, 79–81
Stanford University, 195
Staying curious, 194
Strategic business partnerships,
182–183
Strategic contribution competency, 6
Strategic planning, 78

T

Teaching experience, 67
Thank-you notes, 168–169
3Com Corporation, 73, 75, 78
Tillman, A. B., 149–154
Toastmaster’s, 93–94
Towers Perrin, 37
Trade and professional associations,
95, 101–102

Transferable skills, 13

U

University of Michigan, 6
Unknown territory, 195
U.S. News and World Report, 35

V

Value-oriented characteristic, 24
Volunteering, 67–68, 94–97

W

Wall, J., 12, 179–184
The Wall Street Journal, 169, 195
WalMart, 151
Western Digital Corp., 115
Whistle-blowing, 103, 114–115
Whitely, S., 185–190
Work environments: company size
element of, 35; consulting ele-
ment of, 36; geography element
of, 34–35; industry element of,
35; internal position element of,
36
*Working Mother’s 100 Best
Companies for Working
Mothers*, 133
World at Work, 33, 44
World circle of influence, 90*fig*,
91–92
The wrong fit misstep, 113–115
The wrong friends misstep, 117–118
Wynn Resorts, 110

X

Xerox, 83, 84–85

Y

Yahoo!, 93

