

# The Five O'Clock News<sup>®</sup>

from America's Premier Career-Counseling and Outplacement Service

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Vol. 16 No. 8

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

**FORTUNE**

Can You Do Your Job  
if People Don't *Like* You?

## Developing Emotional Intelligence in the Workplace



by Wendy Alfus Rothman of The Employment Roundtable

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**HOW TO HAVE ENGAGED EMPLOYEES**

**KATE AND DALE TALK JOBS**

**RESEARCHING SMALLER COMPANIES**

**MINING NAMES FROM THE NEWSPAPER**

# Research Data: From Us, From Our Coaches, and From *You*

## AN ONGOING PROCESS



**T**he Five O'Clock Club is a research-based organization. We are working together—The Five O'Clock Club, our coaches and our clients—to gather and disseminate the most effective, most up-to-date information. Here's how we are organized to do just that:

- ◆ Our job-search techniques are based on fourteen years of research. You can find the result of that research in our books and on our audiotapes.
- ◆ Job hunters report weekly in their small groups, and provide each other with on-the-spot information about what is going on in the market and what is working for them.
- ◆ Our coaches meet every six weeks for training and to exchange information on the latest trends they see in their groups and in their private practices.
- ◆ When job hunters report on their successful searches, we record that information and write it up for this newsletter (and for our website) so job hunters will know what is working for others.
- ◆ Our clients and coaches write articles for *The Five O'Clock News*. In this issue, for example, Sharon Mosenkis, a professional researcher and Five O'Clock Clubber, tells us how to research smaller companies. Sam Sackett, a Five O'Clock Club coach,

tells us how to glean contact information from your local newspaper. Coincidentally, both of them address the issue of conducting research for your job search. Their articles will be used by future Five O'Clock Clubbers for years to come.

- ◆ The Employment Roundtable is another source of information, and we report in *The Five O'Clock News* on almost every presentation given there. In this issue, Wendy Alfus Rothman takes us the next step in our understanding of Emotional Intelligence. There's a little quiz at the end of her article so you can see how "intelligent" you are.

### Ongoing Surveys

In addition to all of the above, The Five O'Clock Club regularly conducts surveys—mostly of our own members—to keep up-to-date on what is working and what is not, and to provide you with other handy information.

The survey covered in this issue concerns "Job-Search Stress—Who Has It and How They Control It." Surprising results include how men and women are affected differently by stress, and the fact that unemployed and employed job hunters were equally stressed! This makes sense when you consider that those who are employed essentially have *two* jobs: looking for a new job and trying to keep their current one. In addition,

employed job hunters may be worried that the ax will fall on them at any time.

In future issues, we will provide survey results on the use of email in a job search and the most common sources for getting interviews in a job search.

So, if you get an email from us asking you to complete a survey, please do. And if you have any job-search or career development topics you would like covered in a survey, just email me at [Kate@fiveoclockclub.com](mailto:Kate@fiveoclockclub.com).

Cheers, Kate  
President and Editor-in-Chief

## THE FIVE O'CLOCK NEWS

from America's Premier Career-Counseling Network

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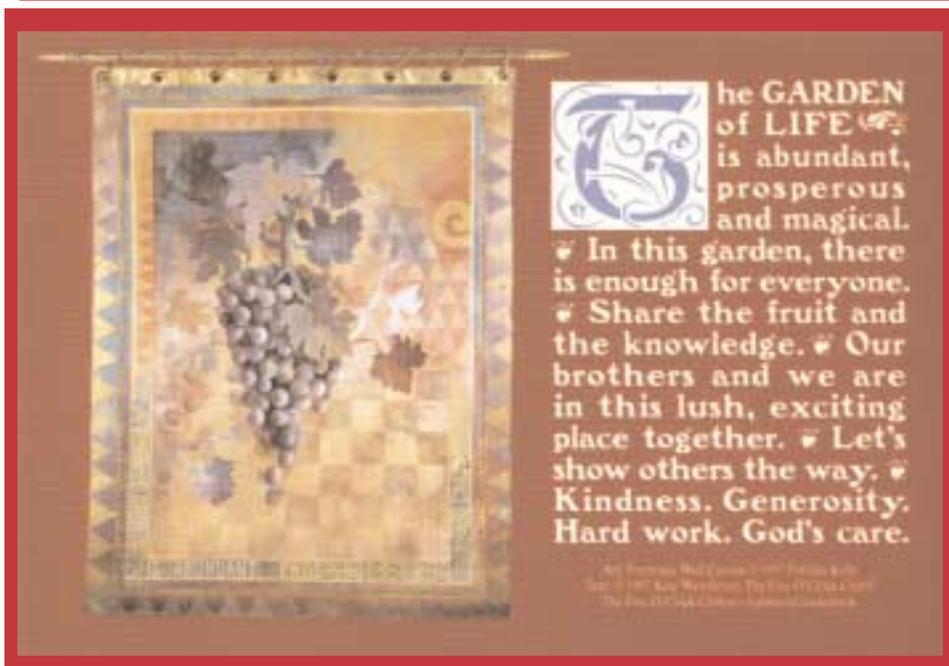
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# Developing Emotional Intelligence in the Workplace

Can You Do Your Job if People Don't *Like* You?

by Wendy Alfus Rothman of The Employment Roundtable

**L**et's suppose that the morning of a big presentation you have an argument with your spouse. Not a big argument—maybe just one of those unnerving spats about who forgot to pick up the dry cleaning—so your morning doesn't get off on the right foot. Then the train is running late, upping your stress level a bit more. When you arrive at work, there's a problem with the elevators, causing more delay. Arriving at the conference room for your presentation, you find that the sound system doesn't work and the caterer hasn't shown up with refreshments. Your junior associate—who was supposed to call the caterer—bears the brunt of your anger that has been building since you left the house.

When we're talking about Emotional Intelligence we're talking about how to handle this kind of situation smartly so that *no one is damaged, and working relationships don't suffer*.

## Working with People Means Working with Emotions

Obviously, when human beings are brought together to complete tasks, emotions will play a role—theories to the contrary notwithstanding. "Don't bring your personal problems to work" is one variation of the argument that emotions are inappropriate in the workplace. Business decisions, so the argument goes, should be based on information, logic and calm cool reason, with emotions kept to a minimum.

But it is unrealistic to suppose that emotions can be checked at the door when you arrive at work. Some people may assume, for a variety of reasons, that emotional neutrality is an ideal, and try to keep feelings out of sight. Such people work and relate in a certain way: usually they come across as rigid, detached or fearful, and fail to participate fully in the life of the workplace. This is not necessarily bad in some situations, but it is usually not good for an organization for such people to move into management roles. The same would be true for people who emote excessively, who tell you how they feel about everything. Simply being around them can be exhausting.

Developing emotional intelligence in the workplace means acknowledging that emotions are always present, and doing something intelligent with them. People vary enormously in the skill with

which they use their own emotions and react to the emotions of others—and that can make the difference between a good manager and a bad one. It's not overly egalitarian to suggest that most professionals, managers and executives are fairly smart people (of course there can be glaring exceptions), but there can be a huge difference in how well they handle people. That is, the department manager may be a genius in technical, product or service knowledge—and get failing marks in terms of people skills.

## The Damage of Emotional Incompetence

Thus developing emotional intelligence could go a long way in helping companies be more productive and more profitable. The brilliant department head who is an unchallenged expert on a product or service will get superior results if he/she also knows how to stay



The Employment Roundtable Meeting on "Emotional Intelligence at Work"



motivated under stress, motivate others, navigate complex interpersonal relationships, inspire others and build teams. And, obviously, if you want to sell to clients, you can't achieve great results if you're not attuned to clients emotionally.

Any executive coach who has been summoned by a company to help rescue a top executive from self-destruction knows the war stories: people rarely derail because of the lack of technical skills, but because of classic emotional failings. They mess up in their relationships with colleagues and subordinates. They are overly authoritarian, cannot handle conflict and generate fear instead of respect and devotion.

In 2001, 257 public companies (with \$258 billion in assets) declared bankruptcy. 2002 is on pace, with 67 companies going bust during the first quarter. What are the reasons? Managerial error is *never* cited as a cause for disaster by the managers going down with the ship (or those who have jumped ship with big packages). The bad economy is commonly blamed—or market turbulence, a weak Yen, competitive subterfuge, the floods in the Midwest or the perfect storm!

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**People derail because of classic emotional failings, not the lack of technical skills.**

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In the May 27, 2002 *Fortune* magazine, in an article “Fearing the Boss More than the Competition,” (in a series on *Why Companies Fail*) we find the following:

Sometimes CEOs don't get the information they need to make informed decisions. The main reason, says Daniel Goleman, a psychologist and author of the book *Primal Leadership*, is that subordinates are afraid to tell them the truth. Even when a boss doesn't intend to quash dissent, subtle signals—a sour expression, a curt response—can broadcast the message that bad news isn't welcome. That's why, according to a study by Goleman and two associates, higher-ranking executives are less likely to have an accurate assessment of their own performance.

Clearly, corporations suffer if people at management levels fail to master the emotional components of leadership.

### **Emotional Intelligence: The Four Branches**

But exactly what is emotional intelligence? It can be defined as an actual intelligence: the mental ability to reason about emotions and the capacity to think better by using emotions. It can also be defined as a set of abilities that help us respond to the world around us appropriately. To understand the complexities of emotional intelligence—and the difficulty of teaching and mastering it—it is helpful to view it as made up of four “ability branches,” which are as follows:

#### **First Branch: Recognizing Emotion**

This includes (1) being aware of what you are feeling, i.e., in the example mentioned at the beginning of the article, knowing that you are on the verge of losing it because of events that began at home, and (2) figuring out how other people are feeling. The latter can be a huge challenge, in an office with many people—some of whom are the over-emoters who may be acting out on a variety of issues totally unrelated to work, and others who wouldn't scream if

you held their hand to the fire. What they are feeling does have an impact on their work, so it is important to develop skills at reading colleagues, subordinates and superiors. It is also crucial to develop ability to read emotional clues from clients. If people aren't buying into the pitch, if an audience has no idea what you're talking about—and this may come from facial expressions and other non-verbal signals—recognition of the disconnect is crucial for changing course. People who fail to recognize emotion commonly are surprised by events (“I had no idea...”) and shun accountability. They tend to blame other people for being “misleading.”

#### **Second Branch: Facilitating Emotions**

The sales manager who berates his staff for dismal performance two months in a row, ranting and raving about how everyone is falling down on the job, and *then* expects a fruitful brainstorming session to turn things around—cannot expect dramatic results. Great brainstorming doesn't happen unless people are feeling open, upbeat, and expansive. Negative or neutral emotions, on the other hand, can be appropriate for analytical work, attention to detail, helping to spot errors. So the ability to create appropriate emotions is also a component of emotional intelligence.

Developing such skills assumes an ability to be empathetic: to move people in the right direction emotionally, you must know where they are. In other words, I have to be able to feel what you're feeling in order to get you to feel what I want you to feel!

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**Great brainstorming doesn't happen unless people feel open, upbeat and expansive.**

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#### **Third Branch: Understanding Emotions**

Recognizing emotions, discussed above as the First Branch, is not the same as understanding emotions, which requires cognitive skills, command of a

language to make sense of what is happening, and sensitivity. Recognition without understanding can lead a boss to say: “I see that you’re upset and you feel bad, but frankly I really don’t care. You’re here to work, and it’s not my job to make you happy, so get over it.” But emotional intelligence is being aware that it is the boss’s job to make people happy. Fundamental insensitivity, the “get over it” approach, actually *stops* people from doing what you want them to do.

Understanding emotions requires insight into “emotional chains” or the “continuum of emotions” that build as events unfold. An employee is berated in front of others—without a chance to defend herself. On top of that an associate gets credit for her project, and a plum assignment goes to someone else. Frustration builds into anger, followed by a sense of the injustice of it all—then rage sets in. To the extent that we understand these “chains,” we can predict behavior and de-escalate conflict. The boss may see that the employee is alienated—the cues may be obvious—but fails to tune in to the reality of the emotional chain reaction that’s under way, and is surprised by the employee’s resignation: “How did that happen?”

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**Emotional intelligence is being aware that it *is* the boss’s job to make people happy.**

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#### Fourth Branch: Managing Emotions

Managing emotions goes beyond facilitating emotions described above as the second branch. To the degree that I can pick and choose my response to external situations, I am managing my emotions. Being able to engage or disengage; to escalate or de-escalate; to move people, to inspire them, to create passion in people—deliberately and with purpose—is managing emotions. If you are able, after the argument with your spouse and dealing with late trains, faulty elevators and malfunctioning sound-systems—if you are able to avoid inflicting your rage inappropriately on others, you are managing your emotions. Charismatic leaders have the most advanced skills in this fourth branch.

The sales manager who is hugely depressed about poor figures for the last two months, who has summoned the staff for a tongue-lashing, but who instead, “reaches inside” and says things to motivate, generate a productive mood, inspire and create resiliency—has the ability to manage emotions.

#### Teaching Emotional Intelligence

Many people rise to the top of their professions because they have a passion and an innate talent—they would seem to be ‘born’ to do what they do. You can’t make a great baseball player or violist out of someone who doesn’t have the passion.

Can you teach emotional intelligence to people who just don’t care that much about how they relate to others? They love being accountants, engineers, lawyers or architects—and have had management roles thrust upon them.

The good news is that emotional intelligence is an ability—one that is measurable, diagnosable, improvable. The bad news is that this ability cannot be imparted through a two-hour or even a two-day seminar. It must be learned on the job—there must be real-life ongoing coaching and feedback. It is increasingly common for corporations to hire executive coaches to work with managers on improving emotional intelligence—especially if the manager is jeopardizing his career (and the department!). Experts in the emotional intelligence field actually differ on the issue of teachability. Some are skeptical, but acknowledge that people with weak skills (in any or all of the four branches described above) can show improvement or at least develop coping mechanisms. For example, a manager who may be impaired in any of the four branches may want to go into meetings with a co-worker who has been trained as observer or monitor. At the first hour break, the manager can get honest feedback: “How’m I doing?” “Have I set the right tone for the meeting?” “Are my responses and questions helpful?”

There is, in fact, vigorous discussion of emotional intelligence under way, two of the most prominent voices being that of Daniel Goleman, referenced above in the *Fortune* quote (see his book, *Working with Emotional Intelligence*), and Peter Salovey (who edited *Emotional Development and Emotional Intelligence: Educational Implications*). For more information you may also send inquiries to [wenrothgroup@netscape.net](mailto:wenrothgroup@netscape.net).



#### An IQ Test—For Your Emotional Intelligence

The following five multiple-choice questions provide insight into the complexities of applying emotional intelligence in real-life situations. At the end you will find the values assigned to each answer.

1. You are in a meeting when a colleague takes credit for work that you have done. What do you do?
  - a. Immediately and publicly confront the colleague over the ownership of your work.
  - b. After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.
  - c. Nothing, it’s not a good idea to embarrass colleagues in public.
  - d. After the colleague speaks, publicly thank her for referencing your work and give the group more specific details about what you were trying to accomplish.
2. You are a manager in an organization that is trying to

encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?

- a. Ignore it. The best way to deal with these things is not to react.
  - b. Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.
  - c. Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.
  - d. Suggest to the person telling the joke that he go through a diversity training program.
3. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What are the best things to do?
- a. Agree to take a 20-minute break before continuing the discussion.
  - b. Go silent, regardless of what your partner has to say.
  - c. Say you are sorry, and ask your partner to apologize too.
  - d. Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.
4. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?
- a. Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.
  - b. Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.
  - c. Begin by asking each person individually for ideas about how to solve the problem.
  - d. Start out with a brainstorming session encouraging each person to say whatever comes to mind, no matter how wild.
5. You have recently been assigned a young manager in your team and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?
- a. Accept that he “does not have what it takes to succeed here” and find others in your team to take on tasks.
  - b. Get an HR manager to talk to him about where he sees his future in the organization.
  - c. Purposely give him lots of complex decisions to make so that he will become more confident in the role.
  - d. Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.

### Scoring:

Question 1: a. zero points; b. 5 points; c. zero points; d. 10 points

Question 2: a. zero points; b. 5 points; c. 10 points; d. 5 points

Question 3: a. 10 points; b. zero points; c. zero points; d. zero points

Question 4: a. zero points; b. 10 points; c. zero points; d. 5 points

Question 5: a. zero points; b. 5 points; c. zero points; d. 10 points ●

**The Employment Roundtable** is a group of leaders from business, government and think tanks. We review and comment on the central employment issues as they present themselves today. In addition, employees themselves should keep up-to-date on the subject. Please pass this issue of the *Five O'Clock News* on to your human resources officers, or call us and we'll send them a free copy.

## Census Bureau Report Shows 'Big Payoff' from Educational Degrees

Over an adult's working life, high school graduates can expect, on average, to earn \$1.2 million; those with a bachelor's degree, \$2.1 million; and people with a master's degree, \$2.5 million, according to a report released by the Commerce Department's Census Bureau.

People with doctoral (\$3.4 million) and professional degrees (\$4.4 million) do even better.

“At most ages, more education equates with higher earnings, and the payoff is most notable at the highest educational levels,” said Jennifer Cheeseman Day, co-author of *The Big Payoff: Educational Attainment and Synthetic Estimates of Work-Life Earnings* [PDF].

The estimates of work-life earnings are based on 1999 earnings projected over a typical work life, defined as the period from ages 25 through 64.

In 2000, 84 percent of American adults age 25 and over had at least completed high school and 26 percent had a bachelor's degree or higher, both all-time highs.

Some additional highlights:

- ◆ In 1999, average annual earnings ranged from \$18,900 for high school dropouts to \$25,900 for high school graduates, \$45,400 for college graduates and \$99,300 for the holders of professional degrees (medical doctors, dentists, veterinarians and lawyers).
- ◆ Over a work life, earnings for a worker with a bachelor's degree compared with one who had just a high school diploma increase by about \$1 million for non-Hispanic Whites and about \$700,000 for African Americans; Asians and Pacific Islanders; and Hispanics.
- ◆ Men with professional degrees may expect to cumulatively earn almost \$2 million more than their female counterparts over their work lives.
- ◆ More American women than men have received bachelor's degrees every year since 1982.
- ◆ Currently, almost 9-in-10 young adults graduate from high school and about 6-in-10 high school seniors go on to college the following year.

A separate report released a few years ago (*What's It Worth? Field of Training and Economic Status: 1996*) said among people with bachelor's degrees, those working full time in engineering earned the highest average monthly pay (\$4,680), while those with education degrees earned the lowest (\$2,802) in 1996.

The work-life earnings data were collected in the March supplement to the *Current Population Survey for 1998-2000*. The data regarding earnings by specific degree fields were collected as part of the 1996 panel of the Survey of Income and Program Participation. Statistics from all surveys are subject to sampling and nonsampling error. ●

Source: U.S. Census Bureau, Public Information Office

# Job-Search Stress

## Who Has It and How They Control It

### Survey of Job Hunters Reveals Surprising Results

**W**ith last fall's terrorist attacks, a recession and massive corporate scandals, a common denominator among people facing the challenge of finding a new job is a heightened level of stress. The Five O'Clock Club recently conducted a study of employed and unemployed job seekers to explore the causes of job-search stress: Who feels the most stress and what are the most common causes of stress?

Here are some of The Five O'Clock Club's findings:

#### 1. Unemployed and employed job hunters have almost the same level of stress.

Richard Bayer, a widely published economist, ethicist, and careers expert commented, "It's easy to assume that unemployed job hunters are under the most stress, but employed job hunters can face even more challenges." Employed people are often job-hunting because they fear for their own jobs. They may be waiting for the axe to fall, and are living with greater uncertainty. Employed job hunters are also trying to do two things at once: trying to perform well at work while conducting a serious campaign.

#### 2. Far more men than women are concerned with loss of self-esteem.

14% of men considered loss of self-esteem their greatest source of stress. Only 3% of women put it first. Bayer commented, "We live in a society where a man's sense of self-worth is linked directly with his job satisfaction. Since

men often measure themselves by their professional achievements, being unemployed is a serious blow to those who have enjoyed a highly visible career."

#### 3. Surprisingly, job hunters who describe themselves as middle management have the highest levels of stress.

Bayer says, "Since a lot of companies are still cutting back mid-level managers, there aren't many openings to move into. It's definitely a tight market for people at that level. Also middle-management professionals often live with greater financial burdens than senior executives." The children of a senior executives are often grown, while middle managers may have children of school age, perhaps even in private schools. The possibility of layoff is therefore a source of high stress.

#### 4. Stress level dramatically increases at the six-month mark.

People who have been job searching between 0 and 6 months admit a stress level around 2.0 on a scale of 4, yet at the 6-month mark the stress jumps to 2.5. Bayer commented, "It's easy to see that financial pressure really increases around the six-month mark." Unemployment insurance usually ends around six months after a layoff, and most people don't have a nest egg large enough to support themselves more than a few months.

#### 5. Women are most stressed at the beginning of the search, while men



are the most stressed at the end, i.e., while waiting for an offer.

30% of men said that waiting for feedback was the most stressful part of the process; for women it was only 21%.

#### 6. The good news: 96% managed to reduce or control their stress using various techniques.

Both men and women cited job-search support groups as a method of reducing stress. "The Five O'Clock Club not only helps people find jobs, it also helps to reduce the stress level of attendees," concluded Bayer. The second most common method used to reduce stress was exercise, Bayer noted, "We hear that all the time! People are always saying 'I didn't get in shape until I lost my job.'"

Research conducted by Anita Peng for The Five O'Clock Club with contributions by Jared Kreiner.

# How to Have “Engaged Employees”

by Richard Bayer, Ph.D.



**A**ny good manager wants to have employees who desire to participate constructively in the mission of the department and overall organization. On the other hand, feelings of alienation harm the organization and can create an atmosphere of negativity, low productivity, general misery and high turnover.

In a recent and interesting survey of 3 million employees, The Gallup Organization ([www.gallup.com](http://www.gallup.com)) has done research into what it calls “employee engagement.” The questionnaire contained 12 questions, and according to Gallup three groups emerged: employees who are actively engaged; not engaged; and actively disengaged.

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**71 percent of the Americans who go to work every day are not engaged in their jobs!**

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The research concluded that: 29% of the U.S. workforce is actively engaged, 55% is not engaged, and 16% is actively disengaged. In other words, 71% of the Americans who go to work every day aren't engaged in their jobs! According to Gallup, the “engaged” employees are builders who use their talents and develop productive relationships. The employees that are “not engaged” tend toward indifference; they take a wait-and-see attitude toward their work, their employer, and their peers. They do not initiate and move the organization forward. Finally, the “actively disengaged” feel and act out estrangement from the organization.

This is truly poisonous for productivity. Indeed, Gallup estimates that the cost to the economy from this group is as much as **\$350 billion per year** in lost productivity!

So a key to organizational effectiveness is to move as many employees as possible into the “engaged” category. The following Five O’Clock Club recommendations can help in this effort:

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**Gallup estimates that the cost to the economy from this group is as much as \$350 billion per year in lost productivity!**

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1. Help employees **see the connection** between the health of the company and their own welfare.
2. Help people **plan** for internal career management. Employees who **have goals** do better. Performance reviews should help set reasonable goals for the coming time period.
3. Develop **mentoring relationships** between senior and junior members of the organization.
4. Encourage employees to talk about their **needs** in their present position.
5. Encourage employees to **join associations**; perhaps offer time and money to fulfill this objective.
6. Provide for and encourage **learning new skills**:
  - a. Have in-house training programs.
  - b. Provide matching funds for outside classroom instruction.
  - c. Encourage (reward) the applica-

tion of newly acquired knowledge and skills.

7. **Empower your employees.** Allow tasks to be managed at the lowest possible and practical level.
8. Ask employees to **write proposals** for ways to improve things.
9. Allow for the **free flow of information** within the organization. Unnecessary secrecy only alienates those who are not “on the inside.”
10. **Expand everyone’s network** within the organization. Allow access to more senior management for good cause.
11. Treat severed employees well, offering them **career counseling** in their transition to a new job. This keeps morale high.

People can be educated, guided, and mentored. I believe that most people tend to be relatively flexible. Given the right structures and (corporate) culture we are more likely to perform at our peak. This way employees serve their organization well, and nationally we can begin making up some of that \$350 billion in lost productivity! ●

Richard Bayer, Ph.D., is an economist, ethicist and author on labor economics, and also the Chief Operating Officer of The Five O’Clock Club. He is a frequent guest on local and national media including the TODAY SHOW, CNN and others. He and the Club have also been featured in The Economist, FORTUNE and other publications. Dr. Bayer is co-chair of The Employment Roundtable, a group of industry leaders and government personnel who converge each month to discuss trends in the workforce.



# Stealing into the Future

by Kate Wendleton and Dale Dauten

“Kate & Dale Talk Jobs” is a nationally syndicated newspaper column appearing in *The Minneapolis Star-Tribune*, *The Washington Times*, *The Atlanta Journal-Constitution*, *The Houston Chronicle* and approximately 100 other newspapers.

**D**ear Kate & Dale: Is it ever appropriate to ask an interviewer why you weren't selected for a particular position. I recently had two sets of interviews, and felt sure I would be selected. It's just so puzzling. Jennifer

**KATE:** I always tell my clients that by the time a manager has made a selection, it's too late to learn anything about your interviewing performance or qualifications. After it's over, managers know better than to try to explain themselves. If they forget, they are quickly reminded, as I was recently. I turned someone down for a job, and he wanted to understand why and pressed very hard. I was on the phone 20 minutes, had to pass him on to another manager, ended up apologizing to the job hunter for his feeling I'd insulted him — I'd told him why someone else was a better match — and regretted letting myself get pulled into such a conversation.

**DALE:** Hiring decisions are often hard to explain, especially when it's a close call. Two candidates may both be equally qualified on the top 30 criteria, so it comes down to Number 31, which may be something like, “I think Candidate B would be better at working with the Accounting folks.” If you tell this to Candidate A, she would be dumbfounded — “You picked her because of THAT?” Then, you add in the natural defensiveness and the irre-

sistible urge to argue, and managers just stay away from the conversation. Which is why, Jennifer, instead of making hiring managers defensive by asking for explanations, tell them, “I really had hoped to work with you. I'd like to stay in touch, just in case you need someone else or the person who picked doesn't work out.” That way, they may well consider you the perfect back-up, rather than one of the rejected candidates.

**KATE:** In future interviews, try to get feedback during the decision process. If you ask how you stack up to the other candidates, many hiring managers will confide their concerns about you, giving you the chance to re-discuss the areas where you seemed weakest. In other words, be inquisitive during the interview process and gracious afterwards.

**Dear Kate & Dale:** I worked for several high-tech firms till being dismissed for theft of company property. (I took home some equipment to work on a personal project.) I thought a warning would have been sufficient, but my new manager insisted on firing me. Since then, I have sent out 125 resumes and have only one actual interview. Am I “tainted” for the remainder of my life? My former managers say that they won't give me a reference and company policy is to only disclose dates of employment. I did get a copy of my last performance review, which put me in the top five percent of employees. Dean

**KATE:** Yes, you will work again, Dean. No, you are not tainted forever. Yours is a delicate situation, but it can be handled.

First, let's put things in perspective. Given the high-tech job market, to send out 125 resumes and get 1 interview is typical. You're probably just responding to job postings, which is fine, but you also need to meet with companies in which you are interested. (See [www.fiveoclockclub.com](http://www.fiveoclockclub.com) for details on how to do this.)

**DALE:** Then, as you get interviews, you'll face the question about why you left your last job. Mention that you got a new boss and things didn't work out. Don't offer details. Instead, talk about all the bosses who loved you and what you accomplished together. Here's a quote to remember, said to be one of John D. Rockefeller's favorites: “I have no use for men who fail. The cause of their failure is no business of mine, but I want successful men as my associates.” Forget your failures. Success stories get offers; rationalizations get polite rejection letters. Tell employers how you can help with their future and they'll be too intrigued to dwell on your past. ●

\* \* \*

Kate Wendleton is the founder of The Five O'Clock Club and author of several books including *Targeting the Job You Want*. Dale Dauten is an entrepreneur, speaker and author in Phoenix, Arizona. His latest book, on how great bosses and great employees find each other, is *The Gifted Boss* (William Morrow). Please write to them c/o King Features Syndicate, 235 East 45th St., New York, NY 10017, or email [Kate@FiveOClockClub.com](mailto:Kate@FiveOClockClub.com). Copyright, 2002 by King Features Syndicate, Inc.

# Researching Smaller Companies

by Sharon L. Mosenkis, Five O'Clock Club Member



**W**hen researching potential targets, big companies are easy. They are frequently in the news and, if they are public, are required to report many details of their operations to the U.S. Securities and Exchange Commission on a regular basis. Most of these documents are available free on the Internet.

Private companies are more difficult to evaluate. They don't have to tell the public anything about their operations or finances, unless they chose to. They may not even issue press releases announcing new officers or new products. So how do you find out if these companies are right for you and if they need your skills and expertise?

There are several tools available, but you will have to dig and expend effort to find the information you need. A combination of the resources listed below—and some basic detective work—will usually get you enough data to do a good evaluation.

## A High- and Low-Tech Start

Believe it or not, in this high-tech world, the library is good place to start. Librarians can be your best ally. They already know resources to help you research small companies. Consider using:

- ♦ Your local reference librarian
- ♦ Your public or local college library's reference department. (During the school year, most public libraries are full of students working on reports, so get to the library early in the day to get the undivided attention of staff members.)

## Developing Your Target Lists

Large metropolitan libraries, college and graduate business school libraries may have Dun's Business Locator Directory on CD-ROM. It contains address and type of business data for over 10 million companies. Dun's Million Dollar Directory, another CD-ROM, provides information on over 1,500,000 U. S. and Canadian

leading public and *private* businesses. It includes 8-digit SICs, size criteria (employees and annual sales), type of ownership, principal executives and profiles of companies with sales of \$3 million plus, searchable by sales, SIC code, number of employees, zip code, area code, state, county and city.

Use this database to develop your list.

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## A librarian can be your ally and help you in your detective work.

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### Low-Tech Resources at the Library

Here are some resources the reference librarian can help you use:

- ♦ **Local newspapers and business magazines**  
Identify newspapers and magazines that cover local or regional business. Local newspapers will pay more attention to companies in their neighborhood than a major national paper will. If you don't know which papers cover the area you are researching, look for *Bacon's Newspaper Directory*. These directories are available both in print and on CD-ROM.

Today even small circulation newspapers are on the Internet. Many others are available in abstract or full text format in commercial databases. Ask the reference librarian to help you find out which online databases have newspapers covering your area and to explain how to search for useful articles. There may be a modest charge to cover the library's costs.

What if the newspaper you need is not available online? *Bacon's Newspaper Directory* lists phone numbers and addresses. Call the newspaper and ask if they have an archive of past issues or even just an index of past issues. Most do. Policies vary, but you may be able to schedule an appointment to go through these files.

If you can't get access to past issues,

ask for the name and phone number of the reporter who covers local business news. Speaking with reporters is covered in more detail below.

- ♦ **Clipping files**

Many library reference departments keep clipping and pamphlet files (also called "vertical files") on topics of local interest. Check these files for mentions of the company or industry you're targeting.

- ♦ **Tap into an experienced librarian's brain**

Network with your detective sidekick. Your reference librarian has a wealth of information. She has been asked a million questions about businesses, industry trends and local developments, and probably remembers most of them. Ask her who in local government or in community organizations know about your target companies. Ask her who else you should speak with.

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## Your reference librarian knows who you should contact about your target in your local government or in community organizations.

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### Other sources of local information

- ♦ **Chambers of Commerce and other community organizations**

Introduce yourself to the leaders of the local Chamber of Commerce. Any thriving local business is likely to be a member. Use the local newspaper to discover what other civic organizations are active in the town. Is there an Economic Development Commission or a Business Development Committee in town? Identify the leaders and use your calling skills to get informational interviews.

- ♦ **Newspaper / magazine reporters**

Call the reporter whose articles you discovered at the library. He may be flat-

tered that you noticed his byline and may be able to provide in-depth information on your target company. Try to call reporters in the morning when they are less likely to be working against deadline. Be sure to ask if you are calling at a bad time, so that you can schedule a discussion when the reporter is most free to talk. Reporters are master networkers, so be sure to ask whom else you should speak with about your target.

**Reporters are master networkers, so ask them who you should speak with about your target.**

♦ **Giving back**

Thank the reporter by sharing your impressions of the target after you know more. Just be sure that the reporter agrees that your impressions are to be considered “deep background.” That is, you do not want to be quoted. You are just providing general information.

If a reporter is truly helpful, and you need to keep her full attention, invite her to be your guest for breakfast or lunch. Most reporters do not get many job perks or much appreciation, so your offer may be a pleasant surprise.

♦ **Local government**

Planning boards, the Office of the City or County Clerk, the City Attorney, and even the City Manager or the Mayor are all potential sources of information. You will have more success in person than you will on the phone. It may take several visits before you find a well-informed person who enjoys chatting, but a knowledgeable public official is a gem. And it’s great to be able to say during an interview, “I was speaking the other day with the City Attorney, Ms. Robbins, and she told me how supportive your company has been of the ...”!

You will have more access to the mayor and other higher city officials if you have previously made contacts within community organizations. Mention these people and that you only need a few minutes of time—which is quite true. You can probably find out all you need to know in 10 minutes with a friendly informative official.

♦ **Trade Associations**

You don’t have to be in major indus-

try to have your own trade association. Service and high tech industries also have many associations. To find them go back to the library reference department and look through the *Encyclopedia of Associations*. It is very easy to use and most libraries have it. In most cases, association officials won’t talk to you about specific companies. However, you may be able to find out more about how the industry works and about its critical challenges. When you contact the headquarters of an association, ask for the research department, or ask to speak with anyone who collects industry statistics. These are the people most likely to know about your target industry.

**You will have more access to the mayor and other high city officials if you have previously made contacts with community organizations.**

♦ **Regional Development Commissions**

If your target is an industry considered to be “high tech” or “biotech,” check to see whether the state has a Regional Development Commission. These go by many names but they all have the same goal: to try to bring more business into a state or region and to encourage investment in the state or region’s hot new industries.

Regional development authorities have web sites, but they aren’t always easy to find. You may have to go back to the national trade association or to your librarian / detective to find the name for the organization. Once you have it, make the calls. Regional Development Commissions are typically very small, sometimes only 2 to 3 people.

**Flexibility and Perseverance**

The good news is that you won’t need

all of these tactics, no matter how small or private your target company. Using the resources above, you should be able to find a path into the local business network rather quickly. The key skill you need is flexibility. Make yourself available when your key contact is available. These people are busy and often understaffed, so be patient with last minute meeting cancellations. Be persistent and you’ll find out what you need to know.

**If you give information to a reporter, say your impressions are “deep background.” That is, you do not want to be quoted.**

Making local and regional contacts helps you build a network that can be very valuable to a future employer. In interviews, you will be able to show that you know the local business climate in detail and from a perspective that most other job candidates won’t have. So doing your research can pay big dividends. Get going and good luck! ●

Five O’Clock Clubber Sharon L. Mosenkis is Group Leader for the Healthcare and Pharmaceuticals Practice at FIND/SVP, Inc., the global business advisory company, in New York City. She has more than eighteen years’ experience directing research and competitive intelligence units at both Fortune 100 companies and at startups.



*“Bruno here is like a motivational speaker. Whenever you start to slack off, he’ll slap you.”*



# Mining Names from the Newspaper

by Sam Sackett, Five O'Clock Club Coach, Oklahoma City

**J**ob hunters need the names of people to approach, both for networking into organizations and for making direct contact with managers one or two levels higher than the positions they're targeting.

Sometimes getting names is as easy as picking up the phone and saying to the receptionist, "I want to send some information to your inventory control manager. Could you give me his or her name, please?" But sometimes it isn't.

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**Directly contacting people you read about in your local paper can result in networking leads.**

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One source of names that job hunters commonly under-utilize is the business press—both the business pages of the daily newspaper and business newspapers published in the community.

For example, consider a recent Sunday business section of Oklahoma City's major newspaper, *The Oklahoman*.

On the first page there is an article quoting Ray Hance, VP of Education for Consumer Credit Counseling Service of Central Oklahoma. Mr. Hance mentions that he teaches money management classes. Suppose you're a job hunter interested in banking and finance. How could you use this article?

You could write to Hance, expressing interest in his ideas, and asking for a meeting to get his insights and advice. At the meeting, among other things, ask for the names of other people in finance or debt management who could be helpful. *Direct contact* has resulted in *networking leads*. It will be easier to get into see others using Hance's name: "Ray Hance suggested that you'd be a good person to advise me about

the financial services industry."

Just below the article quoting Hance is an interview with Bill Cameron, Chairman, President and CEO of American Fidelity Corp., a holding company for banks and insurance company. Here is another potential contact for a person seeking a high level position in the financial services industry. A letter to Cameron mentioning the article—and highlighting one or two of his ideas—might result in a meeting.

On page 2 of *The Oklahoman* we find the continuation of the story that mentioned Ray Hance. Now we read quotations from Roger Mitchell, Manager of Communications for ONEOK, parent company of a natural gas public utility, and Paul Renfrow, Manager of Corporate Communications for Oklahoma Gas & Electric Company. Mitchell and Renfrow could be great information sources for anyone interested in public relations, the energy industry or public relations. Letters to them—saying that their ideas or suggestions piqued interest—could lead to a networking meeting.

Page 5 is a gold mine! Here is a column devoted to business people who have new positions or have achieved awards and honors. Companies represented include an advertising agency, a bank, and accounting firm and an insurance company.

Obviously, business journals have similar columns. A story on page 5 quotes Mike Rogers, HR Director at BancFirst, and Bill Johnstone, CEO of C-Teq, a computer-related company. People interested in banking or HR might find Rogers open to a conversation. Since the article identifies Johnstone as a former bank president, he could be a

source of information for both the banking and computer industries. Well-crafted letters to such people can open doors—and even lead to productive life-long relationships.

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**Well-crafted letters can open doors—and even lead to life-long relationships**

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These are examples from just one newspaper in one city on one day. They should be enough to convince job hunters that careful reading of the newspapers can pay off. At the Five O'Clock Club, we urge job hunters to use all four ways of getting interviews: ads, agencies, networking and direct contact. The business press can be a huge help with the latter two.

Names are ideas, names are potential leads....use your imagination! ●



*"I'm a little concerned, Randolph. Six of our top competitors have written to thank us for hiring you."*



**The Professional, Managerial and Executive Job-Hunt Groups**

Meetings are held weekly via teleconference or at various physical locations.



Hear one lecture per week at a physical branch or via one of 16 audiotaped lectures by Kate Wendleton. (The boxed lecture set: \$150 or FREE with the purchase of 10 "Insider" sessions.)



Join the weekly small group discussion with a senior Five O'Clock Club career consultant (for the "Insider" program: via teleconference from the convenience of your home, or anywhere else).



Enjoy the Five O'Clock Club website. Download worksheets from the Members Only section.

**REDUCED PRICES: INSIDER PROGRAM**

The prices below were recently reduced. Because of the popularity of "Insider," our costs have decreased.

The savings are being passed on to you.

Physical branches are *more* expensive. Prices are for individuals. If your employer is paying for you, please see our "outplacement" price schedule.

■ This is a members-only organization.

**FEES: \$49 annual membership plus session fees, which are based on member's income.**

	Incomes < \$100,000		\$100,000 +	
	Price	per sess.	Price	per sess.
20 sessions	\$540	\$27	\$810	\$40.5
10 sessions	360	36	540	54
Single session (one time only) for \$50 or \$70. Fee for Books: \$40				

**PRESENTATION SCHEDULE (all locations)**

Week of	Topic
Sept. 2-6	Holiday—No session scheduled
Sept. 9-13	Developing New Momentum in Your Campaign
Sept. 16-20	Holiday—No session scheduled
Sept. 23-27	Getting the Most Out of Your Contacts
Sept. 30-Oct. 4	Getting Interviews: Direct & Targeted Mail
Oct. 7-11	The 50CC Approach to Interviewing
Oct. 14-18	Holiday-No Session Scheduled
Oct. 21-25	How to Handle Difficult Interview Questions
Oct. 28-Nov.1	The 50CC Approach to Job Search
Nov. 4-8	How to Turn Job Interviews into Offers
Nov. 11-14	Holiday-No Session Scheduled
Nov. 18-22	Developing New Targets for Your Search
Nov.25-29	HOLIDAY WEEK - No Session Scheduled
Dec. 2-6	Four-Step Salary Negotiation Method
Dec.9-13	Advanced Interviewing Techniques
Dec16-20	The Keys to Effective Networking
Dec.23-Jan.3	HOLIDAYS- No Sessions Scheduled
Dec16-20	The Keys to Effective Networking
Jan. 6-10	Two-Minute Pitch: Keystone of Your Search
Jan. 13-17	Beat the Odds When Using Search Firms & Ads
Jan. 20-24	Holiday-No Session Scheduled

Please see our website ([www.FiveOClockClub.com](http://www.FiveOClockClub.com)) for the counseling staff and the full offerings at the branch of your choice.

**Attendance**

- Reservations required.
- Unused sessions are transferable to anyone you choose or will be given to those in financial difficulty attending more than 16 sessions.
- Most branches are geared to professionals, managers and executives from a wide variety of industries and professions. Most members earn from \$30,000 to \$300,000. Half the members are employed, half are unemployed.
- Members are urged to attend at least 10 meetings in a row to develop momentum and perhaps land an appropriate position. Our research proves that those who attend on a regular basis get jobs faster and at higher rates of pay than those who attend sporadically, search on their own or even those who see a coach privately throughout the process.
- After ten sessions, still try to attend regularly.

**The Five O'Clock Club®**

Please call your local branch for its schedule or visit us at [www.FiveOClockClub.com](http://www.FiveOClockClub.com)

■ **THE POPULAR INSIDER PROGRAM**

You are near a meeting of The Five O'Clock Club. To join the "Insider," a weekly small-group teleconference, call 212-286-9332.

Executives (\$100,000 plus)

■ **West**  
Tuesdays, 7 p.m. Pacific  
Terry Pile

■ **Central**  
Wed, 7:30 p.m. Central  
Ann Brody

■ **Mixed**  
Thursdays, 7:30 p.m. EST  
Ellis Chase

■ **East**  
Mondays, 8:00 EST  
Cheryl Milmoie

Tuesdays, 7:00 p.m. EST  
Mary Anne Walsh

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

■ **Central**  
Tues., 7:30 p.m. Central  
Penny Webb

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

Mon., 7:30 p.m. Central  
Marcia McMahon

■ **East**  
Mondays, 7:00 p.m. EST  
Sharon Kassakian

Thursdays, 7:30 p.m. EST  
Louise DiSclafani

■ **Students/Recent Grads** (less than \$50,000)  
Ask for Richard Bayer - 212-286-9332

■ **THE PHYSICAL BRANCHES**

■ **NEW YORK, NY**  
Main Club: Mondays  
Kate Wendleton  
at Helmsley - 212 E. 42  
212-286-9332

Manhattan Central  
Wednesdays  
Jim Borland  
TRS Conf. Center  
44 East 32nd - 11th flr  
wheelchair accessible  
212-255-6458

■ **WASH., D.C.** (D.C., MD, Northern VA)  
Tuesdays  
Harvey T. Kaplan, Ph.D.  
301-460-1883

■ **CHICAGO Loop**  
Wednesdays  
Robert Morris Ctr.  
402 S. State  
Joy Muench  
773-769-5051

**Do your friends a favor ... Tell them about us.**

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Reading *The Five O'Clock News* will save you valuable time in keeping up with the trends and ideas affecting your career and quality of life.

*The Five O'Clock News* fills a unique niche for busy, career-minded people who want to live full, balanced lives.

**Subscribe Online: [www.FiveOClockClub.com](http://www.FiveOClockClub.com)**

Keep your life—and career—on track!

**Yes!** I want to receive a Beginner's Kit, a membership card, and *The Five O'Clock News* (10 issues per year) have access to the *Members Only* Bulletin Boards and become an official member of The Five O'Clock Club

\$75 for 2 years  \$49 for 1 year

MC  VISA  AMEX (You may fax to: 212-286-9571)

Card #: \_\_\_\_\_ Exp: \_\_\_\_\_

Signature: \_\_\_\_\_

Enclosed is my check in the amount: \_\_\_\_\_

Please make checks payable to: The Five O'Clock Club  
and send to: The Five O'Clock Club, 300 East 40th Street. #6L, NY, NY 10016

First Name \_\_\_\_\_

Last Name \_\_\_\_\_

Address \_\_\_\_\_ Apt.# \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip \_\_\_\_\_ Home# \_\_\_\_\_ Bus# \_\_\_\_\_

Email address: \_\_\_\_\_

# Will You Get the Right Kind of Outplacement?

Forget the desk and phone. There's a myth in outplacement circles that a terminated employee just needs a desk, phone and minimal career counseling. Our experience clearly shows that downsized workers need qualified, reliable counseling more than anything else.

**M**ost traditional outplacement packages last only 3 months, and the average job hunter gets office space and 5 hours of career counseling during that time. The cost to your employer: about \$5000. Yet the service job hunters need most is the career counseling itself—not a desk and a phone.

Most professionals, managers and executives are right in the thick of negotiations with prospective employers at the 3-month mark. Yet that is precisely when traditional outplacement ends, leaving job hunters stranded and sometimes ruining deals.

It is astonishing how often job hunters and employers alike are impressed by databases of "job postings" at outplacement firms. Yet only 10% of all jobs are filled through ads and 10% are filled through search firms. Instead, direct contact and networking—done the Five O'Clock Club way—are more effective for most searches.

## Opt for 100% Counseling

In the past, providing space was important. But today, most professionals, managers and executives have home computers and faxes. They no longer need outplacement firms for those office services, even though many firms still focus on them. More than anything else, job hunters

**Landed ideal job**  
"The Five O'Clock Club product is much better, far more useful than my outplacement package."—Senior executive and Five O'Clock Club member

### "Kept juices flowing"

"The Club kept the juices flowing. You're told what to do, what not to do. There were fresh ideas. I went through an outplacement service that, frankly, did not help. If they had done as much as the Five O'Clock Club did, I would have landed sooner."  
—another member

need qualified, reliable counseling that doesn't end when it's needed the most.

## You Get a Safety Net

Imagine getting a package that protects you for a full year. Imagine knowing you can come back if your new job doesn't work out — even months later. Imagine trying consulting work if you like. If you later decide it's not for you, you can come back.

We can offer you a safety net of *one full year's career counseling* because The Five O'Clock Club method is so effective that few people will actually need much of it. But *you're* protected individually.

## You'll job search with those who are employed! How novel.

Let's face it. It can be depressing to spend your days at a place where everyone is unemployed. At The Five O'Clock Club, half the attendees are working, and this makes the atmosphere cheerier and helps to move your search along.

What's more, you'll be in a small group of your peers, all of whom are using The Five O'Clock Club method. Our research proves that those who attend the small group regularly, *and use The Five O'Clock Club methods*, get jobs faster and at higher rates of pay than those who only work privately with a career coach throughout their searches.

## So Many Poor Attempts

Nothing is sadder than to meet someone who has already been getting "help" with their search, but the wrong help. They've used traditional outplacement and have learned the traditional techniques that are no longer so effective. Or they've spent thousands for mailing services or career counseling firms. Most have poor résumés and inappropriate targets, and don't know how to turn job interviews into offers.

## 14 Years of Research

As an employee advocacy organization, The Five O'Clock Club focuses on providing the services and information that the job hunter needs most.

The Five O'Clock Club was started in 1978 as a research-based organization. Job hunters tried various techniques and reported their results back to the group. We developed a variety of guidelines so job hunters could choose the techniques that were best for them.

The methodology was tested and refined on professionals, managers and

executives (and those aspiring to be)—from all occupations and economic levels. Salaries ranged from \$25,000 up to \$400,000; 50% were employed and 50% were unemployed.

Ever since the beginning, The Five O'Clock Club has tracked trends. Over time, our advice has changed as the job market has changed. What worked in the past is insufficient for today's job market. Today's Five O'Clock Club promotes all our relevant old strategies—and so much more.

## You'll get quite a package!

The Five O'Clock Club's *premier* package costs your employer only \$4950. You get 14 hours of private counseling—not 5. (You may want to use a few hours *after* you start your new job.) And you get up to one full year of small-group career counseling. In addition, you get books, audiotapes and other helpful materials. The other packages can be reviewed at [www.FiveOClockClub.com](http://www.FiveOClockClub.com).

## To Get Started

Many employers *will* allow you to choose your outplacement firm. **We can speak with your Human Resources manager on your behalf** to ask for The Five O'Clock Club service. Or we can give you an outplacement invoice to pass on to HR. **Call** 212-286-9332 or **email** [Kate@FiveOClockClub.com](mailto:Kate@FiveOClockClub.com). When we get a verbal approval, we will immediately ship you the books, tapes and other materials, and assign you to a private counselor as well as a small group.

Then we'll monitor your search. Frankly, we care about you—and not about your employer. If your employer cares about you, they'll be glad we feel this way because they'll know that you'll be taken care of.

Save this for later or pass it on to a friend who may be losing a job.



## If Your Employer Will Pay

### Comparison of Traditional Outplacement vs. The Five O'Clock Club Employer-Paid Outplacement

- ◆ \$5000 is the most expensive employer-paid counseling package offered by The Five O'Clock Club.

Comparison of a \$5000 Package		
	Traditional Outplacement	The Five O'Clock Club
Who is the <i>client</i> ?	The organization	Job hunters. Attendees <i>chose</i> our services, which means that we have an employee advocacy mentality. We <i>always</i> do what is in the best interest of job hunters.
The Clientele	All are unemployed	Only half of our attendees are unemployed; the rest are employed. There is an upbeat atmosphere; networking is enhanced.
Length & Type of Service	3 months, primarily space	1 year, <i>exclusively</i> career counseling
Service ends	After 3 months--or <i>before</i> if the client lands a job or consulting assignment	After one full year, no matter what. The clients can return if they lose their next jobs, if their assignments end, or if they need advice after starting their new jobs.
Small Group Career Counseling	Sporadic; up to 3 months. Counselor usually varies.	Every week for up to 1 year; same counselor
Private counseling	5 hours on average	14 hours guaranteed
Support Materials	Generic manual	<ul style="list-style-type: none"> <li>◆ 4 textbooks based on 12 years of job-search research</li> <li>◆ A set of 16 40-minute audiotaped lectures</li> <li>◆ Beginners Kit of Search Information</li> <li>◆ 2-year subscription to the Five O'Clock Club magazine, devoted to career management articles</li> </ul>
Facilities	A cubicle, phone, computer access.	None. Use home phone and computer

Chart of Five O'Clock Club prices						
	Price	Private Hours	Group Counseling	Membership	Books	Tapes
Over \$100,000 per year						
Premium	\$4,950	14	1 year	2 years	4 books	16 audiotapes
Standard	\$2,950	5	1 year	2 years	4 books	16 audiotapes
Bare-bones	\$1,950	2	1 year	2 years	4 books	16 audiotapes
Under \$100,000 per year						
Premium	\$2,950	8	1 year	2 years	4 books	16 audiotapes
Standard	\$1,950	3	1 year	2 years	4 books	16 audiotapes
Bare-bones	\$950	1.5	10 weeks	2 years	4 books	16 audiotapes

With the Five O'Clock Club, job hunters get:

- ◆ **Guaranteed private career counseling** (hours listed above) to determine a career direction, develop a résumé, plan salary negotiations, etc. In fact, if you need a second opinion during your search, we can arrange that too.
- ◆ **Up to ONE YEAR of small-group teleconference counseling** (average approximately 5 or 6 participants in a group) headed by a senior Five O'Clock Club career consultant. That way, if you lose your next job, you can come back. Or if you want to try consulting work and then decide you don't like it, you can come back.
- ◆ **2-year membership** in The Five O'Clock Club. Beginner's Kit and two-year subscription to *The Five O'Clock News*
- ◆ **the complete set of our four books** (*Targeting the Job You Want*, *Building a Great Résumé*, *Getting Interviews*, and *Interviewing and Salary Negotiation*.)
- ◆ a boxed set of **16 audio-taped Five O'Clock Club presentations**.

## May We Introduce Your Employer to Our Outplacement Services?

**T**he Five O'Clock Club's outplacement services provide more to the job seeker and cost your employer less. Job hunters get guaranteed private counseling, a year in the small group, plus books, tapes, Beginners Kit and newsletters.

**Do your co-workers a favor.** Simply tell us who makes the outplacement decisions in your company, and you'll get one year added to your subscription to *The Five O'Clock News*. Email: [op@FiveOClockClub.com](mailto:op@FiveOClockClub.com)



## Avoid Job-Hunting Mistakes!

The Five O'Clock Club's Book Series has enabled thousands of people to improve their job-searches. Most who attend regularly and read our books—even those unemployed up to two years—have a new job within only ten weekly sessions.

**FREE:** Our 32-page booklet: **"How to Keep Yourself Marketable"** when you purchase the complete set of 4 for only **\$38.00** (instead of \$52.00).

Call 1-800-895-4381 or visit [www.fiveoclockclub.com](http://www.fiveoclockclub.com)



### Tell Your Friends:

get a free Packet of Information on The Five O'Clock Club seminars: call 212-286-4500 ext. 600 or see our website: [www.FiveOClockClub.com](http://www.FiveOClockClub.com).

## Join Our Weekly Program!

Our competitors charge \$5000 to \$7000 up front. The Five O'Clock Club costs less than ten percent of that! Research proves that those who receive ongoing small group counseling get jobs faster and at higher rates of pay than those who search on their own or even those who see a career coach privately.

Insider participants appreciate the convenience. You will receive 16 taped Five O'Clock Club presentations with the purchase of your first ten sessions or more. Your small group strategy session is held by telephone conferencing with a senior Five O'Clock Club consultant. You will be assigned to a group of your peers.

And you will pay only \$400 to \$600 for the entire program, including books, tapes and counseling! See inside for more details. To sign up, call 212-286-9332 or email: [Richard@FiveOClockClub.com](mailto:Richard@FiveOClockClub.com)



## THE FIVE O'CLOCK NEWS

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### INSIDE

- Survey on Job-Search Stress
- Researching Smaller Companies
- Mining Names from the Newspaper

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