

# Chapter 1

## Why You Need to Become a Guerrilla Job Hunter

### *The New Global America*

It's not the strongest of the species, nor the most intelligent, that survive; it's the one most responsive to change.

—CHARLES DARWIN

Under siege from layoffs, outsourcing, offshoring, rightsizing, downsizing, and bankruptcies, America is in the midst of a profound business transformation. It is the result of developments in information and communications technologies, changing human values, and the rise of the global knowledge-based economy. The sheer complexity and technical sophistication of business has transformed the job market. Business is becoming knowledge based and technology intensive.

Knowledge workers are the backbone of the United States. They are employed in all sectors of the economy, most prominently in the information technology and communications sectors, but also to a growing extent in health care, manufacturing, education, finance, natural resources, defense, and government—in any field that requires innovation to sustain competitiveness. Competitive advantage is rooted in the new ideas of these skilled workers.

Twenty to forty million Americans change jobs every year. Already reeling from the struggling economy, competition for the remaining jobs is tougher than ever, the rules for getting jobs have changed, and global competition ensures that the rules will change

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again tomorrow. Many people needlessly drift in and out of dead-end jobs because they don't know which industries have a future or how to present their value in the right terms to the people who have the authority to hire them.

To succeed in this new job market, you must have a plan. Your plan must be clear and detailed in every way. It must also be:

- Clever
- Results driven
- Marketing oriented
- Inexpensive to execute
- Realistic
- Achievable

No government agency, educational institution, or think tank has a genuine crystal ball to make a call on the future; there are simply too many unknown factors when it comes to industry and job creation. One thing is certain, whether you are employed but unhappy, or unemployed and in need of a new opportunity, as a job hunter you are at a strategic fork in the road.

## ■ THE NEW GLOBAL THEATER

The United States is again at a major crossroads in history. The current "jobless" recovery is a consequence of the economy's rapid evolution from a natural resources- and manufacturing-based economy to a knowledge-based one. We are witnessing the first economic recovery in what has become a full information economy.

For most of the twentieth century, a recession was a cyclical decline in demand—the result of excess inventory that needed to be sold off. People were temporarily laid off, inventory backlogs were reduced, and demand would snap back quickly. As product demand increased, workers returned to their preexisting positions in factories, or they found an equivalent job with another company.

Over the past few years, dramatic advances in information technology have allowed companies to establish tightly integrated demand and supply chains, and to outsource manufacturing and low-end service jobs to save money. Rightly or wrongly, many of the jobs that have entirely disappeared from North America have reappeared in India, China, and Latin America. Rather than furloughs, many people were let go, forcing them to switch industries, sectors, locations, or re-skill to find a new job.

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If job growth now depends on the creation of new positions, you should expect a long lag before employment rebounds. Employers incur risks in creating new jobs and require additional time to establish and fill positions. Investment in new capital equipment is no longer a pendulum swinging from recession to recovery and back again.

Instead of resources or land, today capital means human capital. It doesn't take a shoe factory to go into the shoe business these days. Nor do you need raw materials or fleets of trucks. Nike became a shoe industry leader by concentrating on the value-producing capacity of its employees for design, marketing, and distribution know-how. The real capital is intangible: a person's knowledge level, combined with an aptitude for application.

### ■ WHY YOU NEED TO BE A GUERRILLA

With a radically smaller pool of skilled workers and the increased demand for profits, the original War for Talent of the late 1990s has morphed from a quantitative to a qualitative one, best described as the War for the Best Talent by author Peter Weddle in *Generalship: HR Leadership in a Time of War* (Stamford, CT: Weddle's, 2004). The old "bums-on-seats" mentality of many employers is quickly being replaced by "brains-on-seats."

Faced with stiffer competition and tougher hiring requirements, companies of every sort are becoming single-minded about productivity and bottom-line performance. Consequently, competition for jobs is increasing as management seeks and hires only those persons who appear to have the most potential for helping to boost the company's profits. For many companies, employees are now viewed as a variable cost—hence the term *human capital*—to remain "on the books" only as long as they continue to produce. Looking for an old-fashioned job like the one Dad used to have is a waste of your time—jobs are temporary in the new economy—henceforth you always need to be looking for the next opportunity.

The people who market their talent the best will win!

### ■ OFFSHORING AND AMERICA'S FUTURE AS A GLOBAL INNOVATOR

During the 2008 presidential election, both President Bush and Democratic presidential candidate Senator Barack Obama had a lot to say

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about the future of offshoring and what the practice of shipping jobs overseas means for the U.S. economy. Even after the election, Republicans and Democrats disagreed on this subject.

The macroeconomics will be argued for some time to come. As a guerrilla job hunter, you need interest yourself only in the microeconomic impact of offshoring and how it affects your career—in short, which jobs are likely to disappear over time and what industries are likely to benefit. If you think “By America” legislation will save your job—don’t bet on it. There are many issues that will take time for President Barack Hussein Obama II to work through Congress, though personally I’m confident he will.

Your job is at risk to offshoring if:

- It can be broken down into many smaller tasks that can be redistributed to lower skilled, lower paid workers.
- Your company’s profits are under constant assault by low-cost competitors.
- Someone else with a high-school education can do your job with less than a week’s training.

Here’s what you can bank on:

- The offshoring trend won’t stop anytime soon.
- Companies will continue to maximize profits and reduce costs.
- The government will not solve your career problems—at best it will provide limited retraining assistance.

## ■ SKILLS THAT WON’T BE OFFSHORED

### ➤ Leadership Skills

Self-confessed team players are often regarded as “followers” or “hangers-on” by senior management. I know you have been told: “We are supposed to be team players.” The human resources department may have told you that, but there’s a difference between leaders who can follow others, and those people who always need to follow others. My advice to you—forget about buying another power tie, instead invest in a course on leadership and look for opportunities to test your newfound skills within the company or outside as a volunteer. The

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ability to lead will be the number one requirement for guerrilla job hunters.

### ➤ **Project Management Skills**

Develop the fine art of managing people and projects. Learn how to deal with customers, work with vendors, and interact with management in ways that satisfy the needs and objectives of the organization. This elusive talent is of great value and will support the notion that you are becoming a person who is of great value to your organization. My advice: look into a formal accreditation through the Project Management Institute ([www.pmi.org/info/default.asp](http://www.pmi.org/info/default.asp)).

### ➤ **People Skills**

If you become the person who can pull teams together, support communication, and make things happen, that will help make your position and perceived value within the organization more visible and support the argument that leaving your job intact is a good business decision. My advice: learn to be likable and how to work a room without looking like a self-obsessed shark.

### ➤ **Communication Skills**

Writing and public speaking are critical skills whether you are representing your company or merely trying to sway your boss. A public speaking course will have you on the podium and in the limelight faster than any other single action you can take. Your value and confidence will increase dramatically. My advice: join a Toastmasters networking group near you today.

### ➤ **Sales Skills**

There are many jokes about salespeople: what do they really do besides lunch and golf? Bring in the business, that's what, and today that's everyone's responsibility. New business is the lifeblood of every business. When you become known as a rainmaker, the chances of your job being offshored diminish dramatically. My advice: become great at it. Start with a few books like *Five Minutes with VITO* by David Mattson and Anthony Parinello (Beverly Hills, CA: Pegasus Media World, 2008), and *Speak to Win: How to Present with Power in Any Situation* by Brian Tracy (New York: AMACOM, 2008). Devour those books and then take a formal course.

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### ■ JOBS THAT WON'T BE OFFSHORED

There are some jobs that, at the moment, just can't be offshored. Can you imagine offshoring your personal financial planning to a stranger in some foreign country? Are you going to fly to a foreign country just to see a doctor or check yourself into a hospital? Is a salesperson from Asia likely to travel to your home or place of business to sell you insurance, a new car, computer, or clothes? Unlikely.

There is a clear pattern here. Many jobs, because of their personal or "intangible nature, cannot be offshored. Baby boomers are the wealthiest generation ever and scores of new jobs will be created because of their obsession with youth, advances in medicine, bioengineering, and security.

The security issues that were exposed by the 9/11 terrorist activities have spawned whole new industries as the United States looks to secure its borders from terrorists. The banking, travel, agriculture, energy, medical, and other industries vital to our social and economic well-being are vulnerable and not likely to be leaving our shores anytime soon.

This quote from Michael Mandel sums up what's happening:

*The war between the intangible and tangible sectors of the U.S. economy is over—and intangibles have won. Since the economy went into recession a year ago, the industries producing or distributing physical or tangible goods—including construction, manufacturing, retail trade, and transportation—have lost an astounding 1.8 million jobs. That includes a decline of 260,000 jobs in the much-beleaguered auto industry and its dealer network, and a drop of 300,000 in residential construction employment. (BusinessWeek, December 9, 2008)*

President Obama's stimulus package in the United States is primarily aimed at the tangible market, which will encourage growth in the intangible market as well. Understanding which jobs are not likely to be offshored and why can help you make informed career choices. I strongly suggest you read *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community, and Everyday Life* (New York: Basic Books, 2003) if you're having trouble picking an industry with a future.

Industries that won't be offshored include:

- *Energy:* There will be an increased push to find new sources of energy. There will be more demand for the people who search for, mine, and develop new sources as well as for people to manage

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marketing and sales, accounting, human resources, and technology, and the list goes on. Look to California to lead the way in electric cars.

➤ *Preventive health care:* This is a hot area for growth right now and it will continue for years to come as the baby boomers age. The demand for workers applies to all levels and to suppliers as well. Here's something to think about. The cover story in *BusinessWeek*, September 25, 2006, concluded, "Since 2001, the health-care industry has added 1.7 million jobs. The rest of the private sector? None."

➤ *Security:* In addition to antiterrorism needs, there is growing concern among companies to protect their greatest asset: information. Additionally, employers are increasingly concerned about the backgrounds of people they are hiring, which will give rise to investigative services.

➤ *Military:* Need I say more? The demand will increase as will the educational requirements for people looking for the jobs in communications and intelligence.

➤ *Government:* At every level—municipal, state, and federal—demands will only get bigger. Leadership will be in high demand as will bilingualism in many jurisdictions.

➤ *Insurance:* The more uncertainty there is in a society, the greater the demand for insurance. Providers will continue to need sales agents, claims adjusters, researchers, customer service people, accountants, and lawyers.

➤ *Consumer financial services:* As more people own homes, cars, and so on, demand is increasing for loan agents and title company workers. With losses growing in company-sponsored 401(k) plans, more people are taking greater control over their retirement savings and seeking investment counselors and brokers to manage their money.

➤ *Agriculture:* Farms employ hundreds of thousands of people in almost every capacity imaginable, from marketing and public relations professionals to genetic scientists ([www.usda.gov/wps/portal/usdahome](http://www.usda.gov/wps/portal/usdahome)).

➤ *Biotechnology/pharmaceutical:* Greater need for prescription drugs will increase demand in these sectors. As more and more money is dedicated to gene and cloning research, opportunities will grow in the biotech industry.

The prospects in your area of the country will vary, but this list provides a snapshot of what will be happening around the country.

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### ■ YOUR SIX CAREERS

William Bridges, author of *JobShift—How to Prosper in a Workplace without Jobs* (Philadelphia: Perseus Books Group, 1995), contends that the United States is undergoing a process of “dejobbing”—an end to the traditional job as we know it. “The old pattern of hiring and keeping large numbers of full-time, long-term workers on the grounds that they may be needed in the future is harder and harder for companies to do,” Bridges says.

Twenty-five years ago, the U.S. Labor Department looked at the workforce and at trends in the job market and announced that people will have as many as 5 or 6 careers in their lifetime (*Anything Goes! What I've Learned from Pundits, Politicians, and Presidents*, by Larry King, New York: Warner Books, 2000). Who would have thought they'd get that one right! I certainly wouldn't have, yet I am a prime example.

I started my career in retail, moved into banking, and then into executive search and placement, all before I was 25. Twenty years later, I am still in the executive search and placement industry, but even that career has evolved from a specialty in retail to the construction and property management industries and now into the high-tech marketplace. You could even argue that writing a book is yet another career.

Not long ago, society expected an individual to spend a lifetime at one company. Those expectations have changed. Now you are expected to change jobs every few years.

To thrive in this environment, you need to adopt a guerrilla marketing mindset. You need to think of yourself as a tightly knit package of capabilities—a value-added product to sell around the globe.

### ■ GUERRILLA MARKETING IS THE KEY TO YOUR SUCCESS

I can tell you from personal experience that the most qualified job hunter is rarely the one who wins. The positions invariably go to the person who does the best job at positioning himself or herself as the solution to an employer's problem.

The dramatic changes we are witnessing in the marketplace mean that the tried-and-true methods of finding a job will no longer suffice. They should remain a solid part of your plan, but they don't provide an adequate amount of exposure to potential employers.

In 1997, Tom Peters introduced the concept of Brand U in his book *Re-Imagine!* (London: Dorling Kindersley, 2003). At the time,



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self-branding was an assertive marketing concept best reserved for high-flying techies and senior executives who wanted to maximize the financial returns of their biggest asset—their career. Today, personal branding is a matter of survival.

Becoming a guerrilla job hunter is the only way to consistently move your career forward. The market is geared toward those who effectively brand and market themselves as the ultimate commodity across multiple distribution channels. Winning the War for Talent requires you to become a guerrilla job hunter.

### GUERRILLA INTELLIGENCE

#### *Emotional Intelligence and Your Career Portfolio*

**Anita Martel, RGR**

Having an up-to-date emotional intelligence assessment has become one of your greatest assets in your job search strategy. Why? Because by doing so you've reduced the risk the hiring manager has in hiring *YOU*.

An emotional intelligence assessment gives you concrete and valid evidence that complements your resume and provides tangible proof to a potential employer. Hiring managers are risk averse, and by making their job virtually risk free you have just given yourself a leg up on the competition. The added plus to having your emotional intelligence assessed is that you can speak with complete confidence during an interview. You gain valuable insight that you can use to your benefit. By knowing your strong points, you can further build on them and use them to position yourself advantageously. In addition, by knowing your weaker points, you can specifically concentrate on improving them. It is strongly recommended that you retake the test at 2- to 3-year intervals to reevaluate your progress over time.

In the workplace, an ever-increasing number of employers are choosing to use emotional intelligence assessments to ensure a greater fit of potential and current employees within their company culture. It is becoming more and more obvious to today's companies that their workforce can no longer be managed in the traditional style. That is, today's employee is no longer

*(continued)*

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just a part of the puzzle that completes the big picture but has become the process with which to do it. Organizations are now filled with highly educated knowledge workers that as a team have become this process. This is in essence what will give one company a distinct competitive advantage over another, and today's companies are specifically looking for that edge.

On the personal side of things, none of us live in a vacuum, and we can clearly see how our personal life always ends up trickling into our professional life at one time or another. We develop relationships with everyone around us. How well we manage those relationships can have a significant impact on both our professional as well as our personal lives. Having vibrant, healthy relationships has become the core competitive advantage in today's workplace.

So what exactly is emotional intelligence? "Emotional intelligence is the unique repertoire of emotional skills that a person uses to navigate the everyday challenges of life" (Multi-Health Systems, 2008). It is the awareness of one's emotions and the ability to use those emotions to strengthen one's performance. Simply put, emotional intelligence is often referred to as common sense or street smarts.

Research has demonstrated that an individual's emotional intelligence is often a more accurate predictor of success than that person's IQ. No matter how intellectually intelligent someone is, their success is still governed by how well they can communicate their ideas and interact with their peers. As opposed to IQ, which is said to be set early on in life, your emotional intelligence can be substantially strengthened and developed with appropriate training and thus can be improved considerably. Since emotional intelligence is elastic, those who lack it can gain it, and those who have it can augment and develop it further.

Many emotional intelligence tests exist on the market and all claim to be the best. I have researched a great number of them and keep coming back to one in particular. The BarOn EQ-I assessment is by far the most comprehensive on the market. It assesses interpersonal and intrapersonal skills, stress management, adaptability, and general mood with many other areas within these categories. Several different reports can be generated including a leadership one, and its versatility allows individuals to track and work on their emotional intelligence. A

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company wanting to have an accurate predictor of best performers or a comparison/fit for potential employees can also use it. It is used worldwide, can be produced in several different languages, and has been scientifically validated. It can be taken online and completed in about 40 minutes. You receive a clear and easy-to-read written interpretation of your results, recommendations on what to do to increase your emotional intelligence, and a debriefing session with a certified administrator.

Remember, you are creating your career portfolio and whatever you can add to it that will put you a step ahead of the competition is essential. All good career portfolios include a summary resume, a thorough detailed resume, a number of references, and an up-to-date emotional intelligence assessment.

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Anita Martel is a partner of Perry-Martel International and a Certified BarOn EQ-I administrator. She is devoted to helping leaders, individuals, and teams increase their effectiveness and attain their full potential. For more information or to take the test, e-mail [anitam@perrymartel.com](mailto:anitam@perrymartel.com).

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