



**Market Yourself Smarter  
Discussion Forum**

**“Career Re-Invention”  
Discussion Summary**

Toronto, ON  
Thursday, November 10, 2005  
7:30 a.m. – 9:30 a.m.

**Career Re-Invention  
Discussion Forum**

**Discussion Summary Published by**  
Market Yourself Smarter  
*Love Your Career.*

Copyright © 2005 by Market Yourself Smarter; Toronto, Ontario. Canada

Market Yourself Smarter  
[www.marketyourselfsmarter.com](http://www.marketyourselfsmarter.com)

Published November 2005

Contents

Contents..... 3  
Discussion Forum Panelists..... 4  
DEFINING SUCCESS ..... 5  
REFLECTION ..... 7  
TRANSITION ..... 8  
About the Panelists ..... 11  
Appendix: Barbara Moses tips on balance, networking and success ..... 16

**Discussion Forum Moderator**

Catharine Fennell  
President, Market Yourself Smarter

**Discussion Forum Panelists**

Rev. Eleanor Clitheroe  
Former CEO, Hydro One

Dr. Barbara Moses  
Bestselling Author, Journalist

*See pages 11 & 12 for panelist's biographies.*

*The following notes are a summary of the panel discussion and participant dialogue from the*

**Market Yourself Smarter Discussion Forum**

**November 10 2005**

**7:30am-9:30am**

**Arcadian Court, Toronto, ON, Canada.**

## DEFINING CAREER RE-INVENTION

Panelists shared not only their perspectives on this subject but also their personal stories of how career re-invention has affected them.

Barbara put forth her opinion that the word “reinvention” is distasteful because it doesn’t allow for “your soul”. What occurs is closer to reconfiguring with your existing personality characteristics and attributes than a complete re-invention.

Eleanor added that for her reinvention was more about that her talents and time were being used appropriately and going back to her roots. She suggests that you should seek satisfaction in your work - reinvention of career is more about discernment of a calling than re-invention of a career.

## DEFINING SUCCESS

There is temptation to define success and evaluate us based on social standards. For Eleanor, it is where you chose to spend your time, talent and the contribution you have left behind.

Barbara, outlined 10 Myths of Success – women are drawn to the word of “interesting” instead of “successful”. Balance is one the keys to success. Nobody is ever going to be happy in their job all the time – it is a balance of good and bad. It is a balance between being passion but you should not be unhappy in your work. Eleanor gave a specific example of how she went through one transition because a career that had outward signs of success was not balancing with her happiness in the job.

We all want to do something that uses our values, strengths, and do something we feel is important.

Giving back and mentoring other women can be a huge source of satisfaction.

### REFLECTION

Eleanor shared her belief that for any transition, a period of reflection is key. In her case, she had included traditional career as well as spiritual evaluation. During these periods of reflection, she used this space of time to think about what was not working in her life, in and outside of her working life. She found the pieces had shifted during this period.

It was recommended that people should, but in most cases do not, take the time to think about “who am I? What do I care about? What’s important to me?”

Barbara introduced the idea that the accepted standard concept of career - “work is what counts” is linear. She suggested defining the different roles you play in your life. It is not “what you’re doing”, its “where, how, and with whom you’re doing it”. It is important to identify and utilize the opportunities within the environment to reconfigure, or shift to a new environment and reconfigure the skills.

Ellie added that much of the frenzy people identify is symptoms of the problem. One needs to identify the issues within themselves, not just in the environment around them ... otherwise there is a risk of making changes that repeat the same symptoms that are trying to be avoided.

## TRANSITION: REINVENTION or RECONFIGURATION

Transition can be difficult, even when you have identified your goal/path. Eleanor shared that even after all her time reflecting and evaluating there was “no bolt of lightning” that directed her to her new path. The route of transformation can be an upheaval with self-doubt that must be addressed and worked through. A sense of confidence and calling helped her through.

It is also important to be accepting of transition. When the transition is drastic, people around you may be skeptical and ask if it is a “prison conversion”. Understanding the vocation may change, a person’s skills, values and characteristics remain and can be applied to the new career. Barbara adds her idea of social competence - “Do we ever really change?” We are products of socialization, and of our attributes ... these give us unique characteristics so we can be sensitive to the environment so we can anticipate what will impact us but we’re not changing so much as being “thoughtfully resourceful, and adaptable.”

Dealing with failure: there is a tendency to repress feelings about failure... we should accept the feelings and use them to define next chapter. When faced with transition because of failure, you should “digest it, dig down,” and not skip the reflection step.

It was discussed that transition is not necessarily always a gender issue, but it can be a “lonely place” as a woman executive as there are fewer numbers of colleagues and mentors to turn to.

### SUPPORT NETWORK

Throughout the discussion, the importance of support network was communicated. Whether the transformation was inspired by your own interest or it was forced upon you, the people around you are also affected. In Ellie's situation, her family not only had to deal with the publicity but with the new way of life. She also found her support networks helped reinforce the definition and sense of self.

### HELP WITH TRANSITION

Barbara suggested some tips on choosing a mentor/coach:

1. Appreciation for individual differences
2. Understands the nuances of work life balance
3. Comfortable giving advice
4. Appreciation for self-assessment and promotes an understanding of who you are

## LEADERS MODELING BALANCE

### How do you simplify your life?

Know yourself ... accept your hair for what it is ... a great purse organizer – Barbara Moses

Making the tough call that “one thing has to go” when there are multiple priorities fighting in her full calendar – Eleanor Clitheroe

### About the Panelists

#### REVEREND ELEANOR CLITHEROE



Eleanor Clitheroe is President of Prison Fellowship Canada. Born in Montreal, Quebec, she obtained a Bachelor of Common Law (LL. B.) and a Master in Business Administration (MBA), University of Western Ontario in London, a Bachelor of Civil Law (B.C.L.), McGill University and a Master of Divinity from University of Toronto. She holds an Honorary Doctorate of Laws, Trinity Western University (LL. D.), 2004 and is a candidate for a Doctorate of Theology at Wycliffe College, University of Toronto.

She was named National Post's Top Business Woman of the Year (2002) and a Chatelaine Woman of Influence (2002). She is Chancellor Emerita of the University of Western Ontario, is counsel with the law firm of Gauthier and Associates and has served as a Director of many organizations. Her current directorships include Canadian Friends of the École Biblique, Niigon Technologies, Opportunity International Canada, Sanctuary, Media Voice Generation and Canadian Green Power. She has sat on the Boards of Suncor, Inco, TD Canada Trust, Alcan and Dofasco.

Ms. Clitheroe was, from 1998 to 2002, Chief Executive Officer, President and a Director of Hydro One, the transmission and distribution system for electricity in Ontario. She turned around the energy company following the break up of Ontario Hydro and created a \$10 billion company, with profits of \$350 million, positioning it for competition in the North American marketplace. From 1993 to 1998, she was the CFO of Ontario Hydro and Managing Director, Corporate Services (Human Resources, IT and Administration), Retail Research and International Operations. Between 1981 and 1989, she held a variety of positions with CIBC, including Vice President, Corporate Treasury. She served as Assistant and Deputy Minister of Finance with the Province of Ontario, 1989 and 1993. She articulated at Tory, Tory Deslauriers and Binnington.

She resides in Toronto with her husband and two children.

**BARBARA MOSES, Ph.D., Author, Journalist**

**Fast Company** magazine called her a "career guru." Dr. Barbara Moses, a North American leader in career self-management, is the best-selling author of **What Next? The Complete Guide to Taking Control of Your Working Life**, **The Good News About Careers** and **Career Intelligence**. Her new book **Dish: Midlife Women Tell the Truth about Work, Relationships, and the Rest of Life** will be published spring, '06.



Dr. Moses is also the author of the acclaimed **CAREER PLANNING WORKBOOK** and **MANAGER'S CAREER COACHING GUIDE**. Her **CAREER PLANNING WORKBOOK** is a "corporate bestseller", completed by over a million people in more than 2000 organizations worldwide. She has just launched **Career Advisor**, a complete interactive career management website which clients have already hailed as "the ultimate career resource" and as "like having a personal coach on your computer."

Dr. Moses' innovative approach to career self-management has been reported on extensively across North America. She is a work issues columnist for the **Globe and Mail** and the **Wall Street Journal's CareerJournal.com**, as well as being a featured career guru on various websites, and has appeared frequently on network and local TV and radio, including the **Today Show**, **NPR**, **MSNBC** and **Canada AM**. She has been quoted and profiled in major North American publications including **Fast Company** magazine, the **New York Times**, **Los Angeles Times**, **Chicago Tribune**, **Parenting**, and the **Report on Business**.

Dr. Moses holds degrees in psychology from McGill University, The London School of Economics and the University of Toronto.



### About Catharine Fennell

**President, Market Yourself Smarter**  
***A Catalyst, Connector and Provocateur***

Catharine is President of Market Yourself Smarter; a national organization which produces high profile events and corporate programs for the high achieving career person and progressive corporate employers. Catharine founded Market Yourself Smarter after dropping out of a very fast-paced corporate career to start a family and realizing there were few “corporate” options for the senior career person who wanted to continue working but not log air miles and 14-hour days.

Catharine believes that people can have it all and should LOVE THEIR CAREER. She is dedicated to working with career people and corporate Canada to change the way employers and employees connect, measure success and attract and retain talent.

Catharine is an active public speaker and moderator of the Market Yourself Smarter series. Catharine speaks audiences across North America on topics including Community Cultivation, Marketing “With” Women, Not “To” Women, Building Brands That Talk, Success as a Career Mom, Career-Preneurship and Achieving Success on Your Terms.

Prior to launching Market Yourself Smarter, Catharine was based out of New York and held the positions of Vice President, Marketing for BOWNE Internet Solutions and Vice President, Marketing, Mediconsult. Catharine started her career as Director of Marketing, Dermablend with Johnson Products and then took a position as Account Director with Brandworks Communications working on clients including Loblaw's Presidents Choice, The Globe and Mail and North American Watch.

Catharine Chairs an Allocations Panel for the United Way of Greater Toronto. She also sits on the Boards of Jackman Community Daycare and of Texas-based Birthmarks.com Foundation. Catharine is happily married with two daughters under five.

### About Market Yourself Smarter

**Market Yourself Smarter**, launched in 2002, is a National organization which produces high profile public events, work-life clinics and customized internal corporate programs that celebrate and support the high achieving, top performing career person who is looking for more.

**Market Yourself Smarter** works with progressive organizations who believe in creating a diverse workplace and flexible work culture that will foster success and loyalty and attract Canada's top talent.

**Market Yourself Smarter** is cultivating a National community of career people and business leaders with the goal of mobilizing the collective voice as a catalyst for meaningful industry change.

**Market Yourself Smarter = BE 'SMARTER'. LOVE YOUR CAREER =** make the right career choices, make a difference, be yourself, set boundaries and create harmony between work and family.

- S** Self. Don't sell out.
- M** Make a difference.
- A** Attitude. Set the tone.
- R** Results, not "desk miles".
- T** Trust yourself and your instincts.
- E** Empathy. Be mindful of people around you.
- R** Room. Make room for yourself. Set boundaries.

**Contact Us**

**For event registration:**

**E:** [registration@marketyourselfsmarter.com](mailto:registration@marketyourselfsmarter.com)

**T:** 416-840-7600

**W:** [www.marketyourselfsmarter.com](http://www.marketyourselfsmarter.com)

**To:**

- ❖ Provide feedback on series
- ❖ Make recommendations for future speakers
- ❖ Get a list of future Discussion Forums and Career Clinics
- ❖ Learn more about sponsorship opportunities
- ❖ Arrange an exclusive Corporate Discussion Forum or Clinic at your workplace

**Contact:**

**Catharine Fennell,  
President and Series Moderator,  
Market Yourself Smarter  
Phone: 416-205-1248  
Email: [cfennell@marketyourselfsmarter.com](mailto:cfennell@marketyourselfsmarter.com)**

# Appendix

## Appendix A

### **BARBARA MOSES on Balance, Networking and Myths of Career Success**

#### **Forget balance: Focus is the key**

Barbara Moses

Work-life balance has become a new kind of mantra, expounded upon endlessly at conferences, in newspaper articles and on television. I will admit to having devoted many column inches to the subject.

Yet I'm beginning to wonder, given everyone's apparent desire to achieve a state of work/life balance and their conspicuous inability to do so, whether the whole idea is meaningful, still less attainable. Perhaps work/life balance is like perfect love, something you can pursue but never find.

There's no doubt that many people have a serious problem in terms being able to fulfil the many roles demanded of them at work, at home and in their personal lives. A recent Health Canada survey shows that one in four Canadians works more than 50 hours a week, compared with just 1 in 10 a decade ago. Nearly 60 per cent of respondents complained of high "role overload" in juggling work and personal lives, almost double the number in 1991.

But is the solution really one of finding better balance? It may be that the whole concept of "work-life balance" tends to obscure what we're really looking for, namely the opportunity to feel good about our lives and to have a sense of accomplishment.

The problem with the term "work-life balance" is that it assumes we all have a caloric budget for meeting a prescribed set of needs -- such as time for family, friends, children and loved ones, aesthetic pursuits, spiritual

nourishment and intellectual engagement -- choosing just the right amount of each as if they were major food groups. But there is no Canada Food Guide to tell us how to live our lives.

The truth is, we all have different needs, and those needs are constantly changing. Our lives are dynamic, not static. Children are born, loved ones get sick, we land a new job or lose one, develop an entirely new interest. At different points in our lives, different life events and priorities compete for our attention, and we focus on whatever is most important to us at that moment.

You may be doing a piece of work that completely enthralls you, for example, or you may be preparing for the birth of your first child. Whatever your main focus is at a particular point in time will by definition take away from your ability to pay attention to other important things. And no matter how hard you strive to achieve "balance", there will inevitably be tensions between competing needs: between the need for spiritual nourishment and the need to make money, for example, or between the desire for personal and family time and the yearning for advancement. These conflicts are not necessarily bad: They are what make us grow as human beings.

If I were to ask you to think about a time when you felt really good about yourself and your life, my best guess is that you would describe a time when you felt completely and single-mindedly involved in something, whether mastering a sport, losing weight, doing a piece of work which was totally engrossing, or complete engagement with your kids or someone you care about. Was your life in balance at that point?

Probably not, if we think of balance as a state in which all our needs, roles and domains of experience are being equally satisfied.

What we idealize as "balance" is really a kind of throwback to a fifties idea of the good life, to a sunny but bland world with everything in moderation, where everyone read Reader's Digest and ate bran cereal. When we feel great about something we're doing, or passionate about a particular pursuit, then almost by definition other important aspects of our lives will get less of our attention, and may be entirely neglected. It's unlikely, for example, that many great pieces of work were produced by artists who pursued a state of balance.

Now, it's true that some people do lead lives that are wildly unbalanced, focussing obsessively on work and ignoring everything else with serious consequences to their health, relationships and family. But when that happens, their life isn't simply out of balance, it's out of control. What we call workaholism, for example, doesn't emerge from a failure to balance work and personal life: it's the result of deep-seated psychological issues, such as a lack of self-worth or an inability to develop an identity separate from one's work. Such issues cannot be addressed, or redressed, through greater attention to balance.

It's also true that most organizations continue to demand far too much from their people, and it is certainly not my intention here to take them off the hook. There is an urgent need for new attitudes and new programs -- in particular, for flexible work arrangements that are more than just empty policies and for reasonable work load expectations. We need to shape a more humane and life-friendly work place that is responsive to people's needs at different phases of their lives. But let's not distract ourselves in some futile search for the mythic grail of perfect balance.

For individuals, the real questions should be:

Do you feel good about how you're spending your life, and are you aware of the choices you've made? Are you nourishing what is important to you? Are you able to play out all the roles that are important to you? If you are making sacrifices now in some areas of your life, are you doing so in a conscious way as part of a plan to help you realize your vision of how you want to live and work in the future?

It's not reasonable to expect your life to be in perfect balance at any point in time. Our lives are made up of chapters, and in one we may need to sacrifice some needs in favour of others that will be met in a later chapter. Giving something up now doesn't mean giving it up forever. A need that isn't satisfied today can always be satisfied tomorrow.

Often people worry that if they say no to something now they are saying no to it forever: They think "If I don't take that assignment/promotion/geographical transfer my career is going to be permanently derailed."

---

## Career Re-Invention Discussion Summary

The important thing is to be conscious of the decisions you are making now, and to think serially about your life. In one chapter of your life, your personal life may take priority, in another chapter your career aspirations. Over time, a kind of balance emerges.

If you instead doggedly pursue that elusive state of work/life balance, trying to have some measured ration of everything you want at any given time, you are likely to end up in a kind of grey zone, where none of your needs are really being met, and you end up feeling chronically dissatisfied.

Life is not some gigantic mechanical scale on which you can put all the pieces of your life and weigh them up, adding and taking away bits until they come out in perfect state of homeostatic balance.

### Appendix B

#### Ten myths of career success debunked

Barbara Moses

As people try to figure out how to navigate today's tough work realities, career and motivation gurus have a receptive audience. So they look for easy-to-swallow maxims to preach -- and in so doing, have let loose numerous myths about how to carve career success.

Some myths are based on a misunderstanding of contemporary workplace dynamics, or exaggerate what was once acceptable. Others are gross oversimplifications or half-baked truths.

Here are 10 myths that I hear frequently:

#### **You should know what you want to do**

Rare is the individual who has his or her whole life mapped out. Most people will have at least one period, if not several, during their careers in which they will say to themselves "This isn't working. I'm not happy. Now what?"

This ability to question yourself, and live with the discomfort of uncertainty and ambiguity, actually shows emotional maturity and confidence. Even if you don't feel confident, when you ask yourself important questions, there is an underlying assertion that you feel you deserve more and will figure out how to obtain it.

### **You should be happy all the time**

I know of no job where irritants don't come as part of the package. Even people who love what they do can identify things that dissatisfy them, whether it's some unpleasant people they have to work with, excessive demands or unappreciative clients and bosses.

The real test is weighing the balance of the stuff you don't like and the stuff you do. When people do a realistic appraisal of their own work, they usually find that the things that satisfy them outweigh the things that don't.

### **You should live a balanced life**

What is that, anyway? We each have our own priorities and needs, and they change with every life stage. When children are younger, we may be totally absorbed by them, but as they age and grow more independent, we may be more absorbed by our work.

In fact, when we are most engaged, our lives are usually out of balance. Instead of seeking balance, ask yourself what you need to have in your life to feel good.

### **Everyone you work with, and for, should like you**

Just as you don't like everyone you interact with, you shouldn't expect everyone you come across to like you either. It is impossible to be the sort of person who everyone finds equally attractive. That is what makes us human.

Of course, aspects of our personalities may jar others. If you seem to be alienating a lot of people, ask yourself: Is there something I can and should do to change my behaviour? Or, is this simply not a good fit for me?

As a general rule, if you've irritated a lot of people, it's hard to get them to readjust their view of you. You may be better off finding a new work environment, where you can start off anew.

### **You should always give your boss or clients what they want**

You are brought into a job because you have the knowledge and experience to warrant it. And if you're doing your job right and long enough, you probably know more about the problem than they do. Your role is to share your expertise. If your opinion differs from that of your boss or client, share it. This is what you are being paid to do.

### **You need to be an extrovert to be successful**

Here's the thinking behind this one: To be most effective today, you need to be able to work in teams and to market yourself. Extroverts can do this better than introverts.

In fact, neither is true. Most teamwork today can be better described as "wham, bam, thank you, ma'am." You come together to solve a particular problem, then move on to the next project. Gone are the days of the casual social banter -- what extroverts do so well.

As far as marketing yourself goes, there are many ways of getting your name and credentials in front of people other than the relationship-building lunches that extroverts favour.

Strategies that work for introverts include giving presentations, writing for your professional association's newsletter, even sending someone an e-mail commenting about something they are working on.

### **If you try hard enough, you will be successful**

Coach-speak aside ("if you can dream it, you can do it"), we all have limitations as well as strengths. The bar for performance in today's super-competitive workplace is extremely high.

Simply wanting something because it's your passion will not be sufficient. You may not have the aptitude to do what you want.

As a general rule, if you think back to your past and find no strong indication of this aptitude, follow your bliss on your personal time and don't quit your day job.

### **It's hard to find a mentor**

About 80 per cent of midlife workers cite a strong desire to mentor someone as a source of career satisfaction and renewal, so there is a large pool of people looking to mentor younger talented people.

Look around at those you work with, previous bosses, consultants selling your company services, people you meet in volunteer capacities. Who do you admire? Ask if you can have a drink with them, or talk on the phone. You are not imposing. Who isn't flattered to feel they have something of value in the way of advice to provide to someone else?

### **You should focus networking on influential people**

Often, senior people are too far removed from the work you are interested in to be truly helpful. As a courtesy, they may ask one of their more junior staff to meet with you, which often annoys the junior staff member. Usually the most fruitful encounters are with people at or just above your level.

More importantly, the point of networking is not purely instrumental, to get a job lead, for example. It is to make a mutual connection and share information and experiences.

Don't assess the value of your networking on its immediate economic payoff or the organizational level of the person. When you make a genuine connection, the long-term rewards are significant.

### **The grass is greener elsewhere**

Most people significantly overestimate how much fun others are having. Do you feel overworked and underappreciated?

Welcome to this decade.

Before you jump ship, ensure that you have accurately identified what is bothering you, remember what you like in your work, and carefully assess whether it's truly different across the street.

## Appendix C

### Don't network, make contact

#### Barbara Moses

Two e-mails I received this past week: "I'm a career coach living in Malaysia. I saw your book *What Next?*. It looks great but I'm too busy to read it. I'm coming to Toronto next week. Can we have a mutually advantageous meeting? I would love to discuss the ideas in your book."

Even better: "I'm a member of the same professional association as you [along with 5,000 of my other closest friends around the world]. I have just developed a great workshop on networking. I understand you have great connections. Who are your clients? Can you send me a list of their names?"

Although networking is a central part of everyone's career vocabulary today, it still provokes consternation in many people. Some wonder about the basic mechanics. "What am I supposed to do? Go up to everyone I meet and say: 'Hi. My name is . . . and I'm a customer-service-driven, team-building financial professional.'" Others are uncomfortable because they feel like "they are using people."

Only a small percentage of the professional managerial population feels completely at ease with networking, and even fewer could be described as skilled. Instead, they are awkward at best, and obnoxious at worst.

What does networking mean to you? For many of us, networking conjures up an image of slightly wooden-looking professionals in business attire aggressively passing out business cards and madly trying to impress those in a position of influence -- as if most people ever look at those cards again. While trying to get your name in front of decision makers is certainly one aspect of networking, it actually accounts for relatively little of the activity good networkers engage in. Indeed, good networkers are often status blind.

Another popular image is meeting as many people as possible and asking them for assistance in some way, whether it be information about their professional field, or the names of people who might be interested in their

services. Notice how only one person's interests are being served in these scenarios. Yet, when I look at the great networkers I know, most of them spend far more time helping others than intentionally seeking personal benefit.

I asked people who receive a constant stream of requests for networking meetings what puts them off most. I heard a chorus of complaints. Liz, for example, a vice-president of learning, was at a garden party where a management consultant glued himself to her "telling me about the most banal programs he'd developed as if they were rocket science. On Monday, he called my office and insisted on getting through, telling my assistant he was a friend. I finally agreed to see him to get rid of him, but I was so pissed off at his pushiness that no matter what he said, I wouldn't have been interested."

Others had similar stories of people who agreed to meet a networker out of duty or as a favour to a friend, but were resentful about it and of no help to the networker.

Other common complaints included: people who act like robots spouting their sound bites; have no idea of who you are and then lecture you on stuff on which you are an expert; think networking with a senior person is better; and use the name of someone you know and assume it's an automatic door-opener. (One person recently called me up, mentioned a friend's name, and asked for some private information about my company. When I said it was confidential she replied: "Well, I will have to tell Jeff about this.")

And then there is the sheer ingratitude of many networkers: You meet someone and are generous with your time and helpful in terms of passing on ideas and sharing contacts. Not only do you not get a thank-you note, but several months later you learn through the grapevine that one of your contacts led to the person finding a job.

But to my mind, the infomercial is the worst sin of all. Someone asks you for help and then goes into excruciating detail about every job they have had in their 30-year career and how amazing they are. When you're about to provide some advice, they repeat how great they are "You know, I'm really good at . . .", just in case you didn't get it the first time.

Good networking is a two-way street. Skilled networkers don't think of themselves as networking but rather as exchanging information. Whenever someone tells me about a great networking experience they had, I ask them two questions. "What did you learn from them?" "What information did you pass on?"

In good networking there always is a mutual connection. Done well, networking is like the most graceful dancing. Both parties are stimulated by the interaction. No one feels used. At its best, there is a deeply satisfying emotional and intellectual connection. Done poorly, nothing is more off-putting.

Good networkers are "wired," with broad connections that range beyond their own professional boundaries and into all walks of life. They cultivate relationships with people who know how to get things done. Like good mentors, they are genuinely curious about people and what they are thinking, and like to make things happen for others. They like to bring together interesting people and ideas -- and they are as proud of making things happen for others as they are of the number of names in their personal organizer.

But networking is as much a cognitive skill as an interpersonal one. Adept networkers are huge information synthesizers who can see connections between people, things and ideas that are not obvious; identify a higher level idea, which goes beyond the presenting issue; and often make creative referrals that the other person wouldn't otherwise have identified. So, next time you are at a networking event, "ask not what your network can do for you, but what you can do for it."

### **Getting over networking angst**

Do you feel awkward or think you are being pushy when networking? You're part of a large group of managers and professionals. Here are some tips on how to reappraise what you're doing.

### **Do:**

Think of yourself as building knowledge networks of people with great ideas.

Network broadly with people from diverse backgrounds.

Be creative and bring together information and people from a variety of sources.

Make it easy for someone to say yes to a meeting. Ask if they prefer phone or face-to-face.

Get to the point quickly. Summarize what the other person needs to know.

Maintain the connection by following up on your contacts. Send a thank you note.

Develop a strategy that plays to your strengths. If you are introverted, for example, become known by presenting at conferences or stay in touch by sending an article or e-mail. Force yourself to participate in conferences and networking events. If you are extroverted, talk to people at conferences and networking events.

Learn what the other person values. Can you provide them with helpful ideas, information or content?

Show your personality - make a personal connection. Be charming. Display great manners.

Share an idea with everyone you meet. Pass on the information you have acquired in earlier networking meetings. Become an oral story teller.

### **Don't:**

Equate the number of business cards handed out or endless lunches with effective networking.

## Career Re-Invention Discussion Summary

Assume a more senior person will be more helpful to you than someone more junior.

Confine yourself to people just like you.

Evaluate your activities in terms of whether they will pay off right away, such as a job lead. You are cultivating long-term relationships.

Try to strike a connection with the promise "I was wondering if we can get together to discuss something mutually beneficial" unless the other person really will benefit.

Dr. Barbara Moses is an international best-selling author of **What Next? The Complete Guide to Taking Control of Your Working Life**, a speaker and work issues expert. She has recently launched **Career Advisor**, praised as the ultimate on-line career management environment. Her book **Dish: Midlife Women Tell the Truth about Work, Relationships, and the Rest of Life** will be published spring, '06. If you would like to learn more or to be added to her newsletter list to receive columns such as this, go to [www.bmoses.com](http://www.bmoses.com)

market  
*yourself*  
smarter

[www.marketyourselfsmarter.com](http://www.marketyourselfsmarter.com)