

GRAHAM MANAGEMENT GROUP

Excellence and innovation in résumé, interview and career strategy



OUTLOOK 2010

Competitive Career Intelligence for Six-Figure Canadians

Abstract

Graham Management Group (GMG) is a Canadian firm specializing in career transition solutions for executives, managers, and six-figure professionals. We are known for our excellence and innovation in résumé, interview, and career strategy. This report examines and provides a summary and analysis of the results of GMG's survey, OUTLOOK 2010: Competitive Career Intelligence for Six-Figure Canadians. The survey assesses the competitive career and job search landscape and identifies strategies for Canadians in the \$100k+ salary bracket.

Graham Management Group

OUTLOOK 2010 Report: Competitive Career Intelligence for Six-Figure Canadians

info@GrahamManagement.com | www.GrahamManagement.com | 866.622.1464 | 905.878.8768

Copyright © Graham Management Group. All rights reserved.

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

OUTLOOK 2010: Competitive Career Intelligence Report



Dear Colleagues,

THANK YOU to all the six-figure professionals who have taken Graham Management Group's survey OUTLOOK 2010: Competitive Career Intelligence for Six-Figure Canadians. By sharing your experience and opinions in this annual survey, you have helped us provide you with the best insight into the Canadian career market for professionals in the \$100k+ salary bracket.

This survey will give you a greater awareness of your market. The report explores the attitudes, challenges, and tactics used by six-figure professionals. By learning and leveraging the strategies of others, you will be able to drive your own career development.

This survey revealed an overall discomfort in six-figure job search strategy and tapping the hidden job market. 82.6% did not feel that they understand how to do a six-figure search and uncover unadvertised opportunities. 69.4% felt that they did not have strong connections and were not known for their specific expertise. 66.0% were uncomfortable with cold calling and networking to create career opportunities.

In this challenging market, we found that many six-figure Canadians are also having difficulty in career planning. 49.8% were not sure that their résumé, portfolio, and marketing tools represent them well. 45.1% did not feel clear about their short-term and long-term career direction and goals. 36.9% did not feel that they know how to discuss and address career issues with prospective employers.

One third of our survey participants indicated that they are ready for a change, but do not know where to begin. When asked, "What are the obstacles to achieving your career goals in 2010 and beyond?" the professionals surveyed were surprisingly candid. In addition to their anxiety with their overall job search strategy, the top challenges and barriers to their career development included:

- The current economic situation across the nation.
- Age discrimination against highly qualified professionals competing with younger candidates.
- Lack of educational background and academic credentials.
- Not enough time available to dedicate to career development strategies.

By analysing this report, you are taking a positive step forward. Armed with competitive intelligence, you can distinguish yourself and gain significant inroads to your career development. Your success is our greatest reward!

Sharon Graham

Canada's Career Strategist

Access further analysis of survey results at Sharon Graham's Blog: <http://www.SharonGraham.ca>
Find additional resources at Graham Management Group: <http://www.GrahamManagement.com>

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

Critical success factors in career satisfaction



Six-figure Canadians participating in OUTLOOK 2010 revealed an overall uneasiness with their current career situation. When asked about their overall satisfaction, almost half of all participants (48.7%) identified as “unsatisfied.” As to be expected, individuals who were employed or self-employed tended to be more satisfied than individuals currently undergoing a career transition were.

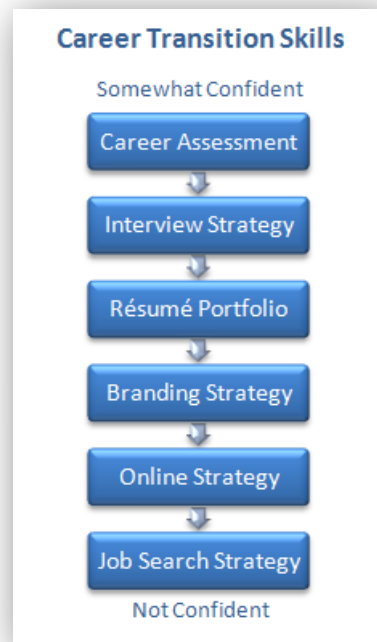
The survey found that confidence is a major factor in influencing an individual’s likelihood of overall success in career development and career transition.

“I am ready for a change, but I don’t know where to begin.”

Generally, the respondents expressed anxiety in the following areas:

- 52.2% Job Search Strategy – Tapping the hidden job market
- 37.5% Online Networking Strategy – Raising online profile and visibility
- 24.1% Branding Strategy – Creating a value proposition and brand identity
- 21.1% Résumé Portfolio – Developing strategic career-marketing documents
- 18.5% Interview Strategy – Selling their value effectively in meetings
- 15.1% Career Assessment – Identifying their career goal and target market

From the results of the survey, we can extrapolate that the attitude of a six-figure professional is clearly a driver for that individual’s future success. Overall, individuals who proactively worked on their career development on an ongoing basis – regardless of career situation – possessed a higher level of confidence, shorter transition time, and displayed a much more positive outlook.



LESSONS LEARNED - THREE strategies that survey participants have used to BUILD CONFIDENCE and DRIVE THEIR CAREER forward.

1. Change your attitude. Rather than focusing on day-to-day frustrations, focus on your exciting, yet uncharted destination ahead.
2. Proactively build your career. During good times and bad times, actively work towards your short-term and long-term goals.
3. Prepare for your next transition. You will be better positioned if you have all the proficiency and tools required for a career change.

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

The impact of the economy on the market

“Too many executives are out of work; it’s a buyer’s market, not a seller’s market.”

Not surprisingly, this year, the economy was identified as a major challenge for many six-figure professionals. When asked about their challenges, approximately one third of participants cited the economic environment as a primary barrier to their career development.

“Financial meltdown, global gloom, and recession have filled organizations with fear resulting in a freeze on new appointments. [They don’t] realize that this is the time to invest in talent.”

Job Satisfaction Factors	
Salary Compensation	4.65
Commission / Bonus	4.45
Perquisites / Benefits	4.32
Job Title	4.22
Accountability	4.18
Advancement Opportunities	4.00
Challenging / Interesting Job	4.00
Job Security	3.93
Stable Industry	3.86
Growing Company	3.67
Great Company Culture	3.62
Great Boss	3.58
Great Team	3.49
Stress-Free Environment	3.30
Close to Home	3.16
Work/Life Balance	2.97

There was much concern expressed regarding corporate hiring freezes, potential downsizing, and major projects on hold or cancelled. Participants cited competition due to a higher number of candidates with similar experience in the market as a main concern. Many indicated that opportunities in their industry, sector, or region were limited. These individuals expressed a need to expand their horizons and are now reluctantly considering transitioning to a different area.

A deeper analysis uncovered an interesting correlation between the factors that six-figure professionals consider most important for their job satisfaction and their concerns regarding the economy. The top three job satisfaction factors were related directly to monetary compensation. When juxtaposed against the evidence that 47.8% of these professionals were unsatisfied with their career, it is clear that the current economic environment is a primary source of concern.

“The economy... It’s out of my hands.”

Attitude seemed to play a major part in outcomes. Optimistic individuals displayed more buoyancy by assessing their strategic options, reinventing themselves, and targeting more sustainable industry sectors. Others indicated less than satisfactory outcomes:

- Resigning to the notion that until the economic situation improves, they have no other options.
- Accepting a lower compensation and more junior roles than those to which they were accustomed.
- Opting for low-cost / free help first and only retaining appropriate professional services after a lengthy search.
- Dealing with personal financial setbacks with immediate plans to regain financial independence.

The market is in a state of flux as organizations are undergoing major transformations in the form of mergers, acquisitions, centralization, decentralization, downsizing, upsizing, and restructuring. This has produced shifts at the senior levels, which naturally open up new opportunities for six-figure professionals. Individuals considering the economy as an opportunity to show their capabilities in this market also stated measurable success.

LESSONS LEARNED - Top SIX ways survey participants TAKE ACTION in a difficult economy.

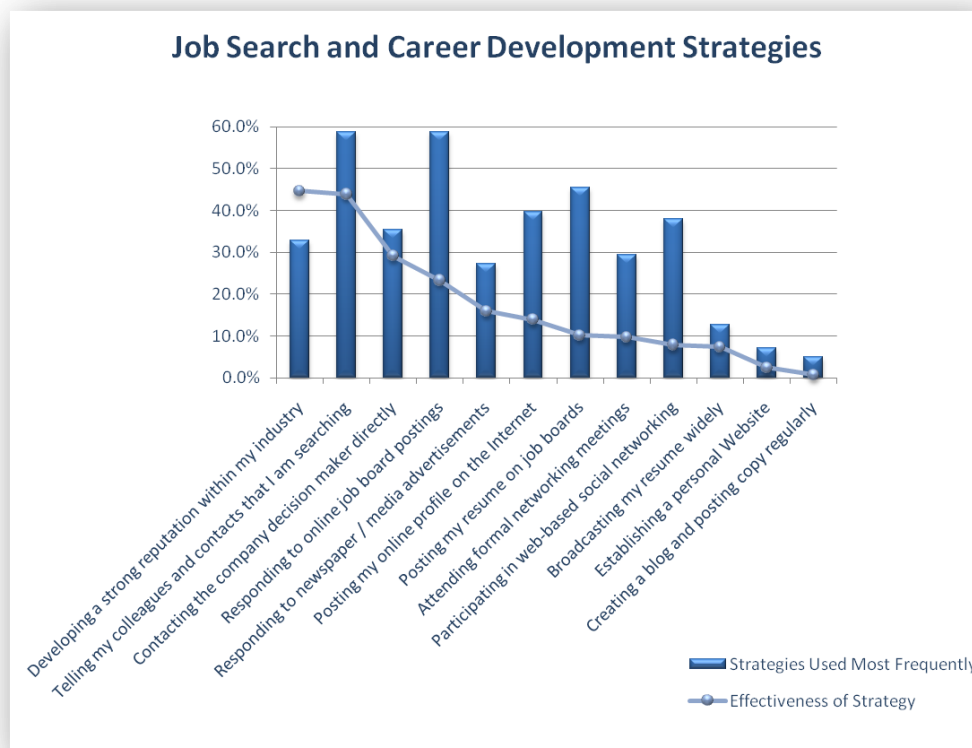
1. Distinguishing their value
2. Diversifying to emerging industries
3. Talking to decision makers directly
4. Staying current on industry trends
5. Accepting contract/consulting assignments
6. Leveraging a career coach

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

The effectiveness of job search and career development strategies

The survey revealed some very interesting findings related to the effectiveness of job search and career development strategies. Multiple disconnects were identified, when comparing how a six-figure professional attained their previous position against the strategy they were using for their future goals. This suggests a lack of efficiency and clarity in deploying strategies on the part of professionals transitioning careers in the current market.



LESSONS LEARNED - TEN additional strategies that participants cited, which were not included in the survey choices.

1. Volunteering and serving on various Boards of Directors
2. Joining related associations that would require similar services
3. Participating in the company's Leadership Resource Planning process
4. Targeting positions internally within the current company
5. Maintaining contact with former employers after they leave the organization
6. Securing a position from existing outsourced or third party suppliers
7. Contacting various venture capital firms
8. Reading books to improve industry knowledge and practices
9. Obtaining help of employment resource centres
10. Retaining Graham Management Group or other coaching firms

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

How six-figure professionals find career options

When asked how they found their last career opportunity, the responses of participants uncovered the most effective approaches:

- 44.7% Developing a strong reputation within the industry
- 43.9% Telling colleagues and contacts that they are searching
- 29.1% Contacting company decision-makers directly

It seems that professionals are relying on some misconceptions. In contrast to the most effective strategies, the top-three career development and job search methods used include two activities that appear to be less effective in job search: Responding to online job board postings and posting their résumé on job boards.

For Canadians at the six-figure level to succeed in career transition, understanding the importance of making connections at the highest level is critical. The professionals surveyed expressed an overall discomfort with creating career opportunities by cold calling, networking, and uncovering unadvertised opportunities in the hidden market.

- 82.6% do not know how to penetrate the market and execute a six-figure search.
- 69.4% expressed a lack of exposure and relationships in their industry.
- 66.0% were uncomfortable with cold calling and networking to create career opportunities.

Many professionals resorted to less challenging tactics such as distributing their résumé.

- 46.2% of participants who were in an active job search sent over 20 résumés out
- 57.7% of these individuals received fewer than five interviews
- 74.1% had received no reasonable job offers

“I’m trying to be smarter and more efficient this year than last.”

Although participants generally expressed that the best way to drive their career and uncover unadvertised opportunities is to network and create relationships with decision makers, most had difficulty deploying strategies to attain those relationships. Many indicated that they did not have enough direct contacts, were not aware of appropriate opportunities, and were unable to secure the interest of executive recruiters. Based on these results, tapping the hidden job market appears to be a continued concern. We can infer that by shifting time spent towards this strategy, job search time would be reduced.

Most Effective Job Search Strategies

- Developing a strong reputation within the industry
- Informing colleagues and contacts about search
- Contacting the company decision-maker directly

Job Search Strategies Applied Most Often

- Responding to online job board postings
- Informing colleagues and contacts about search
- Posting résumé on job boards

LESSONS LEARNED

TOP THREE strategies for an effective job search

1. Developing a strong reputation within your industry
2. Telling colleagues and contacts that you are searching
3. Contacting company decision-makers directly

OTHER strategies that participants attributed to job search

1. Engaging the services of a professional career coach
2. Contacting recruiters directly
3. Implementing a targeted marketing strategy
4. Creating a company or consulting firm
5. Joining industry and trade associations

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

Ageism a barrier to six-figure employment

"I'm starting to believe that although I have a great deal to offer in terms of knowledge, experience, exposure and accountability, there seems to be age discrimination in the market."

15.9% of the six-figure professionals surveyed consistently identified age discrimination as a primary barrier to achieving personal career goals in 2010 and beyond.

For highly qualified professionals, competing for job opportunities against younger candidates was a crucial challenge evidenced by a greater percentage of older six-figure professionals in transition.

44.0% of professionals under 55 years of age were employed.

19.6% identified as 55 and over were employed.

The survey suggests that age may also be an important factor in influencing the average length of a job search.

50.0% of individuals surveyed who were 55 and over had been actively searching for 6 months or more.

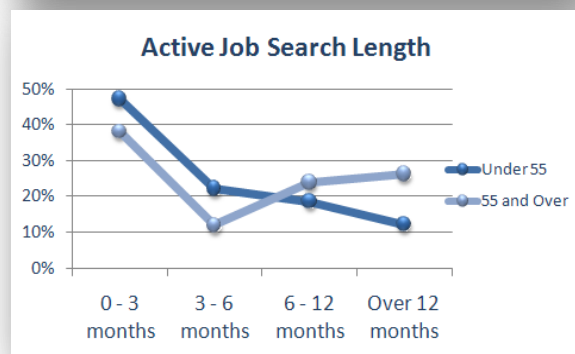
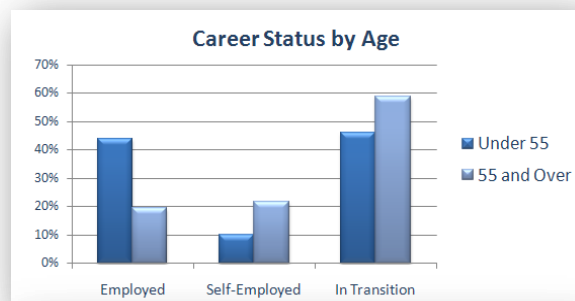
30.7% under 55 were in an active job search for that period.

11.6% more professionals over 55 years of age were self-employed than their younger counterparts. This seems to signify that a primary strategy for these individuals is to create entrepreneurial businesses, target contract/consulting opportunities, or pursue interim roles.

Open-ended responses revealed that age and education were inter-connected. In general, older people had more concerns about credentials than their younger counterparts did. Competition from young graduates with the latest skills was cited consistently as a concern for older respondents. The frustration underscored by them was that many of the younger candidates were less qualified, yet they seemed to be selected over them.

LESSONS LEARNED - TEN strategies to combat AGEISM

1. Selling a young attitude with energy
2. Creating a "value-added" profile
3. Marketing experience, skills, and reputation
4. Meeting with senior resources directly
5. Promoting a proven track record of accomplishment
6. Showing a versatility of talents
7. Emphasizing the magnitude of successes
8. Demonstrating adaptability to the future
9. Engaging in interim opportunities
10. Seeking a professional career consulting firm



"I'm trying to lower my targets, but I'm frustrated by lack of response and results with my approach."

Some people resorted to targeting lower positions as a strategy to combat ageism in the market. Interestingly, a number of these participants indicated that they would handle the challenge by "watering down" or "dumbing down" their résumé.

GRAHAM MANAGEMENT GROUP

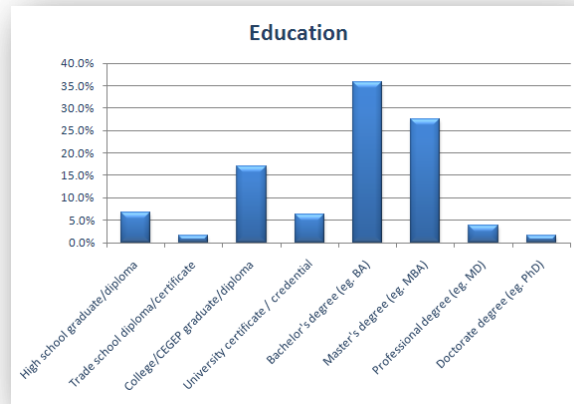
Excellence and Innovation in Résumé, Interview and Career Strategy

Career planning and professional development

The survey revealed some interesting results when it came to career planning and professional development. A great percentage of six-figure professionals did not dedicate themselves to their future career objectives.

49.8% of respondents did not have clear short-term or long-term goals.

“I’m too busy to give it the time it deserves.”



31.5% of professionals surveyed indicated they did not have a university degree, yet only 10.2% expressly indicated that they were concerned about a lack of educational background and academic credentials in their career development.

“Time is the ultimate obstacle.”

8.5% of respondents indicated that they were not actively engaging in any form of professional or career development. They were unable to dedicate enough time to activities related to their future career goals and objectives mainly due to heavy workloads and other demands.

“I've never had to look for a job. All of this is new to me.”

“I am my own obstacle at this point.”

29.8% of survey participants indicated that they are ready for a change, but they do not know where to begin. Some professionals indicated a “fear of failure” as an obstacle to their career development.

“There is only one big obstacle – the person in the mirror.”

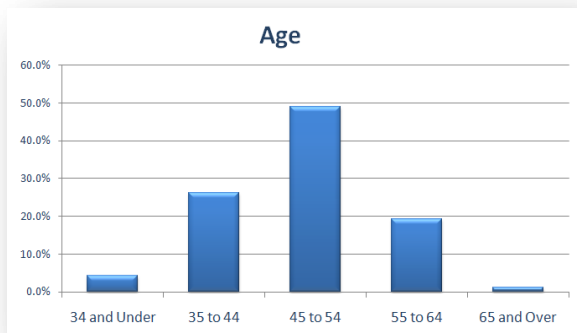
LESSONS LEARNED - FIVE strategies to drive PROFESSIONAL and CAREER DEVELOPMENT

1. Formally schedule time for professional development and career development
2. Actively engage in continuous learning and pursue formal professional designations
3. Establish contacts in new industries and volunteer pro bono services to keep current
4. Shift priorities to favour research and career planning; delegate work and minimize overtime to maintain focus
5. Seek the services of a career development professional

GRAHAM MANAGEMENT GROUP

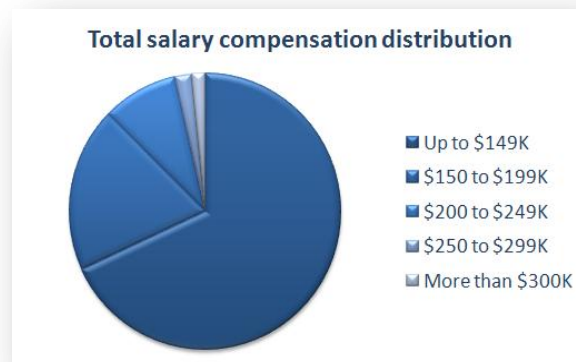
Excellence and Innovation in Résumé, Interview and Career Strategy

OUTLOOK 2010: Survey Demographics



Outlook 2010: Competitive Intelligence for Six-Figure Canadians was conducted independently by Graham Management Group. The survey was performed during the month of January 2010. Approximately 250 executives, directors, managers, and other six-figure professionals took part in the survey. Survey participants came from various industries and sectors across Canada.

72.5% of respondents were male and 27.5% female.
30.6% identified as under 45 and 20.4% over 55.
64.7% had more than 20 years of experience.
31.9% indicated a total compensation above \$150k.



The survey assesses the competitive career and job search landscape and identifies strategies for Canadians in the \$100k+ salary bracket. This report examines the results of the survey. It explores the attitudes, challenges, and strategies used by six-figure professionals targeting positions within the Canadian job market.

Typical Job Titles (not an exhaustive list)

Board Director | C-Level Executive | President | Executive Director | Managing Partner | Senior Vice President | Vice President | Director
Manager | Consultant | Principal | Owner | Dean | Chief Development Officer | Chief Executive Officer | Chief Financial Officer | Controller
Chief Information Officer | Chief Operations Officer | Academic Management | Accounting Management | Area Management
Branch Management | Brand Management | Business Analysis | Business Development | Business Intelligence | Business Operations
Channel Management | Civil Works | Client Support | Construction Management | Contract Management | Credit Management
Customer Service Management | Electronic Banking | Engineering Management | Executive Director | Facilities Management
Finance Management | Financial Operations | Financial Planning | General Management | Global Project Management
Graphics Development | Human Resources Management | Information Services | Information Technology | Maintenance Management
Management Consulting | Marketing Communications | Operations Management | Plant Management | Portfolio Management
Program Management | Project Management | Regional Management | Research & Science | Sales Management | Service Delivery
Solution Architecture | Strategy Development | Systems Management | Talent Management | Territory Management

GRAHAM MANAGEMENT GROUP

Excellence and Innovation in Résumé, Interview and Career Strategy

"Just starting to ramp up and will be engaging Graham Management Group"

OUTLOOK 2010 SURVEY PARTICIPANT



Leverage Canada's Top Career Strategists
Multiple Award-Winning Writers & Consultants
Experts in Creating \$100K - \$1M+ Résumé Portfolios

"Professional coaching and résumé development assistance has helped me greatly."

OUTLOOK 2010 SURVEY PARTICIPANT



Career Transition Strategy | Résumé Portfolio Development | Job Search Strategy
Branding Strategy | Interview Strategy | Online Networking Strategy

TOP 6-FIGURE PROFESSIONALS LEVERAGE THE VERY BEST!

866-622-1464

www.GrahamManagement.com