

## **[Letter from the Editor]**

Dear Friends:

Business is good, thank God, and we've started helping our clients and friends in closer, more intimate ways. Some of these partnerships have allowed us to see at a deeply personal level the inner-workings of human capital management within companies, including good practices, bad practices, where too much money has been spent, and how life can be made easier all around.

As part of our increased focus on providing value through our client partnerships, we are rolling out a new free training program for you. This month we're hosting a brown bag event for senior executives including HR professionals. The topic is selecting and managing an outplacement firm, including designing appropriate, cost effective packages. We're hoping this informal gathering will not only provide helpful, expert content in a friendly format, but that HR executives can spend some lunch time continuing to build their own networks and see what others are up to as well.

If you've been to our events before, you'll know that we're interested in keeping these as personable as possible. Please look forward to future brown bag sessions on the following topics: Negotiating Your Own Severance Package; Career Management for Corporate Executives; Current HR Trends; How to Choose and Manage an Executive Coach.

This month I'd like to thank Terry Recht of BioMarin for her support and trust in us!

Take care,  
Valerie

### **Ask Valerie**

This month's Q&A session covers ...

Dear Valerie:

We've let go three members of our management team, basically because we've changed our focus and don't need them anymore. I've thrown a ton of money at them for severance, COBRA, even outplacement, etc. and one of them is constantly calling and won't leave me alone. How can I encourage this person to process the transition and move on?

-Frustrated CEO

Dear Frustrated:

It sounds like his pain level is still so high that he's focusing on what he can control, instead of dealing with the real issues of transition. Talk to his outplacement consultant, and get that person involved. They probably have also been focusing on the administrative of the termination, and now need to get involved in the emotional side of the transition and counsel him more.

Dear Valerie:

My CEO and entire executive team are decision-avoidant and it's killing me. They can't decide to do a reorg, to recalibrate comp, change our benefits, or God forbid, fire anyone. They wait and wait and hope

problems will go away. What can I do to move them along? I've tried chastising them, pushing them, shaming them, helping them, all to no avail.

-Losing my mind

Dear Losing My Mind:

You need to put this in perspective. First, can they make decisions on non-HR issues? If they can, then this is obviously not their priority or comfort zone. This you can handle easily by going ahead and alerting them to what you're doing and then doing it. If they can't make any decisions, you've got a CEO who needs some coaching so that he can feel comfortable in his role. His team is just playing off of him. You've already lost the safe relationship they need to have with you, so bring in someone from the outside. This will also prevent you from being the Bad Guy, which I imagine is outside your comfort zone. A series of off-sites on strategic planning and group decision-making should help. In the mean time, be gentle but firm, and never make it personal.

Dear Valerie:

I'm getting laid off, and will be receiving six months' salary. Should I take it lump sum or stay on the company's payroll?

-Out of Work

Dear Out of Work:

If you won the lottery, would you take a smaller lump sum now, or stretch it out? I'd rather take the money and run and collect unemployment while you look for a new job. This way, your emotional ties are severed and you are free to heal and invest emotionally somewhere else. Also, you can be making interest on the money now. Lastly, do you really want to wait around every two weeks for the next six months to see if the check will show up?

### **Monthly Product Focus:**

Consulting Product of the Month #1: Hourly Executive Recruitment

When you have a limited feeder pool and know which companies you want to fish from, or have internal candidates still tying up the selection process, it's not smart to retain a firm for a full-blown executive search. But you definitely don't have time to do research yourself, and your contract recruiter's been let go. A good option is to hire us on an hourly basis to work your lists or ours, and start a recruiting funnel. With us, you get someone who can engage and interact with the candidates. You can hire us for as few as five hours and get the same high quality executive search capabilities you are used to, and more much flexibility and contingency planning.

Consulting Product of the Month #2: HR Audit

We do this in three phases: 1) Thorough analysis of Human Resources policies, practices and activities including conversations with top management and any key personnel as well as a thorough review of all HR related material. 2) Analysis report highlighting Human Resource strengths, challenges and needs of the organization. It also includes recommendations regarding follow-on activities. 3) Prioritization with management regarding recommendations. These activities could entail the establishment, enhancement or revision of any or all of the following: Legal postings, employee handbook/policies, performance management program, job descriptions, management training and development, recruitment, attitude/climate survey, individual coaching and counseling with management, communications/recognition programs, benefits programs. Eye opening and cost effective.

### Consulting Product of the Month #3: Executive and Founder Outplacement

Complete, comprehensive outplacement services appropriate for leading high profile, Silicon Valley executives, including completely custom-designed program with transition, stress management, and retirement counseling; in-depth assessment of both the career, the market place, and the individual; on-going strategy meetings regarding personal and professional goals and how to best align them; individual executive administrative support; personal introductions to top recruiters, corporate leaders, and venture capitalists nationwide; placement on corporate boards; financial counseling; entrepreneur's services; and strategic projects; and compensation analysis and design, and interview and presentation coaching with our executive coach. Includes a membership to either the Software Entrepreneur's Forum, or the Churchill Club.

### Networking & Professional Development Events

VCTaskForce: Knowing When to Hold and When to Fold- Company, People and Assets

October 30, 2002, Morrison & Forester, Palo Alto, CA

A focus on the business model and merger opportunities. Hear from experts: When do you make changes? When do you bring in other people? When do you bring in new management? When do you re-engineer? How do you work with the secured and unsecured lenders? How do you work with the landlord? SPEAKERS: John Montgomery, Partner, Specialty Corporate, Carr-Ferrell Marc Cadieux, Division Manager, Silicon Valley Bank Adam Lewis, Partner, Specialty Bankruptcy, Morrison & Foerster Tom Wilson, Partner, Specialty Labor, Morrison & Foerster.

Valerie Frederickson & Company: Selecting and Managing an Outplacement Firm

October 30, 2002, VF&Co HQ, Menlo Park, CA

Learn the big picture issues and tactics of selecting an outplacement firm and working with them to design appropriate packages based on your employees' needs. What sort of qualifications and licenses are required? How much service suffices and how much is just too much? What are the critical questions to ask and the red flags to watch out for? Learn the pros and cons of facilities-based services versus job development-based services, as well as how to get your money's worth. Bring your bag lunch and the tough questions! Dessert will be served. RSVP today; space is limited. Free.

SVASE Basics: Building Your Executive Team: An Intensive Workshop on Organization, Recruiting and Compensation

November 13, 2002, Brobeck, Phleger & Harrison LLP, Palo Alto, CA

Intensive workshop teaching early stage technology companies the three keys to building your Executive Team featuring different expert speakers in each area. Also featuring an update on early stage Financing by a leading VC or lender.

### Current Executive Searches:

Director, Compensation, Benefits, HRS (East Bay)

As a leading member of a HR team of a publicly held software company in the Bay Area, devise and implement a companywide strategy for compensation, benefits and human resources systems. Work with the executive team, HR counterparts and staff and companywide partners to develop a program that supports the business vision of the company, particularly in regards to recruitment and retention

that will be presented to the compensation committee. Experience with options programs and sales compensation as well as a passion for building HR systems is a must. Executive presence and leadership style needed, along with superb collaboration abilities, flexibility, and high tolerance for ambiguity. Strength in training, developing, and managing a staff is necessary, as well as the willingness to roll up sleeves and contribute on an individual basis as required. (Generalist directors with excellent leadership, management, and supervision skills who have solid backgrounds in compensation and have done HRIS implementations may be considered). Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Director of Human Resources (SF)

Looking for a high-end human resources executive with a best practices tool kit from well-respected large companies, and the roll-up-the-sleeves attitude of a startup. We need a person with superb communication skills and personal presentation, self-confidence, and high flexibility/client services focus. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Organizational Development Manager (SF)

This Organizational Development position provides leadership and project management in the areas of training, change management and culture transformation, communications, process engineering, and knowledge capture. This position will create a virtual team consisting of various business partners, including HR, IT, Sales & Service, and the Product Management groups. Expected Base Salary 70-80k+bonus and excellent employee benefits. 5+ years project management experience, utilizing and managing a virtual team. 5+ years OD and/or change management experience. 5+ years' knowledge management/training experience. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Manager, Professional Services (Santa Clara)

South Bay embedded systems company seeking professional services manager to lead enhancement of processes and programs company-wide. Position reports through engineering and will directly manage client engagements using modern software project and program management methods. Work will require onsite and remote management of professional service engineers, setting and managing cost and revenue targets, and the continued development of company's strategic and tactical execution of professional services. Requires: 7+ years of professional service management experience at operating system level software; 5+ years embedded systems software engineering experience; experience managing and delivering professional service engagements, executing offshore development and extensive project and program management experience. Willingness to travel. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Software Engineer, Thermal Controls (Peninsula)

Project Manager/Software Engineer for Software Development needs to have significant experience, both in coding, and in running the development of software projects. Specifically, he or she should have excellent planning, dissemination, quality control, communication, documentation, and leadership experience, and be able to manage, lead, supervise, teach, know when to bring in outsourced help, and help raise the bar on all the work they do. Because approximately 75% of the work will be actual coding, the individual must be happy doing his share of the coding, and not just managing. Requires BS/MS in a hard science such as civil, chemical, electrical, thermal, or mechanical engineering, physics, or chemistry. Relocation fine. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Securities and M&A Attorney (South Bay)

Senior in-house securities attorney for a Fortune 100 technology firm located in Silicon Valley. 8+ years minimum current in-house counsel experience, expertise in SEC filings including 10K, 10Q, insider transaction filings, corporate governance, and corporate finance. Hands-on, confident, pragmatic, strong communicator who is used to working with some of the most successful leaders in the country and is capable of running the company's compliance work. Position pays total cash compensation of approximately \$300,000, plus equity/relocation. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

**Prospective Searches:**

Based on recent conversations with both new and existing clients, we anticipate that we will be taking on searches for the following positions. Please if you are, or know of any, available and possibly interested candidates, have them email their resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com) and reference Prospective Searches.

- CEO, Investment Banking Practice (Peninsula)
- SVP, Business Development (South Bay)
- Director, Business Development/Major Accounts (South Bay)
- VP, Professional Services (South Bay)
- Sr. Product Manager, Biotech/Medical Device/Pharma ONLY (North Bay)
- Third party Property Account Manager, CPA, Big 5 type (Peninsula)