

[Letter from the Editor]

Dear Friends:

I'm honored to announce that Kathy McGann has joined our firm as Principal Consultant. We have experienced the highest quarterly net earnings in Q1 of 2003 in our eight-year history, and continue to have record profitability, and needed additional high-level bench strength on our executive team. The strategic addition of Ms. McGann will enhance the scope of our work around the board-level consulting and broad scale executive development programs our clients need. With over 30 years of experience in senior human resource management, including with DEC, Komag, Applied Materials, and Transamerica, Ms. McGann is a marquee addition to our team.

As part of Kathy's work, she will be conducting confidential assessments of our clients' overall human capital management strategies and offering suggestions. Please don't miss the chance to chat with and bond with one of the great ones, especially around ways to increase business performance and enhance executive leadership.

This month I'd like to thank an old friend, Jeff Sanders, of Silicon Graphics, for all his support and referrals. Lastly, I'm happy to say that Adam and I just celebrated our first wedding anniversary on August 11th. Wow, that first year goes by fast!

Best regards,
Valerie

Ask Valerie:

This month's Q&A session covers how to sell outplacement to your CEO, terrorizing rainmakers, and new trends.

Dear Valerie:

I'm a big proponent of outplacement services because of the message that it sends about corporate values. My CEO thinks it's a waste of money and that they can find their own jobs. How can I change his mind?

-Outplacement Champion

Dear Champion:

Talking to him about corporate values, reduced risk of litigation, or improved morale and productivity probably won't work unless those are his pain points. I'd try talking about your level of budgetary authority and how he's a micro-manager; or, how all the other companies and CEOs do it. It's standard and he'll look bad if you don't. You could also talk to him about how excruciatingly difficult it is to get a job right now, and how everyone needs a little help with their resume, trying to appeal to his higher sense of morality.

Dear Valerie:

I've got a manager who abuses his staff and takes credit for all the work in their department. The team is junior, demoralized, and afraid of him. Unfortunately, this manager is a rainmaker and won't change his ways and pooh-poohs the feedback. How can I intervene to restore the peace?

-On The Sidelines

Dear On The Sidelines:

You can ignore it, put a Band-Aid on it and watch it fester by throwing team-building money at it, or do the right thing (performance management), which means a frank chat. Take the company's strategic plan and discuss the company's values and goals around high performance executive teams; point out specifically what behaviors are wrong and how to change them; and let this person know that it won't be tolerated. Intervene, explain, train, support, and reinforce. If it continues, decide whether or not the company can afford to have an employee, even a rainmaker, kill the culture and demoralize the staff. Maybe it will be tolerated for a while, but make sure the decision-makers understand the total costs associated with this.

Dear Valerie:

So what's new? What are you seeing out there?

-Busy Yet Curious

Dear Busy:

We're doing projects in strategic planning, executive development, and critical, almost emergency, executive searches, along with lay-offs due to acquisitions and headquarters relocations. Companies are making pointed long and short-term impact investments in their employees. Our principal consultant in Dallas, Fred Holland, is managing a massive international reorganization to create centralized service centers for the procurement organization of an international Fortune 500 company. This initiative includes a sophisticated, global staffing assessment process. It's initiatives like this that we're seeing companies continue to focus on – figure out where the precious money they have is going, how to increase market share, and how to make every dollar count.

Speaking Engagements:

An Employer's Perspective: Executive Interviewing: Getting Beyond the Resume

September 18, 2003, Wilson Sonsini, Palo Alto.

Valerie Frederickson, and Bryan Power, Manager of Client Services for VF&Co will share their professional insights and experience on how to look beyond the resume to size up a candidate's cultural fit and what critical steps to take after the interview process to ensure long term, well-matched executive hires. The MIT Club of Northern California (MITCNC) is the premier alumni club of the Massachusetts Institute of Technology. The club offers numerous resources in entrepreneurship, career development, and professional networking in the Bay Area.

Current Searches:

We encourage the following qualified candidates to contact us for current and future consideration:

Board Director, CEO, IVPHR, VPHR, CFO, Controller, Sales and Marketing, VP of Business Development, VP of Marketing, VP of Engineering, HR Director. Email your resume in MS Word format to recruiting@vfindco.com.

Vice President, Private Equity (Peninsula)

Report directly to the Principal of one of the world's leading private equity firms. Outstanding track record in deal making (3-5 years experience minimum) at a world-class I-Bank, VC firm, or hedge fund; a

winning, competitive attitude; superb communications and negotiations skills; and exceptional academic performance from a top-rated B school. Unfortunately candidates with other backgrounds cannot be considered. Healthcare services experience is a plus; local candidates preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Manager, Compensation (Central Valley) Creative, strategic compensation executive to lead compensation staff at premiere pediatric healthcare facility located near Clovis, where there are fabulous schools, cheap new homes on big lots, and Yosemite is nearby. Leadership experience in compensation, employee communications, developing new solutions, and innovative approaches to complex compensation challenges. Plan, evaluate, organize, and conduct performance appraisals; train and develop subordinates; manage salary increases, terminations, disciplinary actions, etc. The Manager, Compensation will lead the Compensation Committee and report to the Director of Human Resources. Union, healthcare experience a plus. Fantastic benefits include onsite employee childcare for special needs children. Email your resume in MS Word format to recruiting@vfandco.com.

Sales Executive (South Bay)

Sales executive with experience selling to major semiconductor companies. Aggressive, self-motivated charismatic professional with a track record of exceeding sales quota and ambitious corporate objectives. Salary plus commission. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Organizational Development Consultant (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 around a large scale technology infrastructure initiative. This position will key on strategic designs at the executive level, but involve implementation throughout the organization. Requires an ability to integrate and structure complex economic and human relationships and an ability to analyze organization structure and individual/organizational behavior in large organizations. General consulting skills including facilitation, project planning, monitoring and management, evaluation and client management also required. This position will work with a virtual team consisting of various business partners, including HR, IT, Sales & Service, and the Product Management groups. Expected Base Salary 100k+10 % company performance bonus and excellent employee benefits. 8+ years project management experience, utilizing and managing a virtual team. 8+ years OD and/or technology change management experience. 5+ years' knowledge management/training experience in a leadership role. Financial services, insurance background a plus. Email your resume in MS Word format to recruiting@vfandco.com.

Recently Closed Searches:

SVP, Sales, Support, Services (South Bay)

VP, Finance (South Bay)

Nepotism Networking Opportunities

My mother, Dr. Rosemary Bower, is a Clinical Child Psychologist with offices in Berkeley and El Cerrito (near BART). She needs a part-time, super detail-oriented paralegal to help with her growing forensic practice. You must have A+ level oral and written communication skills and experience as a paralegal. Please contact rosemarytrees@hotmail.com and attach your resume as a Word document attachment. Feel free to share this with your friends, but please do not post our newsletter on any list serves.