

[A Letter From Valerie]

## What Makes Today's HR Leaders Great?

Dear Friends:

Whether the meek shall inherit the Earth remains to be seen, but it's becoming clearer that their dominion in the HR world is waning. The big debate this fall is over the question of how the Myers-Briggs Type Indicator (MBTI) of successful HR executives has changed. You know the strategic ones who are deeply integrated into the business; those hard drivers with good people skills, loads of consulting experience, and a global perspective gleaned from a number of years living and working in Europe or Asia. In our opinion, the personality-type indicator for the best HR execs has shifted from an ISFP (great at doing reactive work, always wanting to please, concerned about whether employees are having fun) to an ENTJ (big-picture thinker, execution oriented, understands the importance of relationships but doesn't worry about being liked)—the exact same personality type you'll find in most successful CEOs. Both *HR Executive Magazine* and the *Wall Street Journal* have interviewed us on this topic lately, and you can look for the articles soon.

Bottom line: Mother knows best! My mom, a 70-year-old working psychologist, recently sent over a spot-on article about the personality types and behaviors of successful executives from the September issue of *California Psychologist*. The most surprising finding: Successful CEOs are typically no smarter than their rank-and-file employees—they just have better communication skills. Which raises an interesting question: Is it possible to change your personality type? Thankfully, the answer is yes, if you define personality type as the sum of certain predictable behaviors. It's news that's certain to come as a relief to those who fear their meekness may be holding them back.

This month we'd like to thank Jim Murphy, VPHR at SiRF, for his referrals and support. Thanks, Jim!

Take care,  
Valerie

## Ask Valerie

Dear Valerie:

I'd like to talk to you. I hate my job, most of my group has quit, I don't respect my management, and I no longer feel ethical representing the company to industry analysts or customers. I'm getting turned down for promotion again, and would like to be able to let off some steam with you. I'm just really unhappy here.

-Your Upset Friend

Dear Upset:

After having suggested to you at least 35 times over the past eight years to get away from your evil management, I hate to say this, but "Harm me once, shame on you; harm me twice, shame on me." Either make peace with the fact that, somewhere deep down, you actually love it there and will never leave, or stop talking about it and get the heck out.

Dear Valerie:

I just bought an eight-location, 180-person business, and as the new CEO, I'm not sure how to begin to understand whether or not our HR systems are in good shape. Where should I start?

-Closing on the 18th

Dear Closing:

John Motroni, our Senior HR Consultant with over 20 years of experience in HR management, says:

"CEO's wake up at 3:00am worrying about what they know they don't know. The best way to get back to sleep is to do a fast and thorough HR audit. Focus on two areas: 1) legal—are you compliant? And 2) are operations at max effectiveness?"

Dear Valerie:

I have a new VP who is having "issues" with his peers. If we don't get this thing solved, he'll be voted off the island, so to speak. How can I address this swiftly and effectively?

-Extremely Concerned and Don't Have the Time To Replace

Dear Concerned:

This problem isn't just about the new "Identified Patient," as my Mom would put it—it's really endemic to the whole organization. Some problems can be solved in one simple phrase, and this is one of them: Group Therapy.

## **Upcoming Human Resources Industry Events**

2008 HR Strategic Planning

November and December 2007

Still working on your 2008 HR plan? The Northern California leader in HR strategic planning is now working with our team. For less than you think, you can spend a few days with her to develop and create your plan. Contact our HR Consulting Team by phone at 650 614 0220 or by email at [consulting@vfandco.com](mailto:consulting@vfandco.com) to arrange a session.

DLA Piper Labor and Employment Law Across Europe

December 6, 2007 - Palo Alto, CA

European Labor Law is a minefield to those used to operating in the US. Learn practical tips on how to manage employees based outside the US.

2008 Compensation Career Strategies presented by Valerie Frederickson

Silicon Valley Compensation Association

December 12, 2007 11:30 to 1PM - Santa Clara, CA

Valerie will take a look at where Compensation careers came from, what they look like today, and how to manage your career for future success. For an invitation, email Mathilde Pribula.

Current Open HR Executive Positions

Human Resources Executive Roles

Vice President of Human Resources Global Operations (Santa Clara, CA)

Huge, high-growth tech company needs strong number two. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Senior Director of Human Resources, Americas (San Jose, CA)  
8,000-employee semiconductor company with strong HR team. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Vice President of Human Resources (Menlo Park, CA)  
Venture-backed biotech startup. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Employee Communications (San Francisco, CA)  
Famous, rapid-growth software company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Diversity (San Francisco, CA)  
Highly successful, large biotech company headquartered in the Bay Area. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Human Resources (Palo Alto, CA or Dallas, TX)  
Global IT Company with 3000+ employees worldwide. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Human Resources (Modesto, CA)  
Support a 1,000-person organization recently acquired by an exciting, rapid growth Canadian company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Manager of Human Resources Business Processes (Austin, TX)  
Large, leading developer of microprocessors with facilities worldwide. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Manager of Human Resources (Fremont, CA)  
Huge, high-growth, innovative outsourcing company with new Northern California location. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Human Resources Generalist (Pueente Hills, CA)  
Fabulous global consumer products company needs a Western region HR Generalist. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

#### Compensation Executive Roles

Senior Director of Compensation, Benefits, and Services (San Francisco, CA)  
Highly respected biopharma company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Compensation, Benefits and HRIS (Sunnyvale, CA)  
Growing, global medical device company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Senior Director of Global Compensation (San Jose, CA)

Huge contract manufacturing organization. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Director of Global Compensation (Austin, TX)

Large, successful semiconductor company with a strong global presence. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Senior Manager of Compensation (San Jose, CA)

High-tech, 8000-employee company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Equity Manager/Stock Administrator (San Jose, CA)

Large, global contract manufacturer of semiconductor equipment. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Compensation Analyst (San Jose, CA)

Top, global hardware company. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

### **Valerie Frederickson & Company Internal Roles**

Contingency Placement Recruiter (Menlo Park, CA)

Work with our search team to place executives in positions around the world. Background in Executive Search or Human Resources Management a plus. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Consulting Services Associate (Menlo Park, CA)

Due to a 100%+ increase in gross revenue this year, we are once again adding consulting associates (and experienced recruiters) to our executive search team. We're looking for extremely bright, outgoing, literature, verbal, multi-taskers with some strong foreign language skills or an interest or love for international travel. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).

Office and Operations Staff/Project Coordinator (Menlo Park, CA)

Due to a 100%+ increase in gross revenue this year, we are also adding a number of recent grads to our administration, operations, and project management team so that we can promote some good folks. We're looking for thoughtful, well-educated, outgoing, detail-oriented, verbal, multi-taskers with some strong foreign language skills or an interest or love for international travel, who want to learn the exciting world of international consulting and build their careers as part of a close-knit team. Email your resume in MS Word format to [recruiting@vfandco.com](mailto:recruiting@vfandco.com).