

INTELLIGENCE

New job sites are using social networking applications to help companies find qualified employees and workers find jobs.

/NEWS FLASH/

Plug Into the Network

New technologies aid recruiters and job seekers.

By Eva Kaplan-Leiserson

LOOK OUT MONSTER and Career-builder.

com: You've got new competition.

As much of job recruiting and searching once morphed from paper classifieds to online ones, the process is now morphing again. And it's all about the network.

The social network

Online social networking was pioneered by sites like Friendster, which allows people to connect to their friends' friends. Now, new job sites are joining the fray and using social networking applications to help companies find qualified employees and workers find jobs.

One such site is Jobster, which plays on Friendster's name and reputation. Founded in early 2004, Jobster lets candidates search its network of jobs and get referred by people in their network for free. Employers can "build an ever-growing network of passive candidates and referral sources into a strategic company asset" for a monthly fee.

How does it work? Company recruiters send out invitations to profes-

sional contacts to join their Talent Network. Then those contacts can sign up to hear about opportunities, as well as invite their own friends and colleagues to join. Recruiters activate and send jobs to everyone in their network. Individuals can apply for the job themselves or send it on to someone they know.

Recruiters get additional tools to manage the growing network, including the ability to search for people with specific skills and experience, rank prospects based on referrals, and create reports to track the network's activity.

H3 is a similar site, currently in beta testing. But it has one important difference: cash rewards. Recruiters and managers can set an amount for an award to be shared by the chain of people who refer a successfully hired candidate. H3 takes 10 percent of that fee. If the new employee doesn't make it past the first three months (**GT** p. 15), then the 10 percent cut is refunded.

LinkedIn, a professional's version of the Friendster service, also has a job recruiting and search component. Job postings go out to the entire service but applications come in with referral and reputation information attached.

Recruiters and managers can also search their network to find the perfect candidate.

The Internetwork

Other sites use a data, not a people, network approach. The technology behind sites like Indeed allows them to crawl the Internet and collect job listings from a range of paid and unpaid sites. Simply Hired uses a hybrid approach that crawls the Internet like Indeed, but also connects into LinkedIn's network. Candidates can click on "who do I know" under a job listing to search their LinkedIn network for someone at that company. Jobs can also be emailed to a friend with a simple click.

Job search meta-sites save seekers work, but what's the impact on employers? The *Washington Post* points out that when companies can get the same results by paying for a listing on Monster, paying nothing to post it on a free site, or just posting it on the company website, companies may no longer want to pay. How do Indeed and Simply Hired make money? Indeed is creating a pay-per-click advertising model like Google's. Simply Hired told the *Post* that

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it plans to make money using a pay-per-qualified lead and pay-per-hire model.

Speaking of Google, the Post asks, how long will it be before the company uses its sophisticated search technology to create a job network site? Judging by the company's past innovation, a network it creates might blow all of these others out of the water.

More

- www.jobster.com
- www.h3.com
- www.linkedin.com
- www.indeed.com
- www.simplyhired.com
- www.astd.org

/HOW TO/

Grow a VEO

WHAT'S A VEO? It's a Vibrant Entrepreneurial Organization, according to Joanne Sujansky, founder and CEO of the KEYGroup.

A VEO not only attracts the most talented people, Sujansky says, but frees and nurtures their inner entrepreneur. And with an entrepreneurial corporate culture, she asserts, a company can differentiate itself from its competitors and sustain growth and profitability in a global economy (not to mention attract some of the young entrepreneurs who are staying away from the traditional workforce).

So what does a VEO look like and how can a company become one? Sujansky details the following traits and steps.

A VEO shares the big picture and has no secrets. Employees know where the company is currently, where it wants to go, and what values will be required. To get there, share

the organization's vision with employees, because without it, they can't take the right kinds of risks. And without risks, there can be no real gains.

A VEO exemplifies the new face of loyalty. Leaders in entrepreneurial cultures seek to challenge, inspire, and develop their people. Create ways that people can use their unique skills and talents to advance the company's vision, help employees get the resources and support they need to accomplish their goals, and provide opportunities for employees to grow and become more marketable. Employees give more loyalty to those companies that view them as complete human beings.

A VEO supports high productivity while minimizing stress. Downsizing and scarce resources have stretched workers to the breaking point. Consequently, mistakes increase, opportunities are lost, and pro-

ductivity can actually decline. Don't confuse activity with progress. Give people specific, challenging but attainable outcomes they're expected to meet; put measures in place to evaluate productivity; and create policies that ensure that what's urgent doesn't take priority over what's really important.

A VEO produces a winning tradition. Success breeds more success. People who get used to winning want to keep on winning. So create a cycle of winning by seeking out and hiring only the best people. Hire for raw talent, values, and character, not just for skill sets (which you can teach). Consider using proven selection tools and assessments to ensure that you hire the right people for your culture. Find ways to "keep the keepers" and get rid of those employees who aren't performing.

A VEO elevates communication to an art form.

MORE www.flexiblelearning.net.au/newsandevents/news/september_05/benchmarking.htm

E-Learning Mainstream in Australia's Vocational System

Eighty-five percent of instructors in Australia's vocational education and training (VET) system are using e-learning, says a recent study conducted under the auspices of the 2005 Australian Flexible Learning Framework, the country's learning strategy for the VET system.

Four separate e-learning surveys established benchmark statistics on the use, impact, and uptake of e-learning from the perspective of training organizations, students, employers, and instructors.

Eighty-five percent of teachers and trainers also believe that e-learning is improving learning outcomes for students (although in many cases, instructors were using e-learning without realizing it).

Students agree with the positive

results. Seventy-three percent reported that e-learning was improving their employment options, and 70 percent said that having an e-learning component in their course increased their computer skills and confidence.

Department of Education, Science, and Training Deputy Secretary Jim Davidson, who oversaw the 2005 framework, says that Australia's investments in e-learning over the last five years are beginning to pay off.

"What these survey statistics show is a positive return on that investment. E-learning is creating a more flexible and responsible VET system [that] helps to meet Australia's skill needs now and in the future," Davidson says.

/HOW TO/

Grow a VEO

Communication is a critical factor in holding onto the intellectual capital that gives your company its value. A sense of participation and accountability leads to increased job satisfaction, which leads to productivity, which leads to employee retention.

Go beyond sending out informational emails or holding employee forums. Make sure that people understand and buy into major change initiatives and that employees' voices are clearly heard.

"If you have a company full of passionate, dedicated people," Sujansky says, "you have an endless source of brilliant ideas. Your employees...are committed to growing the business. They engage customers. They enthusiastically showcase your brand... You have an entire organization full of vibrant entrepreneurs—and *that's* the key to thriving in the global economy."

/FROM THE BLOG/

Notable and Quotable

"A good leader inspires others with confidence in him or her; a great leader inspires them with confidence in themselves."

—Unknown

SOURCE/Heartmath, www.heartmath.com

MORE/Find more good quotes on leadership at www.heartquotes.net/leadership.html and www.inspirational-quotes.org/leadership-quotes.html.

ASTDONLINE/Read this blog entry at http://tdblog.typepad.com/td_blog/2005/10/nice_quote_on_i.html.

/TREND/

Young People Choose Own Companies

Many young people are deciding not to join the traditional workforce, according to The Herman Group. Instead, quite a few members of the Millennial Generation, born after 1985, are selecting an entrepreneurial career path and starting their own businesses.

Great for them, right? Maybe, but it's not so great for companies who want to hire these energetic, creative workers. Employers looking for self-starters and high-achievers, the Herman Group says, are finding fewer of them joining the workforce.

The solution often comes with an ironic twist. Businesses end up outsourcing to small providers with the specific expertise they're looking for. Who leads those small providers? Many are run by the very entrepreneurs businesses couldn't find to hire. The Herman Group writes, "...employers who cannot seem to hire entrepreneurial young workers are feeding the businesses that keep those desired candidates out of the labor pool. Relationships—between those who pay and those who do—are changing."

MORE/http://www.hermangroup.com/alert/archive_8-24-2005.html

/REALITY CHECK/

Killer Bosses and Ambitious Giants

TWO RECENT EUROPEAN STUDIES offer some interesting—and perhaps surprising—results.

First, a study of British workers conducted by the Finnish Institute of Occupational Health indicates that your bad boss could be more than just frustrating—he or she could be killing you. The research found that workers who felt they were being treated fairly by their supervisor had a much lower incidence of coronary heart disease, which is the number 1 killer in Western societies.

According to the study, people believe they are being treated fairly when they think their boss takes their viewpoint into account, shares information about decision-making, and acts justly.

Of the 6,400 male civil servants polled, those who felt they were treated fairly had a 30 percent lower risk of heart disease than those who did not.

AND IN SCOTLAND, academic researchers have come to the conclusion that women's ambition varies by height.

Psychologists Denis Deady of Stirling University and Miriam Law Smith of Andrews University examined 1,220 women from the United Kingdom, United States, Canada, and Australia. They say their study shows that taller women are more ambitious and more likely to have their first child later in life.

Why? Deady and Law Smith suggest that taller women usually have more testosterone, which could increase traits often judged as male, such as assertiveness, competitiveness, and ambition.

Law Smith says, "We're not saying that all tall women are ambitious and all short women just want to have babies. But our research definitely suggests an effect in this direction. Taller women seem to be more dominant, assertive, and career-minded."

MORE/http://news.yahoo.com/s/nm/20051024/hl_nm/unfair_boss_dc and <http://news.scotsman.com/scitech.cfm?id=2040582005>

/FUN AND GAMES/

Office Slang 101

"I WASN'T FIRED; I WAS UNINSTALLED." "Go ask John, our alpha geek, if he can fix it." "Sally always comes up with new concepts. She's an idea hamster."

Haven't heard these terms before? Surf to officeslang.com to read up on the latest and greatest. Some you may have heard before, like *going postal*, *cube farm*, and *egosurfing*. But others may be entirely new, like *glazing*, *irritainment*, and *meatspace*.

More than just clever turns of phrases, many of the terms target office dysfunctions with painful accuracy. Cases in point: *Blamestorming* ("a group discussion on why a deadline was missed or a project failed and who was responsible"), *adminisphere* ("the rarified organizational layers above the rank and file that make decisions that are often profoundly inappropriate or irrelevant"), and *chainsaw consultant* ("an outside expert brought in to reduce the employee head count, leaving the top brass with clean hands").

One that t+d professionals might particularly enjoy: *tourists* ("those who take training classes just to take a vacation from their jobs"). This writer's favorite: *open-collar workers* (telecommuters).

/IN PRACTICE/

Top Tips for Online Speed Meetings

By Tricia Heinrich

IN-PERSON MEETINGS often foster non-productive filler, but web- and phone-based speed meetings can strip that away.

Speed meeting etiquette is to be interactive, thorough, focused, and to the point in preparation, meeting flow, and follow-up.

Preparation

Speed forward. Everyone resents repeating discussions already held. The facilitator should review previous meeting notes and electronic archives to make sure the meeting acknowledges earlier discussions and builds on them.

Follow short cuts. Meeting agendas often can be pared down if people give input ahead of time. The meeting facilitator should post an agenda 24 to 48 hours in advance and request attendee input by a given deadline. Attendees should give feedback on how to make the agenda more focused. This will also help gain participant buy-in.

Take speed driving lessons. A full-featured multimedia conferencing product gives you more meeting support tools than those offered by the average physical meeting room. If you are new to virtual meetings, take a quick training session online to learn how to drive a productive and enjoyable meeting.

Master the dashboard. Learn to lead good speed meetings using these tools:

- PowerPoint presentations. Supporting your voice with web-based visuals and text will more than double audience attention and retention. But keep presentations snappy. Include one slide for the agenda and one for each agenda item and use short, bulleted copy and charts and visuals where possible.

- Whiteboard. Use this feature just as you would in a physical meeting room for brainstorming and discussions. Jot down key points so people can see their ideas appear before them and everyone can add to the content. You'll keep their eyes on your

meeting rather than their email inbox.

- Polling. A virtual show-of-hands can speed consensus and shorten a meeting, and it is far less intimidating than the physical version because it is anonymous.

- Look who's talking. A system with integrated phone and web functions displays all attendees on your screen and indicates who is talking over the phone line. A good moderator keeps tabs on who has spoken up and calls on those who haven't to keep all members engaged and contributing.

- Side chats. This function lets two or more attendees talk privately. The shorter, more interactive, and more visually supported you keep your main meeting, the more likely attendees will be to use this function only for quick, meeting-related side talk.

Meeting flow

Let the meeting begin. Always start meetings on time. Latecomers will quickly become more punctual or lose team respect. Integrated web meetings show when people arrive.

Stop, look, and listen. Stop all other workspace activities. Mute your phone if you need to talk at your desk.

Look at your computer screen. Following the PowerPoint presentation, studying the charts and graphs, and participating in the whiteboarding of ideas and processes will more than double the absorption of information.

Listen to and weigh what others say so that every comment builds on previous ones.

Speed-time the speaker. Normal speaking time is about two words per second. So, a focused 50-word, five-sentence contribution should take less than 30 seconds. Ask attendees to watch their computer clocks and keep input to 30 seconds. This is not only a fun exercise, but it also teaches brevity and greatly speeds up the meeting.

Tune in. In any group interaction, body language is the key clue to assessing audience interest and reaction. With web-

and phone-based meetings, the only body language is voice. Speed teams should take care not to dominate, ramble, ask too many questions, or go off topic. In face-to-face situations, the rolling of eyes and looks of boredom normally curtail such transgressions, but that feedback is not available online.

Follow-up

Take stock. End the meeting on time, leaving five minutes to agree on the next steps, assignments, and deadlines.

Speed team. Meetings are very important anchors in the team-building process, but they are far from the whole ship of teamship. True teamwork happens when team members become part of an interwoven, smoothly interfunctional fabric.

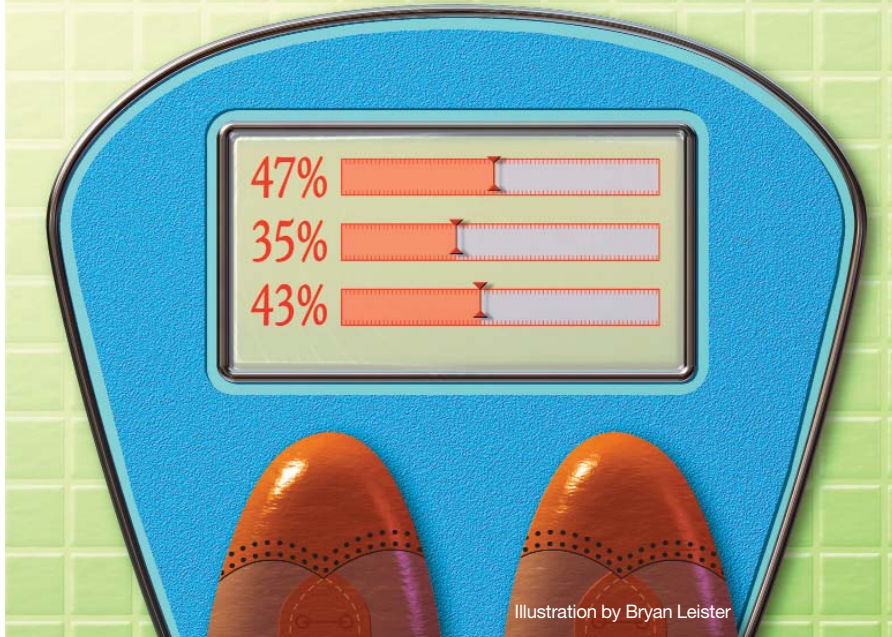
People often say they are too busy to interact with others frequently. The principles of speed meetings can be applied to streamlining ongoing online collaboration to help teams work smarter, accomplish more, and then speed themselves home for the day at a decent hour.

Tricia Heinrich is vice president of corporate and internal communications for Genesys Conferencing; www.genesys.com.

Work = Weight Gain

Forty-seven percent of respondents to a Careerbuilder.com study said they've gained weight since starting their current jobs.

Thirty-five percent reported snacking at the office at least twice a day. Forty-three percent said they eat more unhealthy snacks at work than they do at home.



/SURVEY SAYS/

New-Hire Success

Almost half of newly hired employees will fail within 18 months, says Leadership IQ, a global training and research organization.

In a recent study of 312 companies, which collectively hired more than 20,000 people during the study period, Leadership IQ found that 46 percent of employees failed in the first year and a half, while only 19 percent had unequivocal success.

According to the company, lack of technical skills was less to blame for employees' failure than poor interpersonal skills.

What specifically interfered with the new employees' success?

- 26 percent couldn't accept feedback.
- 23 percent were unable to understand and manage emotions.
- 17 percent lacked the motivation to excel.
- 15 percent had the wrong temperament for the job.
- 11 percent lacked the necessary technical skills.

Even more disturbing is that hiring managers often pick up on subtle clues that an employee won't work out (82 percent of managers in the study reported that they did), but they often ignore them because they are too focused on other issues, are too pressed for time, or lack confidence in interpreting those signs.

But Mark Murphy, CEO of Leadership IQ, says hiring mistakes can be avoided. "If managers focus more of their interviewing energy on candidates' coachability, emotional intelligence, motivation, and temperament, they will see vast improvements in their hiring success. Technical competence remains the most popular subject of interviews because it's easy to assess....but it's a lousy predictor of whether a newly hired employee will succeed or fail."

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