

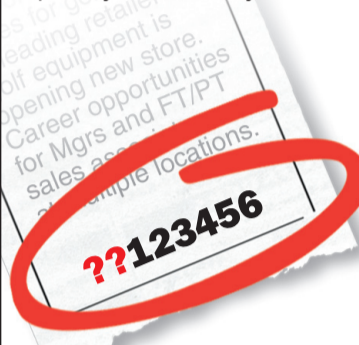
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What's up, docs?

An imbalance in the supply and demand of physicians will continue to intensify as the U.S. population grows faster than the physician workforce, the American Medical Group Association warns. Adding to the pressure is the number of physicians practicing part time, which has risen from 13 percent in 2005 to 19 percent in 2007, according to an AMGA survey. Of those working part time, 83 percent practice more than half of a workweek and 45 percent at least three-quarters of a workweek.



worktip

Family matters

Amey C. Baker, author of "Succeed at Work Without Sidetracking Your Faith: Seven lessons of Career Excellence for Women" (New Hope, \$17.99) says to proceed with caution when dealing with members of the family business at work. "When you're caught in a mess with the boss's daughter or nephew, there are two approaches — one is to stay out of the way, and choose to focus on one's own job and performance," she explains. "Generally speaking, poor performers eventually suffer the consequences of their lack of results, even if they're related to the boss."

jobsearch

On their mark

In a rocky economy, many professionals may be hesitant to look for a new job. But despite fears of a recession, a new Salary.com survey of 7,000 employees found that about half have plans to intensify their job search in the next three months. The top five reasons cited for looking elsewhere include: inadequate compensation; lack of career advancement; insufficient recognition; boredom; and no professional development. "In wake of a possible recession, employees may be looking for a new job but won't make a move unless they receive a good offer from a stable employer," says Bill Coleman, the company's chief compensation officer.

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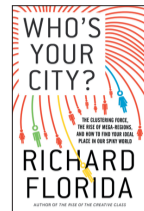
Slow lane

Employers anticipate a decline in hiring for the second quarter of 2008, according to the latest Manpower employment survey. Of 14,000 employers surveyed, only 26 percent expect to increase their workforce in the second quarter, while 9 percent expect to reduce staff levels. About 60 percent expect no change in hiring pace. "A slowing in hiring intentions reflects a widespread wait-and-see approach among employers," says Jeffrey A. Joerres, chairman and CEO of Manpower.



Living space

Where you live can have a profound impact on the jobs you have access to, your career path, your social networks and your overall happiness. So if you're open to relocating for a new job, you'll have to carefully consider your new location. Richard Florida, a University of Toronto professor and author of "Who's Your City?" (Basic Books, \$26.95), lists these cities as the top five for mid-career professionals: San Jose, Calif.; Minneapolis; Austin, Texas; San Diego; and Denver.



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Beyond race & gender

We've come a long way since the days of Rosie the Riveter, but some experts believe the American workplace has room for improvement. Even today, some workplaces consider variances in race and gender as diversity. But there's more to a diverse company than the color of employees' skin.

Dr. Ann Evangelista, a consultant and organizational psychologist for TalentQuest, a talent and performance management company based in Atlanta, says employers need to look deeper to find workers' diversities.

"Race and gender are only the tip of the diversity iceberg," she explains. "True diversity comes from an individual's personal and professional background: from geographic upbringing, personal interest, family structure, education and personality traits. But to even begin considering all of the factors that contribute to a truly diverse workforce, organizations need to realize what makes diversity so important."

The Association of Executive Search Consultants' 2007 BlueSteps Diversity Report found that 55 percent of the 357 global senior executives polled said they do not have any minorities among the company's top executives; 21 percent have one, and 5 percent have six or more. Though differences in race do not automatically mean more creativity, it does lend itself to a more diverse background — something Evangelista says helps the company reflect the population it serves.

"Thinking in terms of the simplest element of diversity, gender, nowadays most people understand that the thought processes of men and women are incredibly different," she adds. "That doesn't mean one is right and one is wrong, it just means that in any given situation, there isn't one singular

perspective. Without taking multiple perspectives into consideration, companies may miss opportunities to effectively reach entire populations, thereby missing the boat."

Moving forward

Taking employees' personalities into account, Edward Muzio, co-author of "Four Secrets to Liking Your Work: You May Not Need to Quit to Get the Job You Want" (FT Press, \$18.99), says more emphasis should be put on behavioral diversity, meaning a variation in the team members' natural approach to their work.

"Even an internal work team needs to be analytical in doing their research, assertive in positioning their products, interactive in influencing others to engage with them, and systematic in finishing what they start," he says. "Yet research shows that one person can't naturally be all of these things. So a group that has all

Bringing workplace diversity to a higher level

of these behavioral strengths is much better positioned for success than a group that has only one or two of them."

Opposite behavior types, such as the analyzers and the influencers, can certainly butt heads at times, warns Muzio, but that doesn't mean success can't come from them.

"Personally, I'm not a detail person, but I desperately need one to help me," he says. "Will we conflict? Sure. But with me pushing forward, and my detailed co-worker making sure the pieces fit

together, we are stronger together than either of us would be alone."

Everyone contributes

So how do companies profit from having a diverse workforce? By valuing employees for the uniqueness in what they bring to the table, according to Pegine Echevarria, author of the upcoming "White Men Are Diverse Too!" (Pegco Publishing, \$15).

"The individuals within the workforce want to be valued for their perspective," she explains. "They have choices, especially if they are skilled and experts in their field; they can find other opportunities. The company, or more importantly manager, that utilizes the diverse perspective of their team acknowledges the value each team member brings to the project."

Diverse employees are not hard to find, Echevarria adds. Every company has them, but it's up to the management to foster a work environment that's conducive to cultivating their ideas.

"You can have a group of white guys in a room [and] there will be different religions, economic backgrounds, experiences and family structures," she continues. "In that one room you can have a single dad, a gay guy, a grandfather of a bi-racial child, a man suffering from diabetes, a veteran and a three-time divorcee. Their perspectives, ideas and beliefs are different — how do you as a manager and leader utilize the diversity perspective in your group to be innovative, prosperous and productive?"

Hover craft: Students detach from overbearing parents

If you're the type of parent who completely rewrote your child's college application essay, screened your child's friends to find her the ideal college roommate or write cover letters to accompany your son's resume, there's a name for you: helicopter parents.

So-called helicopter parents are defined as Baby Boomer moms and dads who "hover" over their kids as they head to campus, watching and intruding, fussing and worrying.

Julia Overton-Healy, director of career services at Mansfield University in

Pennsylvania, says a parent once called her and demanded "to know when and where her son's on-campus interview was being held" so that she could be there to "help."

Director Toni McLawhorn at Virginia's Roanoke University says some seniors have admitted that their parents actually wrote their resumes for them. Some schools, such as Texas Christian University in Fort Worth, Texas, have gotten so many more calls from parents in recent years that they've created the position of "parent liaison" in their offices.

And schools aren't the only ones with a

problem.

"Employers are having a nightmare with this," says Stephen Seaward, director of career development at Saint Joseph College in West Hartford, Conn. "I've heard of instances where parents were calling employers on their child's behalf and asking why they didn't get the job or where they've called to negotiate salaries."

Some say it's already begun to take its toll on business, as a great deal of time and expense is being invested in an effort to wean the incoming workforce off their collective umbilical cord through

orientation and training programs.

"My advice to new grads is to be their own advocate and take personal responsibility for their future," says Seaward. "Parents mean well and are truly trying to help, but it's in your best interest if you don't let them fight your battles in the workplace. Working life can be a full contact sport at times. Grads need to develop the skills to handle stress, workplace bullies, demanding bosses, disappointment and setbacks, as well as the myriad other challenges that confront employees from time to time."