

# California Job Journal

## 25 YEARS

Week of January 13, 2008  
Volume XXVI, Issue 1117

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## America's First Employment Paper Celebrates 25 Years

At a time when declining ad revenues have major newspapers struggling for survival, one of the original niche publications to challenge the dailies' dominance in classified advertising is celebrating the 25th anniversary of its first edition. Since the inaugural issue hit the newsstands in the first week of 1983, independently owned California Job Journal has published over 1100 weekly editions and acquired a readership of more than 280,000 job-seekers every month in cities throughout Northern California.

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The takeover by just-in-time, part time, temporary, contingent and outsourced labor.	

# JobWire

## Seasonal Retail Employment Slid

Low retail sales expectations for the recent Christmas season had a humbug effect on holiday hiring. Analysis by global outplacement consultancy Challenger, Gray & Christmas found that retail employment expanded by 648,500 jobs in October, November and December, down 10 percent from the seasonal positions added in 2006. For those hoping to start careers in retail, prospects probably won't improve for a few months. In recent years, retailers have cut more workers in January and February than they hired in the preceding three months. If you were hired as a seasonal employee and want to become a permanent staffer, CEO John A. Challenger offers this advice: "It is critical to use the short time available to prove your indispensability. Show up for work early, offer to work extra hours, do what is asked of you and more, and, most importantly, make sales."

## Jobseekers Remain Optimistic

Despite rising gas prices and talk of a recession, jobseekers are more confident than a year ago about their ability to land a new position within a few months. That was the consensus from about 500 callers nationwide to a free job-search advice line sponsored by global outplacement consultancy Challenger, Gray, & Christmas for two days in late December. One in four jobseekers expected their job search to last two months or less, up from 16 percent of jobseekers the year before.

## Anxiety Over Bailing Boomers

A major obstacle facing today's companies is the maturing of their employees, according to financial staffing service Robert Half International. Their recent survey of 150 senior execs from the nation's 1000 largest companies found that almost half of them believed the loss of retiring baby boomers will have the greatest impact on the workforce over the next decade. "The looming retirement of baby boomers (born between 1946 and 1964) has captured the attention of business leaders who are concerned about retaining the expertise of their most tenured employees," observes Max Messmer, chairman and CEO of Robert Half. Organizations who wish to retain these workers beyond traditional retirement age should consider alternatives such as consulting arrangements or flexible schedules.

## On The Job Front

**STATEWIDE** - The troubled mortgage industry cost 16,000 Californians their jobs last year, more than any other state. A survey released by *MortgageDaily.com* found that mortgage lenders cut 86,000 jobs nationwide in 2007. Almost 150 mortgage companies closed or shut down lines of business in 2007, compared to just 36 in the previous five years combined. *MortgageDaily* publisher Sam Garcia noted, "While more layoffs are anticipated for the mortgage sector during 2008, we expect the pace of job cuts to slow significantly." The biggest mortgage firm, Countrywide, recently purchased by Bank of America, eliminated 12,000 jobs nationally last year, more than any other company... Budget cuts proposed by Governor Schwarzenegger would shut down 43 of the 273 state parks and limit operations at five others. The action is projected to save the state \$13.3 million and cost 129 jobs. According to state officials, the parks slated for closure are the least used and generate the lowest revenue. Cynics suggest this is merely a budget negotiation gambit to get the legislature to save the parks by authorizing higher fees.

**PALO ALTO** - Due in part to federal budget cuts, the Stanford Linear Accelerator program will eliminate 225

*continued on page 14*



Administration



### ADMINISTRATIVE ASSISTANT II

Sacramento Regional Transit District (RT)  
2830 G Street, 2nd floor  
Sacramento, CA 95816  
916/321-3800  
Attn: Human Resources  
www.sacrt.com

\$2912-\$3716/mo plus excellent benefits. RT seeks Administrative Assistant II to perform a variety of complex administrative and office support tasks. Requires a high school diploma or equivalent and 3 years general office exp. Must have the ability to type 50 net wpm. For complete job description and typing certificate requirements, contact RT in person or visit our website. Completed employment application, supplemental application & typing cert must be received by 5pm, 1/30/08. RT will make reasonable efforts to accommodate applicants with disabilities. EOE M/F. FEATURED EMPLOYER: Learn more about us at JobJournal.com.

*"We cannot keep the Job Journal in stock! It is very popular with our jobseekers as a resource to find employment."*

David Lyon,  
Coordinator,  
West County  
One-Stop Career  
Center, San Pablo



### AGRICULTURE COMMISSIONER/ SEALER OF WEIGHTS & MEASURES

Plumas County  
520 Main Street, Room 115  
Quincy, CA 95971  
530/283-6444  
Attn: Human Resources  
www.countyofplumas.com  
\$5038-6129/mo + bfts. Plans, organizes, directs, coordinates & administers the County's inspection & enforcement pgms; enforces State & Federal pesticide regulations; enforces weights & measures laws/regulations; administers the Coop Predatory Animal Pgm; dev & recommends dept goals, objectives & policies; preps & administers the dept budgets recommended by the County Admin Officer and approved by the Board of Supv; controls fiscal expenditures & revenue; hires, supv, evaluates & ensures proper training of dept staff in accordance with County Personnel Rules, etc. Reqs broad & extensive experience in agricultural and weights & measures inspection & enforcement work, incl at least 2 yrs in a mgmt or supv position; advanced educational training in biological & agricultural sciences with courses in mathematics & physics. Must possess a valid license as a County Agricultural Commissioner and County Sealer of Weights & Measures issued by the CA Dept of Food & Agriculture. Obtain app in person, by phone or online. Open until filled. AA/EOE



### DIRECTOR OF COMMUNITY DEVELOPMENT

Klamath Falls HR  
Government Center  
305 Main Street, 2nd Floor, Rm 216  
Klamath Falls, OR 97601  
541/883-4296 or Fax: 541/883-4270  
Attn: Jessica Ransom  
www.co.klamath.or.us

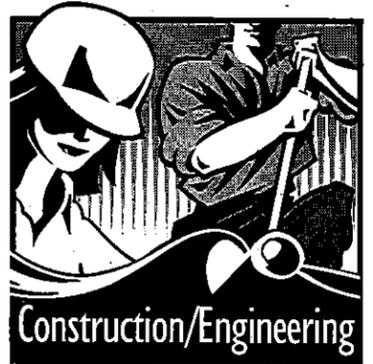
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### DETERMINATION

All things are difficult before they become easy.

### GENERAL MANAGER - LABOR UNION

Public Employees Union, Local One  
P.O. Box 6783  
Concord, CA 94524  
Attn: President Dave Rolley  
www.peu1.org; info@peu1.org  
\$120k-130k/yr plus bfts. As the chief admin officer of Public Employees Union Local One, the General Manager is resp for the admin & direction of a large, independent public employees union and for carrying out the mission, purposes & policies of the organization; will direct and assign staff and may also delegate specific duties to staff members. Under gen policy of the Public Employees Union Local One Board of Director and in accordance with the organization bylaws, policies and guidelines, plan, organize, coordinate & administer all Union functions and activities; provide policy guidance and coordinate the activities of affiliate organizations; foster cooperative working relationships with civic groups, governmental agencies, union staff and membership. FT position. Requires substantial college-level course work in bsns, public admin, industrial relations, political science or related field and 10 yrs of progressively resp work in labor relations in CA, preferably in the public sector; OR an equiv combination of education and exp. Must possess a CDL. Mail or email resume, or apply online. FFD: 5pm Fri, 1/18/08.



Construction/Engineering



### DIRECTOR OF PLANNING

Plumas County  
520 Main Street, Room 115  
Quincy, CA 95971  
530/283-6444  
Attn: Human Resources  
www.countyofplumas.com

Salary is currently under review plus benefits. Some duties include planning, organizing, directing, coordinating & administering the function of the County Planning Department; enforcing land use regulations; developing and recommending Department goals, objectives and policies; preparing and administering the Department budgets recommended by the County Administrative Officer and approved by the Board of Supervisors; hiring, supervising, evaluating and ensuring proper training of Department staff in accordance with County Personnel Rules. Reqs BA/BS in Urban Planning, Public Administration, Geography, Architecture, Architectural Engineering, or related field. Also requires 5 years of responsible professional exp, 3+ years in public planning and the remaining 2 years in land-use evaluation; must incl 2 years in a supervisory capacity. Submit application in person, by phone or on our website.



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100 North Conahan Drive  
Hazelton, PA 18201  
800/355-5266 or Fax: 570/459-4630  
Attn: Carl Faust

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Salary and benefits are negotiable. These are exciting CAREER OPPORTUNITIES! DeAngelo Brothers, Inc is experiencing tremendous growth in California, creating opportunities for High Rail Operators. Responsible for vegetation control and management on railways throughout the region. Offices are in Sacramento, China and throughout the US. Travel is required. Requires HS diploma or equivalent and minimum Class B CDL. Prior herbicide spraying experience is preferred. For career opportunity and confidential consideration, please fill out online application or send resume by mail, fax or email. EOE/AAP/M/F/D/DV

The more openings you apply for, the greater your chances for job offers.

List Your Next Career Event in

## Looking Ahead

Spread the word on your next class, seminar, mixer, orientation, or meeting with a listing in *Looking Ahead*. This popular feature is seen by hundreds of thousands of Northern California jobseekers in *California Job Journal* and at *JobJournal.com*, ensuring a strong turnout for your event.

### PRICING (per week; minimum run - 2 weeks)

- No-cost/Low-cost Events (General admission: Less than \$50)**  
Published on a space-available basis ..... **FREE**  
Guaranteed publication in *California Job Journal* ..... **\$10**
- Premium Events (General admission: \$50 and up)**  
Nonprofit organizations ..... **\$35**  
Private companies & government agencies ..... **\$75**
- Job Fairs (certain restrictions may apply) ..... \$75**

Send event information to: CJJ Calendar  
2033 Howe Ave, Suite 100, Sacramento, CA 95825  
Fax: 916/925-0101 • Email: calendar@jobjournal.com



**Education**

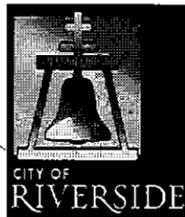
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- Harvey Mackay

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**PRINCIPAL ENGINEERS**

\$7,706 - \$12,546/MONTH

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**\* SENIOR ENGINEER**

(CIVIL, TRANSPORTATION, NON-CLASSIFIED)

\$6,858 - \$8,340/MONTH

**\* SENIOR ENGINEER**

(CIVIL, SEWERAGE, NON-CLASSIFIED)

\$6,858 - \$8,340/MONTH

**\* PRINCIPAL ENGINEER**

(CIVIL, SEWERAGE, NON-CLASSIFIED)

\$7,706 - \$11,383/MONTH

To be considered for these exciting career opportunities, please submit an application on-line at

[www.riversideca.gov/human](http://www.riversideca.gov/human)

City of Riverside, HR Department,  
3780 Market St, Riverside CA 92501

Phone: (951) 826-5808

Fax: (951) 826-2552

Equal Opportunity Employer

The Job Journal is definitely worth going through... I keep it at my fingertips! It always has a lot of good tips and progressive information.

Clarice Houston,  
Employment Specialist,  
Center for Independent Living,  
Berkeley

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Position	Closing Date
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Instructor of ESL	2/14/08
Instructor of English with Specialization in Reading	2/14/08
Mathematics (2)	2/19/08
Instructor of Psychology	2/20/08
Instructor of Computer Science/ Computer Applications	2/25/08
Instructor of Chemistry	2/27/08
Instructor of Digital Arts/Photography	2/29/08
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Vice President of Instruction	3/5/08

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or call: (209) 384-6295  
or: (209) 381-6497

An Equal Opportunity Employer

# Career Pros

BY MICHAEL KINSMAN

## Wellness Benefits Bottom Line

How often over the past decade have we heard employers and their workers complain about the rising cost of healthcare?

The answer is 'every year,' especially when annual surveys reveal how much health insurance premiums have climbed.

Until now, the general approach to containing healthcare costs was for employers to reduce their coverage, or to make workers pay an increasing share of the premium.

Either way, organizations and employees both lost out. The employer could offer lower-quality health plans, or workers could pay more money for the same benefits they got last year.

### Accepting the Premise

A survey from MetLife shows that employers might now finally be ready to accept the premise that they can save money on medical costs by promoting wellness and prevention.

Some companies have believed in the wellness approach for years, but they were relatively few and it was hard to articulate a cost savings by counting people who didn't fall ill.

**With employers' growing use of wellness programs, we may have finally turned the corner from just trying to put a lid on healthcare costs to actually doing something constructive to make workers healthier.**

MetLife's survey found that 28 percent of all companies - and 49 percent of those with 500 or more employees - now have some type of wellness program as a workplace benefit.

Forty-three percent of companies believe that their employees highly value these programs.

The survey also indicates that companies have been more willing to invest in wellness programs over the past couple of years. For instance, 17 percent of companies offer health insurance

credits for employees following wellness guidelines such as exercise, nutrition, regular checkups and disease screenings.

Additionally, 9 percent of employers with 500 or more employees say they impose finan-



**MICHAEL KINSMAN**  
is a syndicated columnist for Copley News Service. His email address is michael.kinsman@uniontrib.com.

cial penalties on employees for not following wellness directives.

"Wellness and prevention programs can benefit both employees and employers," concurs MetLife vice president Ronald Leopold. "Healthy employees can be more productive and help curb the medical and disability costs of a working population. In turn, employees' health impacts their wealth. Taking active steps to improve one's health can help mitigate circumstances that can affect a person's financial safety net and premature withdrawal of savings (for healthcare expenses)."

So, finally, we may have turned the corner from just trying to put a lid on healthcare costs to actually doing something constructive to make employees healthier.

### Beneficial Side Effects

Wellness programs also help companies achieve what they claim is their primary goal with benefits. MetLife reports that 55 percent of companies now view retaining employees as the most important objective of their benefit program. And healthier workers are more likely to remain with the organization longer.

The attitude adjustment toward healthcare costs might not seem significant, but it has the potential to make a long-term difference for both employers and their workers.

Read more columns by Michael Kinsman in the Article Archive at [JobJournal.com](http://JobJournal.com).

## WORTH REPEATING

**On Who Gets Laid Off, Even in Good Times:** Kennedy's Career Strategist, a bimonthly newsletter, polled HR experts to create a composite of the worker most likely to be laid off even in prosperous times. Pinkslip-prone workers tended to resist technological advances, were often "disconnected" emotionally from work, were doomsayers about the company; were often disliked by peers and subordinates, and often had a major work screw-up in their past. "If you are politically disconnected or in political trouble with your boss and/or the grapevine, you'd better mend fences or think about moving - even if your company has just completed a record quarter," the Strategist concludes.

-Jobwire, CJI #807

For complete text, visit [JobJournal.com](http://JobJournal.com).

Check Out  
**CAREER TRAINING Opportunities**  
in the Career Calendar.

Look for it inside the back page.

# QUICK FIX BY MARTY NEMKO

## Inquire Within

Many of my clients have found these questions helpful in choosing a career, in making the most of their career, and in learning about themselves:

- What do you have a knack for?
- What do you care about that most people don't?
- What do you want? Really want? What stops you from getting it?
- What would you do if you didn't care what friends, family, and society thought?
- If you had a year to live and had to be productive, what would you do?
- What do you find hard to admit, even to yourself?
- What is your fatal flaw?
- What is something you really should say to your spouse or other family member?

Based on your answers, commit to changing one thing about yourself or your life.

Find more advice from Marty in his book, *Cool Careers for Dummies* or visit [martynemko.com](http://martynemko.com).

"JobJournal.com and California Job Journal are both tremendous, very reliable tools for jobseekers. They are well respected, valid and accurate."

Eva Rios, Employment Manager I,  
Employment Development Department, Stockton

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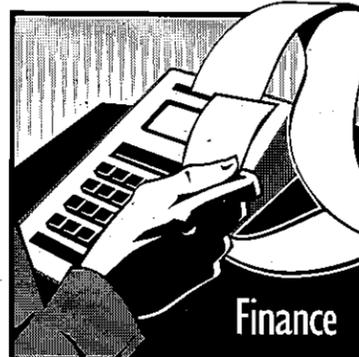
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### IN-HOME ATTENDANTS/TRAINERS

California Independent Living Consortium  
930 C Street  
Hayward, CA 94541  
510/583-1622 or Fax: 510/583-1622  
Attn: Dr. Robinson  
[cilcincbayarea@sbcglobal.net](mailto:cilcincbayarea@sbcglobal.net)

\$10-14/hr depending on exp. FT/PT jobs available. Work with adults with developmental disabilities in community and in-home settings, providing life skills training and support. Prepare written case notes. Work through the Department of Developmental Disability Svcs through Regional Center of East Bay. Reqs valid CA driver's license; exp working with the disabled population; some college units in Behavioral Science. Additional experience may be substituted for education. Must be a team-oriented individual with excellent written and verbal communication skills. In-service training will be provided by agency. Please mail, phone or fax resume. Open until filled. EEO



Finance



### ASSISTANT BRANCH MANAGER - MODESTO

The Golden 1 Credit Union  
2001 McHenry Ave, Suite F  
Modesto, CA 95350  
Fax: 916/732-4493

Attn: Employment Officer  
[www.golden1.com](http://www.golden1.com)  
[backoffice-resumes@golden1.com](mailto:backoffice-resumes@golden1.com)  
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### ASSISTANT BRANCH MANAGER - VALLEJO

The Golden 1 Credit Union  
8945 Cal Center Drive  
Sacramento, CA 95826  
Fax: 916/732-4493

Attn: Employment Officer  
[www.golden1.com](http://www.golden1.com); [ralfaro@golden1.com](mailto:ralfaro@golden1.com)  
Competitive salary along with a generous benefits pkg including medical, dental, vision & immediate 401k participation with company matching. California's leading credit union is seeking assistant manager candidates for our Vallejo office. Responsibilities include oversight of all branch operations and regulatory requirements; ensuring member satisfaction; and business growth & development. Candidates must have a minimum of 3 years supv exp within a financial institution, exhibit strong oral/written communication skills, exercise good leadership/decision making, and support positive employee/member relations skills. Sales & service experience desired and bilingual English/Spanish is a plus. Mail, fax or email resume and salary history/requirements. FEATURED EMPLOYER: Learn more about us at JobJournal.com.



### FINANCIAL ANALYST I/II

The Golden 1 Credit Union  
8945 Cal Center Drive  
Sacramento, CA 95826  
Fax: 916/732-4493

Attn: Employment Officer  
[www.golden1.com](http://www.golden1.com); [ralfaro@golden1.com](mailto:ralfaro@golden1.com)  
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It's unrealistic to expect an employer to respond immediately to your application for an open job. Literally hundreds of people may apply for one position, and responding to all inquiries can be time-consuming and costly. Two weeks is a reasonable time to wait before calling to check on the status of your application.



**San Joaquin County Office of Education**  
is seeking individuals for Alternative Education and Special Education Programs.

### Substitute Teachers

(Alternative Education, Special Education and Charter School)

### Substitute Instructional Assistants

(Special Education)



Please visit our booth at the 16th Annual Stockton Hire Event on Jan 29 (see back page for details) or for further information, go to [www.sjcoejobs.org](http://www.sjcoejobs.org)

# Looking for **MORE** than a **JOB?**

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- ◆ Career Services

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Degrees offered within the schools of:

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- ◆ Business
- ◆ Criminal Justice

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## OPPORTUNITY KNOCKS

Employment listings from the Association of Free Community Newspapers

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# Brazen Careerist



by Penelope Trunk

## The End of Work as We Know It

The New Year is a traditional time for predictions. So here are mine, for the workplace. I predict an end to work as we know it, of course. But don't get jumpy - it's not going to happen in 2008. But it will come sooner rather than later, as the next generation infiltrates the ranks of workers. The best way to be ready is to start adapting your thinking today, because the way we think about work now is going to become obsolete.

**The End of Gender Disparity:** Pay is equal for men and women until there are children. This inequality will change when Generation Y starts having kids because the men are committed to being equal partners in child rearing. We see already that among Generation X, men and women are willing to give up pay and prestige in order to get time with their families. Generation Y's demographic power will provide critical mass for big change.

**The End of the Stay-at-Home Parent:** Women have already widely rejected the idea of sacrificing time with their children to a relentless, high-powered, long-houred job, and men are following suit. Women have also found that staying at home

and work connections will make daily life look more like a salon than an office.

**The End of Office Life:** People will work from home, from their friends' homes, from the beach, all the time. The need to have a home office will decrease because Generation Y will never really learn how to work 9 to 5 in an office anyway. They grew up blending homework and friends while they multi-tasked in their bedroom, and once they enter the workforce, they extend this behavior to everywhere - work life and home life will be blended in a way that makes each more rewarding.

**The End of Consulting:** Everyone will be a consultant so the term will be useless. Employers will decrease costs by making almost everyone a consultant. Employees will push for this to get more flexible hours. People already feel no long-term loyalty, and people are already project-focused instead of job-focused. On top of that, everyone wants to be a consultant "if they could just build up a clientele." One of the best harbingers of this trend is *Web Worker Daily* - a blog aimed ostensibly at people who do not have cubicle jobs, but appears to apply to every worker in some way or another.

**The End of Hierarchy:** Pecking order really only matters if you are hanging out at the office all day, reinforcing ranks. So the less time people spend at their desk, the less they will care about rank. And the more people are on their own, the more they will focus on their own skill set. There is little point in climbing ladders when you know they won't be around at one place long enough to hit every rung. The question people will ask managers is not, "When can I get a promotion?" but rather, "What can you do to help me expand my skills set?"

The need to have a home office will decrease because Generation Y will never really learn how to work 9 to 5 in an office anyway. They grew up blending homework and friends while they multi-tasked in their bedroom.

So what does this mean for you? Don't be constrained by old ways of thinking. And don't be scared of big change. If you are honest with yourself about what you'd really like for your life, you'll probably find that you fit in just fine with the future of the workplace. For most of us, it can't come too soon.

with kids all day is boring. Institutions are responding - finally - to these trends. Parents will choose some form of shared care. Each parent will work part time and take care of kids part time.

**The End of the Grind:** People will choose to work as a way to keep the job of raising children from being dull and alienating. *The Washington Post* reported that given the choice, most women with kids would rather work part-time than either be with kids full-time or work in an office full-time. People will choose to work because they love what they do. Generation Y is more community oriented and team oriented than any preceding generation. These people will want to work to be part of something larger than themselves. Also, this generation sees work as a path to personal growth - something to look forward to.

The changes that are coming to the workplace reward people who have strong relationships, entrepreneurial spirit, and a talent to leverage. People who don't love their work won't get any. People who don't have strong personal ties will have no idea what the point of work is. I think this is all good news, even for those who hate change.

But I wonder, what do you guys think of these predictions? Do they seem right? Am I missing something? Have some things already happened? Are some things so far off we shouldn't even be talking about them? Tell me what you think. □

Penelope Trunk writes the *Brazen Careerist* blog at <http://blog.penelopetrunk.com>. Her new book, *Brazen Careerist: New Rules for Success*, is available at Amazon.com.

The online version of this column (at [jobjournal.com](http://jobjournal.com)) contains links to additional information on the topics presented.

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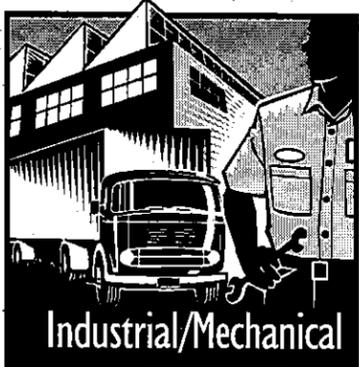
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by Bob Rosner

**Entrepreneurial Essentials**

DEAR WW: After many years of tinkering, I'm ready to launch my own business. What are the keys to success as an entrepreneur?  
- DUMP THE BOSS

DEAR DUMP: Your question reminded me of a time that I was at a street fair with my then 5-year-old daughter, Hallie. She really wanted to buy a doll. I asked her if she would be willing to buy it with her own money. She thought for a minute and then said no. I'll never forget the look on a woman's face who was standing nearby; she couldn't believe that such a little kid could be so realistic.

Entrepreneurs need to ask the same question of themselves - would you get out your check-book to invest in you? I know most of you would scream, "Yes," but it's important to get past your bravado and explore whether you are really worthy of someone else's hard-earned cash. I've listed three do's and one don't below to explore other key aspects for entrepreneurial success. For more, check out *Confessions of a Serial Entrepreneur* by Stuart Skorman (Wiley, 2007).

**DO know your strengths and weaknesses:** If you need working capital, people will not only be investing in a business, they'll be investing in you.

How insightful are you about what you do well and where you fall short? And how will you compensate for your weaknesses and blind spots. The issue isn't about avoiding them, it's about managing them.

How insightful are you about what you do well and what you don't do well? And what resources will you draw on to compensate for your weak spots? Don't feel guilty here; we've all got weaknesses and blind spots. The issue isn't about avoiding them, it's about managing them.

**DO be financeable:** Sure you've got a few relatives and friends who would be delighted to throw money your way. Is it any surprise that they call this type of funding 'angel financing?' But you've got to look past the angels to ask tough questions about your financeability in the

real world. Outside of friendship or family, is there a reason for strangers to invest in you and your venture? Have you taken a realistic look at the competition? Have you targeted an audience that not only wants your service but is in a position to pay for it? Will you make money?

**DO know when to pull the plug:** Sure you've got to be driven and believe that your business will succeed. Why else do it? But at the same time you've got to be realistic about the prospects for your venture. Establish specific benchmarks that your venture needs to reach for sales, market share, etc. Then keep track of how you're doing. If you are coming up woefully short, it's important to be willing to pull the plug rather than continue to throw good money after bad.

**DON'T build the business solely around you:** Most organizations are a reflection of their leader, and an entrepreneurial venture is no different. That said, it's important to look beyond your own skills to involve other players who will add depth and complement your abilities.

My daughter knew how to answer the hard question about her purchase. Are you willing to do the same for your venture?

**LIST OF THE WEEK**

from *Real Success Without a Real Job* by Ernie Selinski (Ten Speed Press, 2006)

**Worst uses of your time:**

- Doing what everyone else is doing.
- Complaining about your situation.
- Criticizing others, particularly those who are rich and successful.
- Watching television.
- Gossiping and talking on the telephone.

**THOUGHT OF THE WEEK**

"All generalizations are false. Including this one."  
- Alexander Chase

Bob Rosner is a bestselling author, speaker and internationally syndicated columnist. His latest book, *Gray Matters: The Workplace Survival Guide* (Wiley, 2005), is a workplace comic book that trades cynicism for solutions. Send email to: [bob@RetentionEvangelist.com](mailto:bob@RetentionEvangelist.com). Copyright 2007, United Feature Syndicate, Inc.

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