POSITIONING FOR THE FUTURE

Creating and Promoting Your Professional Brand in an Evolving Job Market

Donn LeVie Jr.
Principal, ENCYGNIUM
Austin, Texas
www.encygnium.com
Presentation Overview
1982 Best-Seller by John Naisbitt

“Time of Parenthesis”: a time between eras for society and culture

2007-2010 time of parenthesis that created opportunity for many while others had it forced upon them
The 2007-2010 Recession

Changes beginning to appear in:

- Global demographics, economics, and technology
- Reallocation of financial and human capital
- Rapid-response opportunities for professionals in emerging and mature economies
Mature and Emerging Economies

Workforce assumptions were based on studies, research on Western mature economies.
G-20 Economies

Rapid-response opportunities increasing in mature and emerging economies in G-20 nations

G-20 countries:
64% of global population
80% of world trade
90% of global GNP
The Evolving Workforce

Demographic, technological, economic changes shaping key organization trends ➔ hiring trends for contracting and permanent positions as well as and consulting opportunities
Global Trends Influencing Employment: 2010-2020

- Demographic trends
- Economic trends
- Technological trends
Global Trends Influencing Employment: 2010-2020

Demographic Trends and Human Capital
Demographic Trends and Human Capital

- Population demographics of emerging economies
  - By 2050, most of the 9 billion people on the planet will be from countries with developing economies
- Aging of the population occurring at a significant rate (we are living longer and more of us are living longer)
- Preference of older workers to work full time
- Women increasing in workforce 3x that of men in mature economies; constant in emerging ones
Demographic Trends and Human Capital

Key Takeaways:

- Aging of population will strain government and private programs for elderly
- Accommodating older workers in workforce may restrict hiring new talent with new skills
- Gender demographics in workforce → less competitive, more nurturing work environment
Demographic Trends and Human Capital

Global Employment Trends: 2012 and Beyond

- 600 million jobs needed between 2012-2022
- Global labor market to remain static
- Current global economy has reduced capacity to add new jobs
- "Vulnerable employment" increased by 23 million since 2009
- Labor productivity lower in emerging economies
- Global economy entering period of tightening of policies with persistent high unemployment increases risk of double-dip in growth and employment
Demographic Trends and Human Capital

Key takeaways:

- Mounting uncertainty in global employment, workforce demographics, sovereign debt integrity, political instability, international monetary policies create environments ripe for various types of financial misappropriation.

- In an system where tension and strain impede flow of business processes, potential for deception and deceit is present.

- Rising middle class in developing countries leading to more homogeneous workforce, especially in culture and language.
Global Trends Influencing Employment: 2010-2020

Economic Trends and Human Capital
Economic Trends and Human Capital

- Global virtual workforce and "work day" models undergoing change
- Education trends
  - Three-tiered approach → life-long learning (LLL)
  - LLL = focused training, quicker access to certifications and licenses than college degrees
  - Online colleges, community colleges, and trade/business schools will assume more importance
Global Trends Influencing Employment: 2010-2020

Technological Trends and Human Capital
Technological Trends and Human Capital

- 30% of G-20 workers born after 1980
- By 2020, will increase to 50%
- “Digital Natives”: people who grew up with Internet, iPhones, iPods, iPads
- Proficient at creating/maintaining digital identities
- Advances in digital technology continue to raise the bar on prerequisite skills for the workforce
Technological Trends and Human Capital

- Video becoming No. 1 source of data traffic
- Cloud computing redefining internet technology business models
  - 14 million new jobs in cloud computing by 2015
- Emergence of smaller, more complex and intelligent devices
- Different wireless solutions and networking protocols will give rise to “Best Available Network”
Technological Trends and Human Capital

Key Takeaways:

- Emerging networking, data storage and wireless technologies will change competitive stakes for businesses across the board.
- Increased use of **predictive analytics** to manage risk, reduce fraud, and identify trends that can be converted into competitive advantage.

Predictive Analytics gives you the ability to improve your target marketing, forecast marketing campaign response, analyze Shopping Cart, assess the probability of credit card fraud, project hospital patient length-of-stay, calculate fleet vehicle mileage and anticipate customer attrition/churn, and more.

Source: Dunn Solutions Group (www.dunnsolutions.com)
Key Trends in the Organization

General Human Capital Considerations
Key Trends in the Organization

- More strategic vision needed for connecting and directing internal and external intellectual assets
- >50% of venture capital in 2009 invested in Seattle, New York, Palo Alto, and Sunnyvale due to a culture that responds to innovation
- Gallup CEO Jim Clifton: “Companies in those cities create unique business models that serve as a beacon for the most talented people in the world”
Key Trends in the Organization

General Human Capital Considerations

- Maximizing engagement of older workers
- Workforce projections based on the ability of education system success
- Better efficiency managing third-party products/services
- Reducing time between interview and job offer
Key Trends in the Organization

General Human Capital Considerations

- Increase in globally dispersed functional teams
- “Going to work” now an activity, not a destination
- Employer-employee loyalty → policy of engagement/retention
- Building on the employment brand for recruiting and retaining talented professionals
- Compensation not as important for recruiting/retention
Key Trends in the Organization

General Human Capital Considerations:

- Crowdsourcing
  
  Different from outsourcing
  
  Network of professionals ("crowd") which changes based on project need or problem to be solved
  
  A resource to be borrowed, loaned, invested in inside and outside of the organization to enhance the value chain

Crowdsourcing places increased emphasis on individual as a solutions provider/problem solver/game changer at higher functional levels
Key Trends in the Organization

- The “Workplace” has been redefined
  - Was an office building where employees congregate to work
  - Now, “the workplace” is wherever a worker is at the moment of performing work

- Crowdsourcing is next niche opportunity for contractors and consultants
2010-2020 Employment Projections for Anti-Fraud Professionals

Nearly 191,000 positions to fill

<table>
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<tbody>
<tr>
<td>13-2011 Accountants and Auditors</td>
<td>1216.9 / 1407.6</td>
<td>190.7 / 15.7</td>
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</table>

Source: Bureau of Labor Statistics

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Financial Managers</td>
<td>527.1</td>
<td>18.3</td>
<td>96.5</td>
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<tr>
<td>Business/Financial Operations Positions</td>
<td>6,789.2</td>
<td>20.4</td>
<td>1,381.9</td>
</tr>
<tr>
<td>Financial Specialists</td>
<td>2,637.3</td>
<td>21.7</td>
<td>571.0</td>
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<tr>
<td>Total Replacement Needs: 2,049,000 people</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics

96,000 replacements needed

1.39 million replacements needed

571,000 replacements needed
Establishing a Professional Brand

Capitalizing on Emerging Opportunities
Establishing a Professional Brand to Capitalize on Emerging Opportunities

Brand value involves two important components:

• Creating a brand image that generates positive associations
• Making others aware of the brand in question
Establishing a Professional Brand to Capitalize on Emerging Opportunities

- How do I create my brand?
- How do I get others to become aware of it?
- How can I get my brand to generate positive associations with it?
Establishing a Professional Brand to Capitalize on Emerging Opportunities

- For permanent, contractor, or consulting positions, the task is the same:

Create positive associations between *quantified accomplishments and expertise*, and the people with a need for that expertise
Establishing a Professional Brand to Capitalize on Emerging Opportunities

Elements of a Professional Brand

- Favorability/Likeability
- Strengths (expertise)
- Uniqueness of offering
  - Attributes
  - Benefits
    - Functional
    - Experiential
    - Symbolic
  - Attitudes
Establishing a Professional Brand to Capitalize on Emerging Opportunities

Ways to embed your brand into the “associative models” of a target audience:

- Write articles for peer-reviewed journals (Fraud Magazine)
- Give presentations/workshops at ACFE meetings/conferences
- Use social media to expand your circle of influence in your industry
- Write a book on fraud examination principles and issues
- Create an attention-getting blog name/catch phrase
- Create a unique sign-off statement of each blog entry
- Write a bio that promotes your brand rather than typical obituary format
Establishing a Professional Brand to Capitalize on Emerging Opportunities

Positive brand image works in three important ways:

• It helps solidify your position in any job or career opportunity
• It can differentiate your expertise from the competition and move it toward “preferred candidate” status
• It can command a higher salary and encourage hiring managers to seek you out
Promoting Your Professional Brand

Tools and Techniques
Promoting Your Professional Brand in the Marketplace

- **The Toolkit:** The Professional Skills, Knowledge, and Experience (PSKE)™ Portfolio
- **The Technique:** The Continuous Promotion Approach
Promoting Your Professional Brand in the Marketplace

The Toolkit: The Professional Skills, Knowledge, and Experience (PSKE™) Portfolio

Table 3. Elements of a PSKE Portfolio (example, listed in a typical order of release)

<table>
<thead>
<tr>
<th>Permanent Position</th>
<th>Contractor</th>
<th>Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover letter</td>
<td>Cover letter or Introductory letter</td>
<td>Introductory letter</td>
</tr>
<tr>
<td>Résumé</td>
<td>Résumé</td>
<td>Capabilities brochure</td>
</tr>
<tr>
<td>References</td>
<td>References</td>
<td>Client list</td>
</tr>
<tr>
<td>Publications list</td>
<td>Publications list</td>
<td>Publications list</td>
</tr>
<tr>
<td>Case history (solving a problem)</td>
<td>Case history (solving a problem)</td>
<td>Case history (solving a problem)</td>
</tr>
<tr>
<td>Article reprint (pertinent to job)</td>
<td>Article reprint (pertinent to job)</td>
<td>Article reprint (pertinent to project)</td>
</tr>
<tr>
<td>&quot;25 Ways I Add Value to Your Organization&quot;*</td>
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</tr>
</tbody>
</table>

Depending on the profession within a particular industry, samples of work may be required.

*This is the last document staged in the Continuous Promotion Approach.*
Promoting Your Professional Brand in the Marketplace

The Technique: The Continuous Promotion Approach

- Designed to keep your brand at the top of the “Preferred Brands” list for any job, contract, or consulting project
- Most effective during most important part of the hiring/contracting process: between interview and offer
- Uses a “Trojan Horse” technique that embeds your brand in the associative models (the minds) of decision makers
- Can be used for permanent, contract, consulting opportunities
The most important portion of the hiring process is **HERE** where the job offer decision is made.
The Continuous Promotion Approach: Cover Letter

Cover Letter

John Short
General Manager
Action Company
1428 Main Street
New York, NY 12222

March 1, 2007

Dear Mr. Short:

Are you spending too much time handling administrative tasks? Would you like to free yourself from tedious detail work so you can focus on building your business? If the answer is yes, then we should speak.

I offer a five-year track record in office management and administrative support. You will benefit from my following key strengths:

- Computer expertise, with proficiency in all MS Office programs (Word, Excel, PowerPoint, Outlook and Access).
- Broad-based experience covering a full spectrum of administrative duties, including executive support, office management, billing/invoicing, payroll administration, customer care, account management, database administration, document preparation, travel/meeting coordination and project/program support.
- Superior multitasking talents, with the ability to manage multiple high-priority assignments and develop solutions to challenging business problems.
- A proven reputation, with a consistent history of exemplary performance reviews and recognition for driving efficiency improvements to office systems, workflows and processes.

I am confident that if you hire me as your administrative assistant, you will have more time and energy to concentrate on growing your business. My resume is enclosed for your review, and I will follow up with you in a few days to discuss your administrative support needs. You may also call me at (555) 555-1212 or email me at marnie@monster.com. Thank you for your time, and have a great day.

Sincerely,
Marnie Smith

Enclosure
Continuous Promotion Approach: Résumé

- Replace “Objective” section with “Professional Summary”
- Bulleted list for ease of scanning
- Quantitative accomplishments highlighted in bold font
- Focuses on accomplishments vs. duties and responsibilities
- No personal interests, hobbies
- Uses 2 common fonts; formatted for scanning
- 2 pages max for most people (most recent 10 years exp)
Hi John:
Thanks for sharing the manager opportunity with me last week. Sounds like a great challenge.

Thought you'd be interested in one of my recent papers.

Regards,
Donn LeVie Jr.
“Trojan Horse” Technique for Embedding Your Brand

Hi John:
Let’s talk now… I’m ready to get started...

Regards,
Donn LeVie Jr.
Summary and Conclusion
Summary Points

Understanding how trends in demographics, economics, and technology percolate through social and business networks helps you identify areas of potential opportunities for your financial fraud prevention specialty.
Creating and promoting your professional brand helps differentiate you from others who may be competing for the same job, contract, or consulting project.

Use the “Trojan Horse” technique to embed your brand in the associative models of decision makers.
Summary Points

Specializing in a niche entitles you to “king of the mountain” status, particularly with crowdsourcing types of opportunities
Creating a Professional Skills, Knowledge, and Experience Portfolio (PSKE Portfolio) consisting of documentation that attests to your brand identity and brand equity for use with the Continuous Promotion Approach presents you as the complete package and only viable candidate for whatever opportunity you want to pursue.
Summary Points

- Paradigms of change ➔ tension, strain, and uncertainty in business processes
- Where your anti-fraud specialty intersects with those points in the process that are subject to insufficient legal, ethical, financial, or management oversight will reveal new opportunities
Six major qualities of successful individuals:

- A sense of project ownership
- A sense of project urgency
- A sense of personal integrity
- A desire to help others succeed
- An attitude of being self-employed
- A sense of the graceful exit

...and finally
Questions?
“25 Ways I Add Value” PDF

Send an email to:
donn@encygnium.com
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