



# Protéger votre emploi en temps de crise: Stratégies et tactiques

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## 1 RELATIONSHIPS

### 1.1 Hierarchy

- Attend company events with the purpose of understanding the company landscape and what skills are of value:
  - coffee corners;
  - company announcements;
  - executive briefings;
  - quarterly meetings.
- Be aware of organizational changes.
- Be democratic and open-ended in communications.
- Create mentorship relationships (informal is ok):
  - if they don't have time ask for the name of someone else who might;
  - you are interested to learn about XYZ skill and they are the expert.
- Deliver your ideas across hierarchical levels.
- Discuss future plans of the company.
- Do team building (after work hours).
- Explore and understand the different functions and roles in the organization.
- Identify and update the top 3 to 5 priorities of the company.
- Identify the "hidden" experts and "crown-princesses" (the non-formal hierarchy).
- Increase your visibility two levels up and talk about your current achievements and projects.
- Look for informal relationships.
- Make yourself visible by your achievements.
- Manage expectations and be seen someone who delivers.
- Offer to undertake extra tasks that increase your visibility.
- Organize lunch two times a month to build relationships.
- Position yourself to have interaction with key shareholders.
- Schedule informational sessions with "role models" and ask about their business area/career path/function/role.
- Share ideas/projects.
- Understand your boss and his boss's goals/KPI's/initiatives/plans.

### 1.2 Colleagues

- Build relationships with colleagues and when you have, ask if they have contacts outside the company you might speak with. They will be more willing to put you forward if you have made a good impression on them.



- Define skills required for the role.
- Discuss how they have reached their positions/level (assuming you want their role).
- Encourage team-work from different departments.
- Help them achieve their goals and build trusted relationships.
- Learn from your colleagues.
- Maintain relationships with global colleagues for geographical lateral moves.
- Network, network, network across departments/functions (e.g.: weekly lunches with colleagues from a different department or location).
- Offer your help for key projects.
- Organize team dinners and build your network after work.
- Seek feedback to evaluate your skills.
- Share your context and learn the context of your colleagues.

## 1.3 Subordinates

- Actively seek feedback from subordinates to identify what you do well and areas for improvement. It is a chance to strengthen your weaker areas and learn what qualities you have that would be useful in your current job and possible future job hunting.
- Be as honest and realistic as you can about current and future situations.
- Be efficient in process and don't waste time.
- Coach and motivate people. Mentor others to help develop their careers.
- Create an atmosphere of job security.
- Depending on the relationship, connect with your subordinates professionally on LinkedIn. It is possible (with their consent) to utilize their network to gather information about previous companies, ex-colleagues, and ex-students.
- Doing your job better for your subordinates may very well determine whether you stay on the job or not.
- Empower and develop their leadership skills.
- Give positive feedback.
- Identify and eliminate those that don't carry their weight/perform as needed.
- Make yourself available to them
- Once you receive feedback, work on the areas you need to shore up.
- Reduce their anxiety by acting fairly and building trust. Show you are concerned about their career objectives (you never know what will happen in the future).

## 1.4 Head hunters

- Actively reach out to head hunters. They can be found on job posting sites or in ads. Gather information about the state of the job market/field from them. If considering a change, let them know that you would like to explore new opportunities when they come up.
- Build an Excel sheet as a management tool and make 3 connections per week to keep in touch.
- Communicate with multiple head hunters (2 to 3), or with one only (on an exclusive basis).
- Find the head hunter specializing in your sector/field/company and contact them.
- Give them valuable references.
- If not actively looking for a job, follow up with head hunters at least once per year. It is important to keep in contact
- Keep your profile updated. Update online resumes and profiles where head hunters scout information to increase the chances they will contact you.
- Make sure head hunters know your objectives and goals.
- Offer your help and collaboration - give something to get something.
- Reach out to those head hunters whom you know from the past. They have built a rapport with you and may be more willing to let you in on information that is not well-known to others.
- Test yourself through a 360° evaluation from HR management.



- View postings and ask if the head hunter can think of similar opportunities in other fields.

## 1.5 Strategic watch

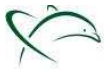
- Approach casually, be proactive, not reactive. Feel the pulse of the market (follow the developments of the economy and the industry you are at).
- Ask general questions; keep them light.
- Be aware of the shared agenda of your colleagues and your manager to see what kind of meetings they are having and make sure you are not missing anything important.
- Brainstorm and reinforce collaboration within your team.
- Have a Plan B and Plan C ready.
- Identify interconnections between your industry and others to identify opportunities.
- Identify market trends which best match your own preferences. Focus on the right Function/Field.
- Invite people that you know from other departments or other functions to have lunch (you may gain some insider information). Don't push hard.
- Keep an ear open during informal conversations in informal environments, such as lunches, coffees...
- Look around and see what other people are doing to test the market.
- Look for volunteer activities and part time opportunities to gain and improve skills and differentiate yourself.
- Suggest possible products/services that could be added to the pipeline of the company. This will increase your visibility.
- Take time to build relationships.

## 1.6 Mentor/Coach

- Ask them to help you connect to interesting people.
- Create a close and confident relationship.
- Discuss new developments and alternatives in case your career stalls or becomes endangered should a new external person join your organization.
- Discuss opportunities for expat assignments in developing countries.
- Express your feelings about your own job. Talk your your targets/goals and ask for advice on how to achieve them. Ask for feedback on your performance.
- Get insights on how to improve your CV and how to create "a good match" in changing market conditions.
- Identify 3 people who could be your mentor.
- Invite your coach/mentor to lunch to talk about trends and opportunities.
- Keep the communication channel with you coach/mentor open and active, especially during a time of crisis.
- Keep your mentor/coach in the loop and update her/him systematically as your career develops.
- Look for different mentors/coaches in the fields that interest you.
- Share and discuss ideas for business development.
- Share dilemmas and challenges openly. Communicate, communicate, communicate.

## 1.7 Network

- Activate (before it becomes needed) some contact with people of your previous network.
- Arrange meetings with peers when traveling. Promote periodic meetings with your peers to keep in touch.
- Be active in your network; make sure you follow what's going on in social media sites, meet people, and go to events.
- Be consistent in contacting people and gathering information.
- Build a twitter account to share and exchange personal interests/comments on relevant issues.



- Comment and discuss on blogs to increase your visibility.
- Consider this a two-way street. You are there also to help others. Give some to get some.
- Keep an eye on your contacts' moves in order to identify opportunities (on both ends, by filling the position they are opening or by moving to the same direction).
- Look beyond your geographical location to identify opportunities in other places.
- Map interesting contacts in case you need them to job hunt and activate them before it is needed. Sound out the market. Do some information gathering upfront.
- Talk to people to identify opportunities that fit your skill sets. Think out of the box.

## 2 STRATEGIES

### 2.1 Testing yourself

- Ask customers/boss what could be implemented/modified.
- Assess your skills (i.e.: write your CV, look for job offers, go on interviews).
- Attend an (E)MBA program to improve your skills and gain new concepts.
- Be willing to take on new functions (e.g.: Staff is being reduced and previous tasks must be distributed to current employees).
- Collaborate with other departments to gain a better knowledge of their activities and evaluate your capabilities.
- Compare your results from one period to another.
- Do something you have not done before (i.e. : Talk to someone new, organize a meeting). Innovate by taking on new projects.
- Do the thing you dislike the most on Monday morning.
- Expand the scope of current projects to other countries.
- Measure your satisfaction level about both what you are doing and how you are doing it.
- Motivate your subordinates to improve your management skills.
- Talk with your subordinates about how they feel in their jobs.
- Volunteer to lead a new/one project.

### 2.2 Market survey/evaluation

- Adapt yourself, your objectives and strategy to the company's new reality.
- Ask peers with positions similar to yours about their situation in their companies.
- Ask questions about the industry/market to people you meet in external meetings.
- Contact headhunters, to find out more about similar positions.
- Create a document to test and evaluate the market periodically.
- Go to events organized by your professional association or other organizations where you can meet people from your sector.
- Join interest groups (e.g.: LinkedIn).
- Meet with ex-colleagues working in the same industry.
- Meet with university peers to understand and evaluate the situation.
- Observe successful companies.
- Read specific newspapers/magazines to study market trends.
- Talk to competitors and customers.
- Talk with customers in technical associations- (i.e. : Increase participation to symposiums).
- Try new ways to get customer feedback.

### 2.3 Visiting/scanning your own company for opportunities

- Ask employees from different departments how you can modify your relationships with them to achieve mutual needs.
- Ask newly appointed managers if they need people.
- Ask peers about functions/projects that have succeeded in their companies, that could be implemented in yours.
- Ask the HR department about new positions.



- Ask your boss for new opportunities.
- Become better known to Human Resources to discover opportunities.
- Behave as an intrapreneur.
- Communicate with friends the other areas you are interested in.
- Connect with people within company on social networks.
- Discuss with key people in the company (i.e.: Holding managing positions) to find out potential areas of improvement.
- Explore areas where a specific profile/specialization is missing.
- Get involved in interdivisional/horizontal projects.
- Have coffee/lunch with your boss/people higher in the hierarchy.
- Identify who will be leaving/hired and position yourself.
- Increase communication with your boss. (i.e.: Find every opportunity to spot new needs in the company and offer your services).
- Interview department managers to identify their needs.
- Invent a new job based on the company needs.
- Look for growth areas within the company (i.e.: Regional expansion, new business units...).
- Look for synergies between your department and other departments and set up meetings to get to know other people.
- Look for people leading projects and approach them to see if you can help them.
- Meet other division managers and get involved in interdivisional projects.
- Talk to peers in other business areas/countries/departments.
- Talk to the team/department heads in areas of interest.
- Talk to your previous boss about opportunities.
- Track job openings that fit your post (E)MBA profile.
- Use customers and partners of your company.
- Visit to ensure you understand the problems/issues better, so you can understand how you can help.

## 2.4 Valuing your own professional achievements

- Ask others for their opinions of your achievements (e.g.: line manager/peers who have observed you).
- Define career goals and match relevant achievements to opportunities.
- Emphasize your experience/skills of crisis management.
- Explain why your background (i.e.: (E)MBA) is a plus during a crisis.
- Find firms that have not yet achieved what you have, and show them the value you can bring.
- Identify your transferable skills that are the most useful.
- Participate in blog or forums to increase your visibility.
- Quantify how long achievements have lasted (i.e.: resilience or duration) achievements.
- Research the industry to understand its values and to share a common language of what they perceive as important.

## 2.5 Enhancing/Maintaining your visibility

- Attend client meetings and participate intelligently.
- Attend informal meetings (e.g.: industry networking opportunities).
- Establish expertise by blogging/commenting on relevant articles.
- Get involved in meetings/projects beyond your direct scope: broaden your network.
- Join projects with high visibility to which you can contribute.
- Keep things factual and don't over promote yourself.
- Post status updates (e.g.: posting on Linked-in/ internal company platform).
- Take an active role in training subordinates.
- Volunteer to do 'unpopular' tasks.



## 2.6 Connecting/Nurturing your social networks

- Ask your (E)MBA professors/alumni/ questions about the present state of your sector.
- Be proactive in opinion forums about hot actual issues from your industry.
- Give updates to people you contacted previously.
- Invite people to lunch/coffee to catch-up.
- Make relationship management one of your top priorities.
- Organize events (e.g.:dinner, lunches, breakfasts...) with people from your industry.
- Organize events and invite people.
- Share information/news which is relevant to other people (e.g.: recommend to them events/articles).
- Update your social network profile.

## 2.7 Creating/consolidating your Plan B

- Align your skills to alternative functions/industries to understand new areas of interest.
- Connect with clubs and associations in order to let them boost your Plan B.
- Create a blog with an interesting theme in your area.
- Define your goals for your Plan B. Are they short term or might they become your Plan A eventually (or at least a stepping stone to Plan A)?
- Establish the pros and cons of the job in Plan B.
- Evaluate if Plan B is a good plan or only an easy way out of having to push yourself to be better.
- Get certification in the industry you plan to enter.
- Identify alternative geographical areas that you'd like to work in.
- Network with people in the Plan B industry.
- Prepare materials (i.e.:CV, skills analysis...) and continuously network in the Plan B industry.
- Re-connect with your ex-clients.
- Save enough money to have a cushion so that Plan B can be executed, rather than accepting the first job you are offered.
- Spend time and work in that industry/function to gain experience (even when on holiday).
- Study foreign languages.
- Treat Plan B as Plan A.
- Understand the steps to securing a Plan B job.
- Use your network to get feedback.
- Work with a mentor to discuss your Plan B.

## 2.8 Committing yourself in your Alumni Association

- Attend meetings regularly and frequently.
- Bring in guest speakers, actively contribute and record presentations to share with alumni on a variety of topics.
- Build relationships that you know to be genuine.
- Commit to writing articles for the alumni community newsletter.
- Create a LinkedIn group for topics of interest/industries/functions.
- Create regional hubs/alumni groups to act as a support and sharing network for problems, solutions, trends.
- Establish joint objectives/interests within the alumni association and gather information on them.
- Help other alumni that want to change jobs/careers.
- Hold workshops or volunteer to host workshops/Toastmaster events on specific subjects.
- Identify and learn the alumni in your industry.





- Initiate activities to work closely between the alumni association and your school/institute/university.
- Keep your alumni profile updated.
- Use your alumni network for searching contacts in the industry.
- Visit current classes as a guest lecturer, and use that as a way to boost your credibility with established alumni.
- Volunteer to organize alumni events.

## 2.9 Being active in a Professional Association

- Attend:
  - learning events;
  - gatherings of alumni associations;
  - major professional events.
- Expand your network wisely (i.e.: show your support for your peers).
- Find out about best practices in the companies that are more resilient to the current crisis.
- Give a regularly scheduled 5 to 10 minute speech to share your latest learnings and experiences.
- Increase your own visibility.
- Learn about new skills required to achieve superior performance in the business.
- Leverage your skills and expertise to support these associations.
- Listen attentively.
- Organize events to meet top executives.
- Participate actively with a learning attitude.
- Prepare questions and take possible assignments for each session.
- Propose and do case studies, speaker's events and apply for board positions in these associations.
- Search out organizations that are active in a field similar to your background.
- Share experience and interact with sector colleagues to anticipate threats and changes in your sector.
- Stay aware about current and upcoming mergers and acquisitions in the industry, and of trends in general.

## 2.10 Offering your time to a non-profit

- Attempt to find common ground: do not engage in a non-profit as a means to network, but do not ignore the potential of meeting new people.
- Choose non-profit as lifestyle.
- Create a non-profit activity inside a professional association (help others).
- Dedicate your time (i.e.: 2 evenings each week and on weekends every other week/month).
- Demonstrate your skills and expertise through your non-profit work.
- Develop new skills and expertise through the non-profit (which support your long term goals).
- Don't talk...act...
- Enhance the "human" side of your profile by working on something that is really meaningful for you (showing you are not only driven by € \$ £, but by causes/mission/meaning).
- Find out about unfulfilled needs in a particular demographic segment; this could lead to an entrepreneurship initiative or to an innovative way of positioning your products/services.
- Foster the "time-bank" principle – offer your professional activity for a certain time period and receive something in return.
- Know your values - what do you stand for? What would you like to change in the world/in your community? Then, identify an organization that moves these values forward.
- Meet new people and extend your network of contacts but do not treat it as a networking event.
- Start with small projects to build your reputation.