

In this issue:

The Business Impact of Pending Tax and Regulatory Changes

Expanding the Geography of Your Job Search

Where the Jobs Are: Alternative Energy

Case Study:
Greyhound

Profile: Tom Lamson,
CPC/Principal

A Message from Bill Rowe, Vice Chairman

Despite the persistent gloomy headlines, as 2010 comes to a close we know that the sky is not falling. We've had an active IPO market in Q4, the stock market is performing and overall the economy is moving in the right direction. But we also know that the road to real recovery will be long because these positive trends are all happening without significant job growth. It seems everyone is anxiously waiting for the economy to really take off—and all that waiting may be part of the problem.

Consumer confidence is down, investors are keeping their money in their pockets, and few are willing to take decisive financial action until they see what will happen next.

Meanwhile, the discussion in Washington about tax and regulatory reform is making businesses nervous. It's clear that the national budget is badly in need of balancing, but how to do it is an incredibly complex question. The answers could have a big impact on everyone from the mom-and-pops to the largest international conglomerates, from CEOs to the hourly wage workers they employ.

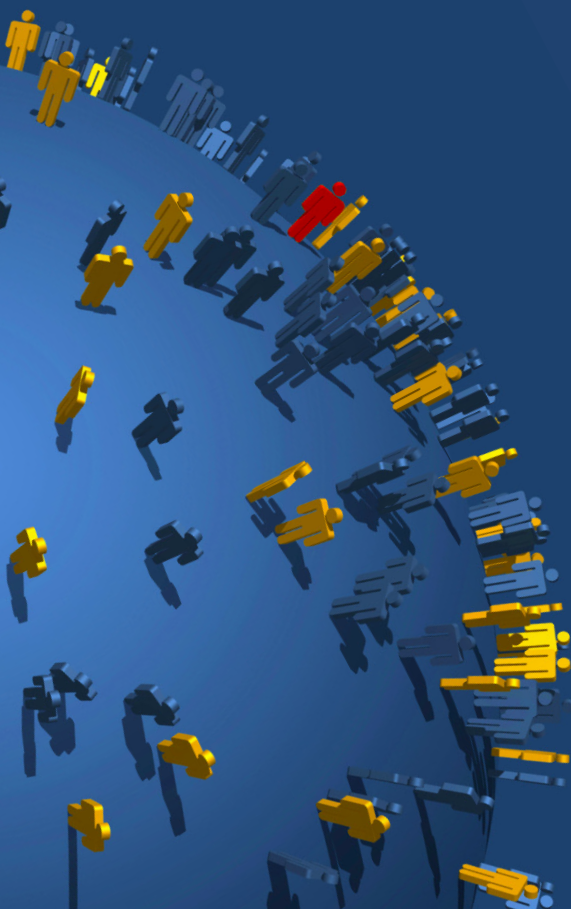
But even considering a skyrocketing deficit, a sluggish economy, and big unanswered questions about taxes and regulations, the business leaders on our latest Spotlight Series panel remain bullish on the American economy. They point out that the big picture remains the same: The American dollar is still the gold standard by which all other currencies are measured, and American businesses continue to lead the world as investment-worthy trailblazers. Some would even say that when the tide finally turns, there will be no better place to be in business than the good old U.S.A.

We hope that as Congress concludes its session this year, we'll all get a chance to go into the holidays with some answers, peace of mind, and a fresh mindset to start the New Year off right.

Wishing you a joyful holiday season,



Bill Rowe



The Business Impact of Pending Tax and Regulatory Changes



From L to R:
Christopher Ray, Mark Flagg, Joe Norville, Dave Rader

American families and businesses are all working on getting back to the basics. People are living smaller and more sustainable lifestyles, and companies are looking to increase productivity and create a sustainable pace of growth. Regulatory and tax reformers at the national, state and local levels are attempting to do the same thing: Fix the mechanisms that allowed both the runaway financial excesses and the devastating crashes that followed, in hopes that the economy will stabilize for the long term. But there are many big unanswered questions. What's the best way to repair the damage, reduce the deficit, and set the country on the right course?

This Spotlight Series event was a fascinating discussion of pending legislative reform, consumer confidence, global economic recovery, and how best to balance the U.S. budget.

Our esteemed panel members include:

- ❑ **Mark Flagg**, President, Texas Northern Trust, NA
- ❑ **Joe Norville**, National Tax Partner, KPMG LLP
- ❑ **Dave Rader**, Former Chief Financial Officer (retired), Frito-Lay, Inc.
- ❑ **Christopher Ray**, Managing Director, Natural Gas Partners

Economic Forecast: Global vs. Local

The No. 1 question on the minds of many Americans is how we're going to get out of the current economic slump. With all eyes on Washington, the regulatory and tax legislation now dominating the discussion will have a major effect on businesses, families, and individuals across the nation.

While we wait for the news out of Congress, the global economy is looking up, driven largely by the success of business in Asia, where major corporations are investing and growing. While that's good news for American-based companies that enjoy lower tax rates abroad, it doesn't help our employment situation back home, nor does it bring those profits back home where they can have an impact on the American economy. That will take corporate tax reform, which is unlikely in the next two years.

As the economy continues its slow recovery, the pace of change depends largely on confidence: consumers' confidence to begin spending again, and investors' confidence to begin making deals.

Once the economy does begin to stabilize, many experts predict that a "day of reckoning" will arrive, at which time taxes will have to increase to fix the ballooning deficit. As companies continue to focus on improving productivity rather than hiring more people, unemployment could remain high.

The Trillion-Dollar Question: How to Pay Down the Deficit?

But the money to fuel the American economy and pay down the deficit must come from somewhere, and taxes are a logical place to turn. Consumers could soon be paying more for goods, while some states, such as New York, have begun taxing traveling business professionals on the income they earned while working in the state. Proposed taxes on businesses, particularly the oil, gas, and energy industry, could have an onerous effect on small businesses and mom-and-pop shops, many of which would likely not be replaced if they were driven out of business. That could permanently change the landscape of the energy industry in America and negatively affect prices.

Balancing the budget is a tough task—but a necessary one. To pay down the trillions America has accrued in national debt, our panelists predict that there will either be changes to entitlements such as Social Security and Medicare, or taxes will have to go up—or both. Who will be taxed, how, and how much, remains to be determined. For now, tax-evaders beware: Expect the government to go after every dollar it is entitled to.

Still Bullish After All These Years

Despite increasing regulations and talk of economic gloom, the U.S. dollar is still the safest currency in the world, and global investors are still putting money into U.S. companies. There are tough decisions to be made about how to reduce the deficit, help small American businesses, and get the country's financial house in order. But overall, our panelists remain optimistic on prospects for the U.S. economy.

Save the Date – Q1 2011

Mark your calendars now for our next Breakfast Spotlight Series scheduled for March 8, 2011. Details and invitations will be extended in February.

Expanding the Geography of Your Job Search

Tips from the Career Coach

If you've hit a plateau in your local job search and are considering the possibility of relocating to another city or state, there are some important things to consider. Of course, the first step is assessing whether a move makes sense, from weighing the impact on your family to comparing cost-of-living factors. There are numerous online calculators to help determine how a new location would measure up to your current one, including details on housing markets, schools, salary adjustments, and more. If relocating seems viable, here are some practical tips to help make a long-distance job search a success.

Connect with a quality executive recruiter

Start by getting your resume in the hands of the right recruiter in the geographical areas you have targeted with a focus on the ones that handle your industry or job discipline. Let them know you are open to relocating and you would like to meet with them to discuss current or future assignments. Establish a time frame for when you will be in the area and try to set up multiple meetings to explore opportunities and to network with key individuals.

Focus on virtual networking

If you're not already using social media tools like LinkedIn to network, get your profile set up and start leveraging the world of online networking to find contacts in the areas you're targeting. Be sure to use advanced search functions on LinkedIn to see who is in your network or who might know someone in your network. The right contact could be just a few degrees of separation from someone you already know.

Use your alumni association

Tap the resources of your undergraduate and post-graduate schools. Most colleges and university alumni associations offer online directories of alums searchable by region, industry, or even job title. Some institutions have reciprocal agreements with other career centers that would allow you to use the facilities of a nearby college or university.

Learn the local business scene

Start reading the business section or business journal in the city you're targeting to get familiar with key players, industry trends, and areas of growth. Knowing which companies are succeeding and expanding can help guide your efforts and provide conversational fodder for networking calls and interviews.

Investigate events in your industry

Research upcoming industry events. If a high-profile industry-specific conference or symposium is being held in an area you would consider moving, plan to attend and make the most of every networking opportunity during the event.

Check into chambers of commerce

Even though online networking has taken center stage for most job seekers, don't discount the potential of more traditional organizations such as Rotary clubs and local chapters of industry and trade associations. Check out the membership directory of the local chamber of commerce for listings of potential employers and referral sources.

where the jobs are: **Alternative Energy**

Over the coming months we'll be exploring some of the hottest industries where executives are being hired. In this issue we look at alternative energy. With governments, corporations and other organizations around the world working to develop, implement and promote the use of cleaner and more renewable energy, the alternative energy market is growing rapidly. Focusing on sources of power ranging from solar and wind to biofuel, nuclear, and hydroelectric, companies like Vestas and American Electric Power—among dozens of others—are seeking skilled executives. However, the industry's numerous applications, processes and developments have given rise to quite a bit of ambiguity in defining job roles. Just the term alternative energy has different connotations depending on the context. This poses an interesting challenge to present a more traditional skill set as it relates to what an alternative energy operation is seeking.

Interested in moving into these industries? You'll need to position your background and experience in terms of highly relatable stories in order to help bridge the gap between traditional skill sets and the very specialized nature of these new fields. Quantifiable information alone is usually insufficient for an alternative energy operation to gauge ability and aptitude. Although many areas of alternative energy are still in the research and development phase, deployment is on the horizon with pace of growth expected to be brisk. Pearson Principal Tom Lamson notes, "We're starting to see a geographic shift in alternative energy hiring, with areas in the Plains states in particular poised to become home to large scale alternative energy sites such as wind and solar farms."

Case Study: Greyhound

Executives in Transition: Nothing But the Best for Greyhound's Best and Brightest



When Greyhound decided to move many of its shared service functions to its parent company, even top-level employees were not immune to the layoffs. Knowing that these valued executives would face a tough job market, Rhonda MacAndrew, Greyhound's senior vice president, human resources, wanted to be sure they had every opportunity to successfully transition into new jobs.

"I think our employees are one of our strongest assets," MacAndrew says. "When someone leaves the organization, particularly at a senior level, they still can represent the company in one way or another, and that has a lot to do with how Greyhound is viewed in the community—in a positive way or in a negative way. I would much rather that someone feel that we've gone out of our way and done things to support them in their transition, so that the feeling they have about the company is a positive one."

Helping departing executives not only boosts Greyhound's reputation as a company that treats its people with respect, it shows the employees who remain that the company's leaders care. Because Greyhound wanted to give its departing executives the best career transition services available, the company chose Pearson Partners International.

Some of the executives who were let go took advantage of the transition services immediately, while others waited several months to take the first step. But all had one thing in common: they were pleasantly surprised at the breadth of services provided by Pearson Partners and the value they brought to their job search.

Career Coaching

"It is important to have services provided that are holistic," MacAndrew says. "There are lots of dynamics aside from just helping somebody put their resume together or helping them in regards to how they do their elevator speech. There are lots of people who take losing their job very personally. They need some coaching, possibly in regard to their overall self esteem. There may be challenges or issues with their families. These things are important, and I want somebody working with those people to help them address those issues."

Some executives have spent years or even decades making million-dollar decisions, but have very little experience looking for a job. For example, Mark Southerst left his position as general counsel and secretary after serving 20 years with Greyhound, so it had literally been decades since he'd had to update a resume, dust off his interviewing skills, or assess his strengths and weaknesses.

"The most valuable part of these services has been inventorying my skills, understanding my personality traits, understanding my strengths and weaknesses, and being able to highlight my experience and put emphasis on certain parts of my experience," says Southerst, who is now chief legal officer and secretary for United Vision Logistics in Lafayette, La.

In addition to developing a high-quality resume and practicing interviewing skills, Pearson Partners' career transition services include personal assessment and coaching; research on target

companies; networking and connection-making; and evaluation of specific opportunities, from cultural fit to compensation. Before any interview, Pearson Partners' executive coaches work closely with the candidate to deeply understand the interviewing company's mission, vision, culture, and management team.

"What it enabled me to do was to think of the type of opportunities and the key characteristics that would work for me, what industries, what type of reporting relationship or corporate structure that I thought I would thrive in," Southerst says. "As you do your interviews, you begin to focus not only on making sure you present yourself well, but also looking to see whether you will be the right fit and being realistic about it."

For Krista Robinson, Greyhound's former vice president, supply chain, who is now vice president of procurement at DynCorp International, Pearson Partners' transition services went far beyond the outplacement services she'd sourced for others during her career.

"I thought I knew a lot about what would happen—you would go to class; sit around with other depressed, shocked people; get some resume feedback," she says. "But it was nothing like that. Pearson is really executive coaching and networking, which is different than outplacement services. This is to help you get through a rough period in your life, to pick your next opportunity, and for it to be a better fit so you can stay a long time."

After being unexpectedly laid off less than a year after coming on board at Greyhound, Robinson found the assessment particularly valuable. "After you have had something like this happen to you, even

if you were removed from your job and it wasn't because of your performance, it still feels personal. So it's good to have professionals evaluate you and to hear the good things about you. You are not alone; you have people in your corner who root for you and give you some tools to research and filter opportunities."

Jeff Altizer, C.P.A., Greyhound's former chief financial officer who is currently working as a freelance consultant, found the custom research and networking

opportunities highly valuable. "The fact that Pearson is a retained search firm has given me more access than I gave it credit for at first to leverage their aspects and networks," he says. "It is more hands-on than just 'here's our toolkit.' For me, I need a sounding board and someone to give me industry perspective, facts, and the data I need to make confident decisions, and Pearson Partners provides that."

Network Building

Southerst, Greyhound's former general counsel and secretary, carefully researched the various outplacement services firms after assisting with the transition and then leaving the company. He chose Pearson Partners in part because he wanted one-on-one assistance, and also because of the company's connections and assistance with building not just a network, but the networking skills to grow and sustain it.

(Greyhound, continued on page 5)

Pearson Partners' career transition services include personal assessment and coaching; research on target companies; networking and connection-making; and evaluation of specific opportunities, from cultural fit to compensation.



Pearson Partners Profile:

Tom Lamson, CPC/Principal

What was your first job, and what was it like?

My very first job was delivering newspapers when I was 13. My first job after college and the Navy was working as a manufacturer's rep in Houston. It was interesting because I

was dealing with NASA and the Space Station Freedom.

How and when did you get started in the executive search business?

I started in executive search in 1994. I discovered the industry through good fortune and a friend's recommendation. I was waiting for an engineering job to open up with an airline, when a friend suggested I talk to the owner of a search firm. I decided to give it a try and never looked back.

Why did you feel this was the right field for you?

The executive search field gives me the ability to provide a service to firms and individuals that I feel is more valuable than the monetary amount paid for the service. Being able to deliver a valuable service, in a manner and model that I enjoy, makes me feel this is the right career for me. It is also a field that is usually at extremes, both positive and negative. It takes a toll sometimes, but it is never boring.

What are some highlights of your career so far? Tell us about your best days or proudest moments.

Being recognized as one of the top-producing recruiters in the state was nice. Having the Real Estate/Design and Build practice I built set company records was also a source of pride.

Describe your leadership style.

I lead by example, in a general sense. When a specific task or project needs to be completed, I take total responsibility for ensuring its success.

What is your philosophy or approach when it comes to client relationships?

I work with clients directly and honestly in all aspects of the relationship, even when dealing directly requires a bluntness that may not be well-received initially. I believe that, ultimately, honest consultation and interaction is appreciated above all else.

What do you think is the key to PPI's repeat business with top companies? What do we do better than anyone else?

Since I joined the firm, within the last year I have had the chance to see close-up some major differences among firms during the

interview process. Pearson has a core philosophy that our clients' best interests will be at the heart of every decision made and the way in which business is conducted. All dealings are taken very personally, and the focus is on delivering exactly what the client wants in the manner they want it, instead of on strictly monetary metrics. The example I would put forward was my first meeting with the partners here. There was no initial talk of financial achievement or deal scope, but rather how I dealt with clients and the successes I had achieved on their behalf.

What do you like to do outside of the office?

I have been married for 10 years and have two children who are seven and three years old. I am involved with them in soccer and Adventure Princesses/Guides through the YMCA. I am a lifelong sailboat racer, although my time on the water has decreased radically in recent years.

If you had to make a career change tomorrow, what job would you choose, and why?

The boy in me says Major League pitcher, but I would like to start a cooperative philanthropic organization for education and development.

Greyhound (continued from page 4)

MacAndrew is also impressed that Pearson Partners goes beyond most other career transition companies by offering personal networking services. That's especially important, she believes, for senior-level executives, who may require additional time and extensive networking to identify companies and opportunities that are a good fit both culturally and professionally.

"Pearson Partners has a very strong connection in the marketplace, providing personal networking with individuals that brings leads to people who are transitioning, and I think that's extremely positive," she says. "Part of that is because Pearson Partners does executive search as well."

For example, executive job-seekers can ask Pearson Partners to research companies they're interested in, and will get detailed company information and in many cases, names and contact information for people Pearson has placed or worked with in the past. In some cases, Pearson's executives are able to make phone calls and open doors on behalf of transitioning executives.

The former Greyhound executives were also invited to attend Pearson Partners' quarterly breakfast events, where they could meet and network with business leaders from across the area.

Ultimately, for these executives who moved on from Greyhound into new roles, Pearson Partners served as a sounding board, coach, network, research organization, and more.

"An executive is accustomed to having a team supporting them to facilitate decision-making," Altizer explains. "Pearson Partners is, in essence, my management team for the job search."



We appreciate your feedback.
Please let us know how we
may improve the quarterly
Searchlight newsletter
or our service to you.

On November 9th, Pearson Partners hosted the bi-monthly lunch meeting of the DFW HR Roundtable, a Dallas-area group of senior corporate human resources executives that meet in person and online to discuss challenges and opportunities in the human resources discipline. The group has covered topics ranging from technology in recruiting to board issues and impending legislation. In November, we held an open forum to address the most pressing needs of our attendees. The top-of-mind issue turned out to be networking, with many attendees seeking to have introductions made to specific companies or organizations. The power of the group became immediately evident, as leads and ideas were shared and several of our attendees left with new connections to key contacts.

Please save the date for our next meeting on January 18, 2011. To join the DFW HR Roundtable and receive an invitation to upcoming events, email info@dfwhr.org.

About Pearson Partners International

Find, Retain & Develop Top Notch Talent

Pearson Partners International helps clients build world-class management teams. As a full service retained executive search firm, we secure top talent for some of the most challenging positions in the marketplace. Our track record of success has made us a trusted resource for loyal clients including Fortune 1000 companies, private equity firms and emerging businesses. Our search capabilities are complemented by a professional development, assessment and coaching practice to ensure executives reach their highest possible performance.

Headquarters:

Pearson Partners International, Inc.
8080 North Central Expressway, Suite 1200
Dallas, Texas 75206
P: 214.292.4130
E: Dallas@PearsonPartnersIntl.com
W: www.PearsonPartnersIntl.com

Offices:

Americas: Atlanta, Dallas, Calgary, Denver, Edmonton, Fort Lauderdale

Europe and other key locations: Austria, Bulgaria, Croatia, Czech Republic, France, Germany, Italy, Hungary, Poland, Romania, Russia, Serbia, Spain, Switzerland, Turkey, United Kingdom

Asia Pacific: Hong Kong, Shanghai

Search Spotlight

We're pleased to announce a few of our recent placements:

- Reservoir Engineer, Turkey, TransAtlantic Petroleum Corp.
- HSSE Manager, Turkey, TransAtlantic Petroleum Corp.
- Director, Human Resources, ENSCO International, Inc.
- (2) Area Operations Managers, Taylor Companies Inc.
- Chief Estimator, hospitality construction firm

Featured Open Position

We are currently conducting a search for:
LSG Sky Chefs – VP, Procurement



Pearson Partners International, Inc.