

# AICN Newsletter

The quarterly publication of the Alliance of IEEE Consultants Networks

Winter 2011

## AICN Chair Report: Improving Service to Local Networks and Independent Consultants

By William Kassebaum, Chair, Alliance of IEEE Consultants Networks Coordinating Committee



Your Alliance of IEEE Consultants Networks Coordinating Committee (AICNCC/AICN) is always looking for ways to assist local IEEE Consultants Networks in serving their membership. As you know, the AICN has been meeting twice a year for the past few years. Committee members come together to map out ways to serve local networks, thereby improving service to the consultant community at large. For a listing of the AICN committee, please go to the [consultant services webpage](#) at the [IEEE-USA website](#).

We held the most recent AICN meeting during the IEEE Board Series in November 2010. The primary purpose of this AICN meeting was for the committee to set priorities for the upcoming year. The outcome of that meeting was a framework for several initiatives the committee believes will help local networks and individual consultants to be successful in 2011.

The first of these initiatives is to update the *Best of TE: On Consultants* E-Book. This great E-Book was first published in 2005, and now it's time to refresh this publication. *Today's Engineer* has published some great pieces on consulting lately, and we expect the updated E-Book will be a great one-stop resource for many independent consultants.

The AICN would also like to increase its direct contact with local network members. This idea dominated a large part of the fall meeting. The committee really respects the work that local networks are doing to provide services to independent engineering consultants. In fact, local networks are really the life blood of IEEE services to independent consultants.

However, our current set-up does not allow for AICN's direct access to local network members, and we would really like some direct access, so we can provide local network members with a double-dose of service.

We discussed many ideas, and some long-term plans are in genesis to increase our contact with local network members and consultants who have no local networks. In the short-term, the committee has settled on developing a listserv, so the AICN can send consultants this newsletter, promotion about webinars, and other newsworthy announcements.

The Committee would also like to solicit ideas for webinars from consultants. We would like to put on two or three informational webinars, but we would like to know what topics consultants would like to hear about. Send recommendations to [d.r.griffin@ieee.org](mailto:d.r.griffin@ieee.org).

The Committee would again like to encourage local networks to recognize achievements of their local network members by having them submit applications for IEEE-USA Awards. We hope local networks really take advantage of these awards to honor the hard work of some of their members.

Other issues discussed at the meeting ranged wildly. The Committee will look into the possibility of increasing its committee membership by pursuing one or two new members from non-represented regions. The committee also discussed the upcoming *2011 Salary and Consultants Fee Survey*, and what we can do to increase consultants' participation in the survey. Increased participation will lead to a better sample size for information that will go into the follow-up publication *Profiles of IEEE Consultants*. The committee discussed ways to improve marketing of the Consultants Database to consultants and businesses that need consultants. The committee also discussed ways to bring together independent consultants for a one- or two-day conference. The Committee outlined its major goals for 2011. We believe following up with these issues will lead to better service overall that we can provide to local networks and independent IEEE consultants.

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For questions, comments or submissions  
please contact Daryll Griffin at +1 202 530 8337  
or [d.r.griffin@ieee.org](mailto:d.r.griffin@ieee.org).

[www.ieeeusa.org/business](http://www.ieeeusa.org/business)

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## Finding Success in Consulting: Niche and Reputation Are Both Key

By Peggy Albright

**At some point in their careers,** many computing professionals consider establishing a consulting business. Consulting offers an opportunity to leave the traditional workplace, work independently, and become your own boss. Specialists in the computing profession are fortunate that the skills they use in their jobs often have real value in a consulting context. And in tough economic times, when employment-based jobs aren't always available or considered secure, it's nice to have the flexibility to pursue a consulting option.

Steve Epner, innovator-in-residence at Saint Louis University, and founder of the Independent Computer Consultants Association; and Duane Strong, a member of the board of directors of the IEEE Consultants' Network of Silicon Valley, and an IEEE Senior Member who holds a Computer Society Certified Software Development Professional (CSDP) certificate, offer these tips on how to be a successful consultant:

### Tip 1: Decide what type of consultant you want to be

There are many types of consultants. At one end of the spectrum is a consultant who provides a high-level advisory role to a company; and at the other end, is a consultant who provides very specific technology expertise. And there's a range of other consulting roles in between. Decide where in this context you want to fit. The type of role you pursue will influence the number of opportunities available to you; the nature of the relationships you'll have with your clients; and how much you'll get paid, among other things.

### Tip 2: Find your niche

It's generally not practical to be a generalist, because it won't help you compete against those with specific knowledge. Establish yourself as an expert in a particular niche, and make yourself known in that field. If your skills are diverse and you can select from a variety of niche specialties, pick one that has personal meaning to you. "People like to pick a consultant who's passionate about their specialty," Epner advises. "Pick the thing you are most passionate about, and unless it is something really esoteric, there will be an audience for it."

### Tip 3: Establish and maintain a professional profile

Even if you've found your niche, you still need to differentiate yourself, and become known and respected for what you do.

Both Epner and Strong emphasize the need to establish your professional identity. Join professional organizations and start attending meetings, so that people become familiar with you and your work. Publish articles on matters of interest to the industry and potential clients, and find speaking opportunities at conferences. Keep your name out there. The venues don't have to be top tier. Even if you're speaking at a local meeting, Epner advises, "It means that someone is holding you up as a recognized expert," he says. This type of recognition makes it easier for potential clients to justify hiring you.

Another way to go about this, Strong suggests, is to write a white paper on a topic you have expertise in and hand it to potential clients when you meet with them. Make sure the paper is well-written, and that you have an "editorial board" of experts review it before you finalize it. List the names and affiliations of the editorial board members on the cover sheet. The paper will give you "instant credibility" when you hand it to your potential client, Strong says.

### Tip 4: Invest in your professional identity

Strong believes a common mistake consultants make when establishing their professional identities is trying to do it alone. They don't think it's worth the money to hire someone to perform a service they need, and with the convenience of computer applications and do-it-yourself Web design tools, many consultants think they don't have to bring in experts for these and other services.

"Yet, that's exactly what you want your clients to do," Strong says. He insists that you get a specialist to design your Web site and your business cards. Make sure your website and your e-mail address are from the same domain, to further establish your professional presence and your brand.

### Tip 5: Establish appropriate fees

New consultants always find it difficult to settle on the best billing rate, especially in the computing field, because rates vary widely. The first thing to consider is what the market will bear for the services you perform. Strong recommends consulting the IEEE-USA Web site ([www.ieeeusa.org](http://www.ieeeusa.org)). The organization routinely conducts national fee studies and publishes the findings. One caveat: due to the economy, today's rates are not what they were two years ago, Strong

continued on page 3

says. Almost all consultants have had to compromise on their fees, and even negotiate, to get projects.

In general, consultants tend to use two business models: a fixed-fee or time-and-materials. Strong warns that software consultants find it almost impossible to work on a fixed-fee basis, due to the iterative nature of the work. Do not agree to a fixed-fee structure, unless your contract includes a clause requiring a fee review, if the scope or nature of the work changes, he advises. On the other hand, as soon as that change-order clause is employed, the project essentially becomes a time-and-materials project. One way to deal with the uncertainty in these types of projects if a fixed-fee is necessary, Strong suggests, is to charge per iteration.

A consultant also needs to consider how much money they need to live on, and charge a rate that will supply that income. Epner offers several tips for doing this: First, figure out how many weeks per year you can work. Cap that number at 45 weeks to allow time for business development, vacation, and other non-billable time. If you're starting out as a consultant, however, do not expect to work more than 30 weeks. "You won't be that busy in the first year or so," he cautions.

Assuming you'll be able to generate 30 weeks of work at 40 hours per week, you'll have 1,200 billable hours. Don't expect more than that. Consider the income you need to live on and divide it by 1,200 to establish the minimum hourly rate you need.

### **Tip 6: Manage your money**

Set money aside to cover those periods of time when you won't be making any money. If you're planning to begin consulting at some point in the future, try to save enough money to cover your bills and your business startup costs for a year. If you've lost your job and need income now, begin looking for clients immediately.

Epner suggests that you expect to wait at least five months before you receive any income from your consulting business. That's because it will take two to three months at least to find your first consulting job, another month before you submit your first invoice, and another month before you get paid.

Once you have an income, be sure that you understand and observe what Epner calls "the consultant's paradox." The paradox is that when you're working, you're not selling your business. And when you're selling your business, you're not working. It means that no matter how busy you are during productive periods, you can't let up on your marketing efforts. "If you're willing to market when you're busy, you can eliminate the famine period," Epner promises.

### **Tip 7: Stay relevant**

It's not enough to just establish the business and serve your clients. You need to stay current with the industry and your profession. "You have to keep at it, invest in yourself, and go to classes," Strong insists. "Our business is changing every hour. What is a marketable skill now won't be in a couple years."

### **Tip 8: Learn how to accept rejection**

One of the hardest things for engineers to deal with is rejection. They are used to controlling the outcome of their work. But consulting is not that controllable. Some people are lucky and find clients right away, and other people have to work harder to break in.

"You've got to accept rejection, or you won't last," Epner says. His advice: Accept the fact that rejection will come, and find a way to use it in a positive way. Assume that you will get turned down 15 times (or another number you want to use) before you land a consulting job. Create a metric around it. For each rejection you receive, mark it off that list. "Just remember, every no brings you closer to a yes," Epner says.

### **Tip 9: Don't get caught with more work than you can handle.**

There often comes the day when you have too much work to handle. To prepare for that possibility, ally yourself with others in your field you know and respect who can provide you with additional support or backup, if needed. Partner with others who have complementary skills that you might need from time to time. They'll do the same for you.

### **Tip 10: Expect new regulatory requirements**

In addition to routine regulatory issues consultants must address, like getting a business license, or deciding if they should form an LLC, software consultants will be facing new regulatory requirements within five years, when all states will begin requiring software engineers to be licensed, Strong warns.

If you're a traditional employee for a company, you will be exempt from this requirement. But if you're a consultant, you will come under the new, nationwide requirements. "The handwriting is on the wall," Strong advises. "If you want to call yourself a consultant and get jobs that have any regulatory bent, start looking into it." **CW** (16 August, 2010)

*This article was reprinted from the IEEE Computer Society's Build Your Career website [<http://www.computer.org/byc>].*

## Which Niche?

**By Kathy Fediw, LEED AP, CLP, CLT**

Whom do you want to do business with? How do you choose which market(s) you'll serve? We don't choose our market—our market chooses us!

After losing two jobs within a year, I decided to start my own business nine years ago doing training and consulting work. I tried to be all things to all people, and I failed miserably! I managed to get a couple of small contracts, collected my unemployment in between, and kept telling myself "If this doesn't work out, I can always go work for Wal-Mart."

Each month I looked at where the money was coming from. What were customers buying? What were they willing to pay me to do? Who was willing to spend money with me and what did I know about them?

It quickly became apparent to me that the majority of my clients were interior plantscape companies, the people who take care of indoor plants in shopping malls and office buildings. I had worked in this industry for more than 20 years. It was the kind of work that I did best. These were people I knew well, whom I had networked with for many years.

I listened closely to what they were talking about, what challenges they were facing, what they needed, and what they wanted. I checked the online message boards, sent surveys, and listened closely whenever I saw them face-to-face.

What they wanted most was help that was designed just for them and their unique problems. They wanted to work with someone who knew their daily struggles, someone who knew the business, and understood where they were coming from. I kept hearing over and over again that they wanted stuff that was "just for them."

So I gave them what they wanted.

I decided to "grow where I was planted," and devote my business to working exclusively within the industry I knew best, doing what I do best -- where I could truly excel and succeed.

### ***Growing in a Small Niche***

Since this was a very small niche market, and most of my clients were small business owners with limited budgets, I knew I would need to offer a variety of products and services at different price points to capture more of the market. My business has grown to where we now offer everything from books and teleseminars to workshops and multi-year consulting contracts. We now have around 250 customers, with a core of about 40 companies and associations all over the world who do business with us on a repeated and regular basis. Each product and service feeds into another, and leads to more and more sales from the same customers, forming a self-sustaining business model that works quite well.

### ***Defining Your Niche***

You may not think you serve a niche market, but if you analyze the customers you already have (not who you'd like to be your customers), you'll probably discover that most of them share a few similar characteristics. Look at the businesses, the people who actually hire you and the people you directly interact and work with. If you're just getting started and don't have any customers yet, look at the people you have business relationships with; who needs and can afford your services; people who will be excited when you call; those who want to see you, and find out what you have to offer.

Your niche market may be defined by a combination of characteristics, such as industry, geographic location, gender, age, profession, level of education, revenue or socio-economic level, marital status, or other factors, depending on your practice. But you do NOT serve everyone. There are businesses and individuals who you will best serve, depending on your background, interests, contacts, knowledge, skills and personality.

Focusing on a niche market has helped me focus my business, and be more efficient in my marketing efforts and developing my expertise. It gained me "rock star" status, where I can go to a conference and know almost everyone I see in the hallways. I no longer have to be everything to everyone. I just have to be an expert for one group of businesses and individuals. And that, I can do.

*Kathy Fediw, LEED AP, CLP, CLT is a consultant, trainer, author and speaker. She is no longer interested in working at Wal-Mart. She is a member of Institute of Management Consultants USA. She can be reached at [Kathy@JFAConsultingBiz.com](mailto:Kathy@JFAConsultingBiz.com) or through her website [www.JFAConsultingBiz.com](http://www.JFAConsultingBiz.com).*



## IEEE-USA Consultants Database: Keep Your Consultant Profile Fresh

If you have a listing, you want to keep it up-to-date. Why? Because IEEE-USA has completed *major upgrades* to its [Consultants Database](#) and these upgrades have improved the usefulness of this service to our users (members and visitors).

The major new feature of this upgrade is making the member database profiles accessible to web crawlers, like Google, and other search engines. The updated online application will also now perform the following tasks:

- Update a consultant's web listing, when changes are made to the listing
- Make the e-mail links on the web page that brings up separate a form that sends e-mails to the consultant. This feature keeps e-mails from being harvested for spam

Another upgrade is a feature that includes statistical collection of database member hits, per consultant. This feature will:

- Record the number of times a consultant's listing is displayed as a table of contents link
- Record the number of times a consultant's listing is displayed in full
- Record the number of times the system runs a search
- Collect monthly stats and save them, per consultant
- Display the stats for a consultant in tabular form

The advantage of having these features will allow database members to track how many times their profile is being viewed and may even help some consultants determine how much their consultant expertise is in demand.

Other upgraded features include adding the *reCAPTCHA* feature that will require a human being to submit all searches, once the search criterion has been set. This feature will protect against data harvesting.

We believe these enhancements will increase the usage of this database by those seeking services from independent engineering consultants. We're also hoping that members review their profile and make any necessary changes, so they can take advantage of these upgrades.

The best news is that we have upgraded and increased functionality of the Consultants Database, but we are not increasing the annual subscription fee of \$79. To subscribe, go to the IEEE-USA Web site, and click [Consultant Services](#).



## ieee-usa today's engineer

### Employment Networks Can Enhance Your Job Search

By IEEE-USA Staff

Employment networks (also known as job clubs or job networks) are small groups of individuals who come together in face-to-face meetings or electronically to help each other's employment search. Ideally, an employment network allows participants to talk candidly about job searching and career advancement with the shared goal of supporting the success of all members. Typical activities include networking, information-sharing, coaching, training and cheerleading.

The concept of a job club is usually attributed to Dr. Nathan Azrin, a clinical psychologist, who co-authored a book entitled *Job Club Counselor's Manual: A Behavioral Approach to Vocational Counseling*, published in 1981. Azrin studied various groups that existed, assessed how they worked and what made them successful, and then captured the results and his recommendations in the form of a how-to manual for job club counselors.

Read the rest of the article in the December 2010 issue of IEEE-USA Today's Engineer at: <http://www.todaysengineer.org/2011/Feb/employment-networks.asp>



## AICN Welcomes a New Network in Jamaica

The Alliance of IEEE Consultants Networks Coordinating Committee congratulates Halden Morris and the IEEE Jamaica Section Consultants Network on the formation of an Affinity Group. This newest Consultants Network became official on 30 December 2010. If you want to welcome them, check IEEE-USA's Web site for contact information for the Jamaica Section Consultants Network.



If other groups want to form a consultants network, IEEE-USA's Web site also contains step-by-step instructions about how to become a formal network. We encourage new consultants networks to register as Affinity Groups. After groups form a network, they can take advantage of IEEE's branding and resources, and also qualify for funding through IEEE Section rebates.

If you don't see contact information listed on our Web site for your consultants network, contact Daryll Griffin at [d.r.griffin@ieee.org](mailto:d.r.griffin@ieee.org).



## IEEE Consultants Networks Now Have a Place on Facebook

The popular social networking site, Facebook, now has a fan page for IEEE Consultants Networks. Dr. Wole Akpose of the Baltimore Section Consultants Network took the initiative to start the page, and he has opened it up for all local networks and their members to use. It's a great place to come and interact with your fellow consultants. AICN will assist by posting relevant information useful to local networks. But we all know that what makes a great Facebook fan page is people joining it. Participate by "Like"ing that page, and posting or discussing daily topics. Come and join us on our new IEEE Consultants Network Facebook fan page. <http://www.facebook.com/pages/IEEE-Consultants-Network/116356868419773>

## 2010 Profile of IEEE Consultants

IEEE-USA has released its *2010 Profile of IEEE Consultants*. This annual e-book has been hailed as a great resource for independent consultants — to help them decide how much to charge when they are preparing proposals, or negotiate contracts. Past readers have shared that they believe this publication helps them establish a fixed price or fee that is both competitive and fair, because the up-to-date data provides consultants with need-to-know information about what other consultants working in similar fields are charging. The data contained in this e-book comes from a national fee survey of IEEE members. This survey was conducted in the early summer of 2010, so the data is the most recent information you'll be able to find regarding consultants' fees. To purchase, go to: [www.ieeeusa.org/communications/ebooks/](http://www.ieeeusa.org/communications/ebooks/).



## Get Interactive: New Issue of IEEE-USA in ACTION Available

The fourth issue of IEEE-USA's interactive online publication, *IEEE-USA in ACTION*, is now available online. Made possible by the U.S. dues assessment, this new publication is free to all IEEE members. *IEEE-USA in ACTION* is your source for learning about the programs, products, services and activities that IEEE-USA has to offer, and to find out what IEEE-USA is doing on behalf of U.S. IEEE members. View the new issue at: [http://www.nxtbook.com/nxtbooks/ieeeusa/ieeeusa\\_1210](http://www.nxtbook.com/nxtbooks/ieeeusa/ieeeusa_1210)



# AICN Newsletter

The quarterly publication of the Alliance of IEEE Consultants Networks

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## AICN Welcomes the Southern Minnesota and Cedar Rapids Consultants Networks

The Alliance of IEEE Consultants Networks Coordinating Committee congratulates Steve Kerchberger, and the IEEE Southern Minnesota Consultants Network, on forming an Affinity Group. The AICNCC would also like to congratulate Raman Aravamudhan, and the IEEE Cedar Rapids Consultants Network, on forming an Affinity Group. These newest Consultants Networks were approved at the 19 February, MGA Board meeting. If you want to welcome our newest networks, check IEEE-USA's Web site for contact information for both the Southern Minnesota Consultants Network and the Cedar Rapids Consultants Networks.



If other groups want to form a consultant's network, IEEE-USA's Web site also contains step-by-step instructions on how to become a formal network. We encourage new consultants networks to register as Affinity Groups. After groups form a network, they can take advantage of IEEE's branding and resources, and also qualify for funding through IEEE Section rebates.



If you don't see contact information listed on our Web site for your Consultants Network, contact [Daryll Griffin](mailto:Daryll.Griffin@ieee.org) at [d.r.griffin@ieee.org](mailto:d.r.griffin@ieee.org).

## IEEE vTools Can Help You!

What is vTools and how can it help an IEEE-USA Consultants Network? vTools is sponsored by IEEE Membership and Geographic Activities (MGA) and developed to simplify the administration of posting meetings, maintaining local websites, managing local activities, and assisting in member development.

The vision for **vTools – Meetings** is to build a meeting tool to assist local IEEE units in organizing their meeting schedule, while at the same time providing data to IEEE so that all synergies can be taken advantage of. **vTools – Meetings** allows officers to create meeting announcements with no dependence on webmaster availability. IEEE members and the public can see and register for the upcoming IEEE meetings. Please visit the project [WIKI page](#) for more information.



The **vTools – WebInABox** application is aimed toward sections, sub-sections, chapters, and affinity groups that do not have a webmaster to create and maintain an up-to-date website, but just need a very simple wizard to publish a site. We encourage organizational units that only need a simple website with automatically updated information to take advantage of the **vTools – WebInABox**. Again, **visit the project [WIKI page](#)** for more information.

Other vTools application include **vTools – Voting**, **DimDim** (a web conferencing service) and **vTools – Student Branch Reporting**. IEEE is planning to introduce more tools in the next few years. Among the tools, they will have: Awards, Section Dashboard, Communications, Prospective Members, Membership Development, Off-Line Join, Agendas, and more.

MGA, responsible for IEEE membership and membership development, believes vTools will help serve the needs of IEEE members by supporting IEEE Sections, Chapters and Branches.

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For questions, comments or submissions  
please contact Daryll Griffin at +1 202 530 8337  
or [d.r.griffin@ieee.org](mailto:d.r.griffin@ieee.org).

[www.ieeeusa.org/business](http://www.ieeeusa.org/business)



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# Overhaul of Consultants Database Could Boost Chances of Getting Hired

By John R. Platt

If you've hung out your shingle as a consultant, or you're an employer looking for one, check out several new features and tools recently added to the [IEEE-USA Consultants Database](#). They can help both parties improve their chances of finding each other.

"This upgrade is very exciting because it gives members new tools to help market their services," says Gary Blank, vice president for IEEE-USA Career and Member Services.

The Consultants Database is a paid service that lets IEEE members anywhere in the world create profiles listing their fields of expertise, skills and availability. Employers can search the database for people that meet criteria such as expertise, location, type of license and certification, and languages spoken. Employers also can list their needs on the database, and have consultants contact them.

One new feature provided through the upgrade is that consultants listed in the database automatically have their profiles also appear on Google and other search engines.

"Let's say an employer is searching for a consultant in Arizona who's experienced with smart grids," Blank said. "They could go directly to the IEEE-USA Consultants Database to find that person, but now the same information will come up if they do a search from their favorite search engine. This is a very attractive feature."

To safeguard consultants against receiving unwanted e-mail, the upgraded database does not list their e-mail address in the search results. Instead, would-be employers must fill out a form to get in contact.

"This keeps e-mail addresses from being harvested by spambots," Blank says.

## Useful Stats

Other new features include a monthly report that shows consultants how often their listings showed up in search results, and how often their name was clicked on, as well as broader statistics about all searches conducted in the database.

"Consultants can review their statistics and see how often someone searched by a specific keyword and how many times their profile showed up as a result," says IEEE Senior Member Leslie Haggerty, the database's primary developer. "They can then revise their listing to try to improve the number of hits."

Giving consultants the information they need to improve their marketability is an important feature, Blank says. "If my name came up in search results but nobody contacted me, I know something is wrong," he points out. "Now you can fix that. If you've done a good job with your listing, you shouldn't have any difficulty getting responses."

## Company Listings, Too

Another new feature is the ability for would-be employers to add their own consulting needs to the database, through a service called Assignment Postings. Although the service existed before, it had been automated, and inappropriate job listings made their way into the database. Now IEEE-USA staff members review each listing before it is posted.

IEEE-USA staff might also contact the companies posting the assignments and offer feedback on improving postings to attract more responses, Haggerty says. "This makes the database more valuable to all users," she said. "If consultants see good job listings, they'll keep using the database."

The database has come a long way since its original incarnation in the 1990s as an annual directory, printed at some expense by IEEE. Transforming it to a Web site in 2001 was a phenomenal breakthrough, Blank says. "We've seen tremendous growth and use," he says. "Now people who couldn't find jobs as consultants in other ways are constantly telling me they found work through the database. It's a very exciting thing to hear."

There are currently about 275 consultants listed in the database, with more joining every month.

Being listed in the database is an excellent way to bring credibility to your business, Haggerty says. "If you get just one contract from it, it's great," she adds.

It costs \$79 to create a profile in the database. Employers may list their assignments for free.



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## ***Writing for Success – An Engineer’s Guide (Volume 1): Designing for Success***

**By Sharon C. Richardson**

*Writing for Success – An Engineer’s Guide (Volume 1): Designing for Success*, is the first in this new series of e-books by author Tom Moran, professor at the Center for Multidisciplinary Studies at Rochester Institute of Technology.

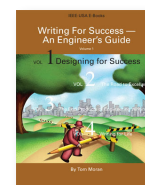
Designing for Success is not a technical writing text. Its purpose is to serve as an inspiration and guide to help engineers approach their writing tasks with the same confidence and skill that they take to the technical problems that confront them – so that e-mails, reports, test-plans, and other documents they write are as useful and successful and valued as their engineering efforts.

Writing for Success – An Engineer’s Guide (Volume 1): Designing for Success can be downloaded at [www.ieeeusa.org/communications/ebooks/](http://www.ieeeusa.org/communications/ebooks/) for the **IEEE Member price: \$9.95. Non-member price is \$14.95.**

To purchase IEEE Members-only products and to receive the Member discount on eligible products, Members must log in with their IEEE Web Account.

### **Call for Authors**

IEEE-USA E-Books seeks authors to write an e-book, or a series of e-books on career guidance and development topics. If you have an idea for an e-book that will educate other IEEE members on a particular topic of expertise, e-mail your e-book proposal to IEEE-USA Publishing Manager Georgia Stelluto, at [g.stelluto@ieee.org](mailto:g.stelluto@ieee.org).



## **One Place for Member Discounts; Financial Advantage Program Changes Name**

In response to IEEE members who wanted to quickly and easily identify their membership benefits, a cross-functional team of employees is developing a portal to all IEEE membership discounts and offers, making them more easily searchable by members and prospective members.

See the [IEEE Member Discounts page](#) on the [IEEE main site](#). This page includes:

- IEEE discounted products (including books/e-Books, conferences and events, IEEE eLearning Library, society memberships, digital library subscriptions, journals and magazines, standards, and more)
- IEEE sponsored discounts (on insurance, travel-related vendors/services, technology, and home/office needs)
- Current offers/latest news

As part of this change, the Financial Advantage Program is now referred to as IEEE Member Discounts.

IEEE Region and Section Chairs have been informed of these changes. They will be updating their Web pages accordingly with online banners and buttons of IEEE Member Discounts.

For further information or questions, contact [Lynn Koblin](#) at +1 732 562 5327 or [Mila Thelen](#) at +1 732 562 6589.

## **Get Interactive: IEEE-USA in ACTION**

The latest issue of IEEE-USA’s award-winning online publication, *IEEE-USA in ACTION*, is always available online. Made possible by the U.S. dues assessment, this quarterly publication is free to all IEEE members. *IEEE-USA in ACTION* is your source for learning about IEEE-USA’s programs, products, services and activities, and to find out what IEEE-USA is doing on behalf of U.S. IEEE members. View the latest issue at: [www.nxtbook.com/fx/mags/lastissue.php?mp=/nxtbooks/ieeeusa/ieeeusa](http://www.nxtbook.com/fx/mags/lastissue.php?mp=/nxtbooks/ieeeusa/ieeeusa)



## ieee-usa today's engineer

### A Dozen Reasons Why You Should Obtain Your P.E. License

By Aaron Collins, Ph.D., P.E.; George Dean, P.E.; and John Steadman, Ph.D., P.E.

Many engineers obtain their professional engineer (P.E.) license because it is a specific job requirement. Many others choose **not** to obtain a P.E. license because it is **not** a direct job requirement. Meanwhile, some reasons for becoming a licensed professional engineer are larger than the immediate minimal needs of a current job. IEEE Senior Member Cameron Wright, P.E., states:

"It is easy to fall back on the industrial exemption as a rationalization for avoiding the moderate effort required to obtain a P.E. license. It then becomes easy as well to assume the company will take care of any safety and ethical issues associated with the company's products. It is my contention that through the pursuit and attainment of a P.E. license, the individual engineer becomes much more aware of the need to take personal responsibility for the ramification of his or her engineering efforts...a powerful advantage of licensure to society is in the greater concern for engineering safety and for the ethics cultivated with the license."

Read the rest of the article in the August 2010 issue of *IEEE-USA Today's Engineer* at: [www.todaysengineer.org/2010/aug/licensure.asp](http://www.todaysengineer.org/2010/aug/licensure.asp)

### Send in Your Recommendation for an IEEE-USA Award

The 2011 Alliance of IEEE Consultants Networks Coordinating Committee (AICNCC) is encouraging Consultants Networks and Consultants Network members to think about who may be deserving of one of IEEE-USA's many awards. IEEE-USA Awards are given to recognize professionalism, technical achievement, **entrepreneurism** and literary contributions that increase public awareness and understanding of the engineering profession in the United States. IEEE-USA gives awards and recognition to recognize excellence, outstanding service, and contributions furthering its objectives.



IEEE-USA's Awards and Recognition Committee administers the awards program, and announce award recipients each year at a special Awards Ceremony, held in conjunction with IEEE-USA's Annual Professional Activities Conference. The 2011 AICNCC wants to promote Consultants Networks — and nominate members who have added value to the consulting profession; who have helped build and maintain active networks; and who have made significant technical and literary contributions to increase public awareness and understanding of the engineering profession in the United States. 31 July is the deadline for submitting awards nominations.

For more information about IEEE-USA's Awards and Recognitions, visit: [www.ieeeusa.org/volunteers/awards/](http://www.ieeeusa.org/volunteers/awards/)

### 2010 Profile of IEEE Consultants

IEEE-USA has released its *2010 Profile of IEEE Consultants*. This annual e-book has been hailed as a great resource for independent consultants — to help them decide how much to charge when they are preparing proposals, or negotiate contracts. Past readers have shared that they believe this publication helps them establish a fixed price or fee that is both competitive and fair, because the up-to-date data provides consultants with need-to-know information about what other consultants working in similar fields are charging. The data contained in this e-book comes from a national fee survey of IEEE members. This survey was conducted in the early summer of 2010, so the data is the most recent information you'll be able to find regarding consultants' fees. To purchase, go to: [www.ieeeusa.org/communications/ebooks/](http://www.ieeeusa.org/communications/ebooks/).



## network news



## NEW LIFE FOR LOS ANGELES AREA CONSULTANTS

By Ralph Hileman & Bob Gauger

The Los Angeles Area Consultants Network (LAACN) was founded in 1992, and quickly became one of IEEE's most active consultants networks. At that time, there was strong local interest in consulting, and the LAACN helped support the growing number of consultants by hosting monthly meetings, co-sponsoring workshops, and providing assistance in founding a neighboring network in Orange County (OCCN).

More recently, the LAACN struggled to cope with the retirement of key personnel, diverse interests, and significant travel distances, which doubled or tripled the cost of driving to meetings.

The LAACN met with the neighboring OCCN for months at locations on the

border of the two areas, but finally went dark due to low attendance.

But times have changed. Sparked by new leadership under Emerita Miranda, LAACN held two luncheon kick-off meetings in Pasadena in June and July. The second meeting handled the overflow from the first meeting. Though practicing consultants were also invited, the meetings were primarily for those who want to become consultants. Bob Gauger provided an interactive workshop on how to become a consultant, covering some of the pros and cons of consulting, and then called on consultants in the audience to share their experiences.

It looks as though the LAACN and OCCN are enjoying a new lease on life, and soon they will again be active participants in the AICN. Special thanks to Emerita, who, though not

a consultant, is dedicated to keeping IEEE members gainfully employed.

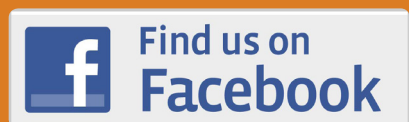
Ralph Hileman is organizing planning meetings for former key leaders of the LAACN and OCCN, to review key issues for the Fall. Ralph has been chair of each of these groups over the past few years (and before that, AICN Chair). The issues that this small group of leaders will address include monthly or quarterly breakfast or lunch meetings, availability of nearby college space to reduce the costs of meals, and use of webinars. California has the second-highest unemployment rate in the United States, so job search strategies will continue to be a major discussion topic at these meetings.

The LAACN and OCCN would like to hear from other groups who have conducted successful web meetings. LAACN and OCCN contact information can be found in the [consultants services section](#) of the IEEE-USA website.

**DON'T RETIRE — CONSULT!**

## 10 tips for consultants

IEEE-USA is always looking for information to pass along to other consultants like yourself that will help them have a successful practice. We came across a story that may help those starting out as consultants, and those who may need a quick refresher about how to be a successful consultant. Visit [TechRepublic](#), and read Chip Camden's blog post "10 Personality Traits of a Highly Effective Independent Consultant." This blog post provides different perspectives from the 10 tips we received in our AICN 2011 Winter issue, "[Finding Success in Consulting: Niche and Reputation Are Both Key](#)."



The AICN is now on Facebook.  
Check us out at: <http://www.facebook.com/pages/IEEE-Consultants-Network/116356868419773>

## managing risk

# IEEE-Sponsored Professional Liability Coverage: Shining a Light on the Application Process

In today's world, even if you handle a project perfectly, performing your duties as outlined, on time and on budget -- you and your firm can still be named in a liability lawsuit. That's why so many IEEE members and their firms turn to the IEEE-sponsored Professional Liability Insurance Plan.\*

But what exactly happens once you fill out your application and mail it back?

### **Making Sure All "I"s Are Dotted and All "T"s Are Crossed**

As soon as your application is received at Marsh U.S. Consumer, a service of Seabury & Smith, Inc. (the IEEE Member Group Insurance Program administrator), a file is opened in your name, and an underwriter reviews your application to make sure your coverage request is complete and legible.

It's at this stage that most delays in processing your coverage request happen.

"Our goal is to process liability applications quickly," says Denise Gibson, Marsh vice president in the IEEE-sponsored Professional Liability Insurance Program. "The vast majority are handled right here in our offices, where we can quote

the firm's premium and issue coverage right away."

"But one area that slows this process down is going back out to the IEEE member because a question wasn't answered. Or because the answer given to a particular question is too general to let us make a determination as to what exactly the firm does."

"For instance, one of the questions on the application asks IEEE members to give details on the nature of their practice," Gibson explains. "If the member simply writes in 'consulting services,' then we'll need to go back to the member for more clarification regarding what types of projects the firm consults on."

In addition, Gibson also explains that even if a question doesn't apply to your firm, it still needs to be answered with "not applicable" or "N/A" to verify that you've read and answered the question. If the question is left blank, Marsh's underwriter will be forced to go back out to you to get an answer.

Once your application for coverage is completed in full, and all questions have been answered, then Marsh underwrites it. The

underwriter reviews your answers to each question to help determine your firm's level of risk from a professional liability standpoint, makes sure your firm qualifies for coverage, and prepares your firm's premium quote.

### **Matching Your Premium to Your Firm's Risk of a Lawsuit**

Professional liability coverage under the plan for IEEE member firms is not a "one size fits all" solution. Your rates and the level of coverage that make sense for your firm will be determined by the unique risk presented in your firm's application.

Determining that level of risk is the job of underwriting.

When your application goes through underwriting, this dedicated staff uses the answers you provided to form a picture of the challenges facing your firm. Then, the underwriters calculate a customized premium quote reflecting your firm's level of risk.

Here are just a few of the things that can impact the underwriting decision:

- Your firm's annual billings
- The location of your practice

- The types of projects and services your firm works on
- Your firm's past history of liability claims
- The limits of liability and deductible your firm requests

Of course, a firm with an area of practice that experiences frequency or severity of claims, or is in a state or locality where a higher number of professional liability lawsuits are filed, will generally be at a higher risk than a firm that does not.

### **Getting an Answer for Your Coverage Request**

Marsh has worked with Certain Underwriters at Lloyd's of London (the insurance facility behind the IEEE-sponsored Professional Liability Insurance Plan) to streamline the underwriting process.

Most applications are quickly processed, and a decision is made right in Marsh's offices, usually giving you an answer within 10 business days. (More complicated coverage requests involving specialized services, or large firms with significantly higher levels of risk, may be forwarded to Lloyd's for a more detailed underwriting review. If your request falls



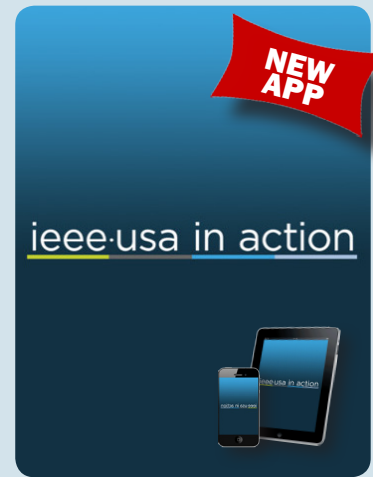
into this category, your underwriter will contact you to let you know the status of your request and keep you up-to-date on your application's progress.)

Once your application is approved, you'll receive your firm's customized premium quote, and an outline of the level of coverage you're approved for. Then, simply pay the premium, as indicated, and your firm will join the IEEE member firms already protected by this important Professional Liability Insurance Program.

*The IEEE-sponsored Professional Liability Insurance Plan delivers important peace-of-mind protection to help protect your career and your financial future. With a wide range of coverage levels and deductibles designed to suit almost any firm, this valuable program is tailored to the real-world risks and challenges facing today's IEEE member. For more information about the IEEE-sponsored Professional Liability Insurance Plan, please call toll-free 1-800-375-0775 or visit [www.ieeeinsurance.com](http://www.ieeeinsurance.com).*

\*The IEEE-sponsored Professional Liability Insurance Plan is underwritten by Certain Underwriters at Lloyd's of London and is only available to active members who reside in the United States of America. Note: Professional Liability coverage is available to members who reside in Canada (except Quebec), but does not follow the process outlined in this article. For more information about the plan available in Canada, please visit [www.ieeeinsurance.com/canadapl](http://www.ieeeinsurance.com/canadapl)

This plan is administered by Marsh U.S. Consumer, a service of Seabury & Smith, Inc. AR Ins. Lic. #245544 CA Ins. Lic. #0633005 d/b/a in CA Seabury & Smith Insurance Program Management 58702 (8/11) ©Seabury & Smith, Inc. 2011



iPad/iPhone users, download the new IEEE-USA in ACTION app from the iTunes store. Read reviews, get customer ratings, see screenshots, and learn more about IEEE-USA in ACTION.

## IN FOCUS: IEEE-USA E-BOOK

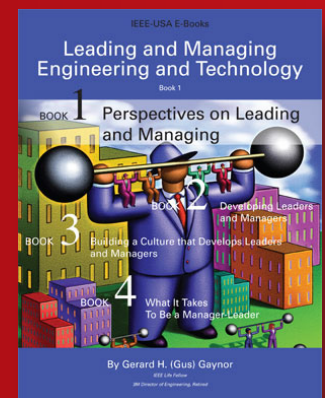
### **Leading and Managing Engineering and Technology – Book 1: Perspectives on Leading and Managing**

Gerard "Gus" Gaynor, retired 3M Director of Engineering, has launched a new IEEE-USA E-Book series on **Leading and Managing Engineering and Technology**. His first book in the series is **Book 1: Perspectives on Leading and Managing**.

**Book 1: Perspectives on Leading and Managing** discusses managing and leading as related to technical professionals and their managers, and it includes such topics as: Changing Social Paradigm; More Leadership Styles; Role of Scientific Management; Leader, Manager, or Manager-Leader; Leadership: Historical Perspective; Expectations from Technical Professionals; Results from Leadership Research; Leader Training; and Leadership Styles.

**Leading and Managing Engineering and Technology – Book 1: Perspectives on Leading and Managing** can be downloaded at [www.ieeeusa.org/communications/ebooks](http://www.ieeeusa.org/communications/ebooks) for the **IEEE Member price: \$7.99. Non-member price is \$9.99.**

To purchase IEEE Members-only products and to receive the Member discount on eligible products, Members must log in with their IEEE Web Account.



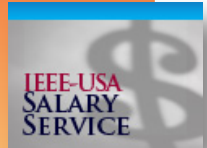
# AICN Newsletter

The Quarterly Publication of the Alliance of IEEE Consultants Networks

Summer 2011

## IEEE-USA Launches New Salary Service: 2011 IEEE-USA Salary Calculator, IEEE-USA Salary & Benefits eReports

IEEE-USA has launched its new [Salary Service](#), powered by eNetrix, a Division of Gallup, Inc. Members who responded to the 2011 Salary & Benefits Survey have been provided five complimentary uses of the new Salary Calculator. Members and non-members can subscribe to an annual subscription for unlimited access to the IEEE-USA Salary Calculator as well as the IEEE-USA Salary & Benefits Survey eReports (2009-2011).



## MORE IEEE-USA E-BOOKS

### *The Best of Today's Engineer: On Consulting –Volume 2 (2011 Update)*

This new compilation of articles from *Today's Engineer* addresses a wide variety of consulting topics, including: reasons for becoming a consultant; how to become a better networker; and how to incorporate the new social media into your practice. This E-Book provides a convenient reference, as you build and incorporate new ideas into your practice.

A follow-up to Volume 1 (also still available), both volumes are “must-have references” for engineering consultants. Volume 1 and Volume 2 provide a wealth of information – and put it all in these two concentrated sources – right at your fingertips! Price is \$4.79 for members and \$5.99 for nonmembers.



### **Coming Soon: 2011 Profile of IEEE Consultants**

And get ready for the release of *2011 Profile of IEEE Consultants*.

This annual E-Book has been hailed as a great resource for independent consultants — to help them decide how much to charge when they are preparing proposals, or negotiate contracts. Past readers have shared that they believe this publication helps them establish a fixed price or fee that is both competitive and fair, because the up-to-date data provides consultants with need-to-know information about what other consultants working in similar fields are charging. The data contained in this E-Book comes from a national consultants fee survey of IEEE members. This survey was conducted in the spring of 2011, so the data is the most recent information you'll be able to find regarding consultants' fees. This publication should be available for purchase by mid-September 2011.

To purchase IEEE-USA E-Books at greatly discounted rates for members (some free), go to: [www.ieeeusa.org/communications/ebooks/](http://www.ieeeusa.org/communications/ebooks/).



### **Wanted: Ideas for New E-Books**

IEEE-USA E-Books invites IEEE members and volunteers to submit queries for E-Books they may want to write. If you've got an idea for an E-Book that will educate other IEEE members on career guidance and development topics for engineers, e-mail your E-Book queries and ideas to IEEE-USA Publishing Manager Georgia Stelluto at [g.stelluto@ieee.org](mailto:g.stelluto@ieee.org).

## What's Trending on the Web

### Are you really a consultant?

Facing a stagnate economy and an unemployment rate that has hovered around nine percent all year, many people are turning to consulting to provide for their households. Not surprisingly, this trend has also prompted some to question just who is and who is not a consultant?

In the [Institute of Management Consultants USA \(IMC-USA\) "Daily Tips"](#) column, the following question was posed: "As the economy worsens and people are laid off, won't that increase the number of people who call themselves consultants?" The Institute responded: "Yes, it is easy for someone who has been laid off to put up a shingle and call himself a consultant."

Additionally, in a [Staffing and Recruiting LinkedIn Discussion](#), a conversation started with the statement "Few people view consulting as a permanent career choice... In the U.S., consulting is increasingly being used solely as a means to provide income to those who are transitioning between employers."

Also, the lead story in the 18 September *Arizona Republic* newspaper's business

section was entitled "[More Jobless Aim to Consult](#)."

For long-time consultants, this phenomenon is nothing new. However, in reading through some of the web comments/responses to these statements, it is clear that IEEE consultant members can glean some useful information from the comments made and advice offered.

IMC-USA's Mark Haas, President, Research and Organization Management, states that "rather than fear or resent new consultants, welcome new consultants into your network and professional associations to evaluate where their knowledge and skills might be useful to you and your clients."

The *Arizona Republic* provides a tips column for consultants which tells new consultants who are committed to becoming full-time consultants to "create a strong website, blog and social-media presence with content that you have written about your business and your target industry."

In responding to the LinkedIn posting,

Eric Saint-Guillain, Independent Financial Consultant, Interim Manager & Entrepreneur, offered some sage advice for all consultants: "Following Lynda Gratton, professor of management practice at the London Business School, and author of "The Shift," about the business and career evolution, some companies will become larger, but a lot of people will not want to work as employees for these companies. There will be more and more micro-entrepreneurs with specific expertise who will work for these companies on specific projects and assignments. I have been working as a financial contractor and interim manager since 2007, and I think that this work matches the needs of the market: flexibility and expertise. During crisis time, business is much more difficult, but with the flexibility that contracting offers, you can always find more opportunities."

We at IEEE-USA encourage our local networks to recruit new and practicing consultants to their networks to build their network and also to build IEEE.

## IEEE Creates Risk Management Webpage

Feeling exposed? IEEE members deal with the concept of risk in every project. A [new Web page](#) provides



IEEE members with links to some risk management resources, ranging from an integrated risk management process used at NASA to IEEE-USA's webinar series on risk management. The page links to the ISO 31000 standard for risk management, and free online training such as an IEEE course on risk management. The list

of resources provided is culled from a variety of IEEE publications, products and activities.

In today's business environment, we are all affected by the consequences of risks that were not properly identified and mitigated, be they financial, environmental or criminal. Whether you work for a research center, a manufacturer or run your own design business from home, you need to know how to identify, assess, document, manage and mitigate your risks. Businesses and individuals can be sued for negligence, and risk

management procedures can certainly help minimize those exposures. Consultants and small business owners will find the page contains examples of contracts, a primer on how to protect one's intellectual property rights, and links to apply for liability insurance in the U.S. and Canada.

No doubt, many members will want to share other examples of risk management resources to add to this body of knowledge, and they are encouraged to suggest additional links to the page or make use of virtual communities for further discussion.

## Blog Post

# What Do Your Clients Want and Need: Consultant or Advisor?

By Betsy Buckley

Late last week, I got a very interesting email from someone on my email distribution list, a person I'd met only once, socially. He invited me to come to his offices and see whether or not I might be able to offer some wisdom to his company.

I did my homework, as best I could, and went off to the meeting. I really didn't know what he wanted, or why me... and I gave myself permission to use our time together to explore.

What's interesting about the open ended nature of our 100 minutes of conversation, laughter, questioning and exploring is that I went in thinking he might be looking to solve a problem. But, I came out realizing that perhaps he was more interested in (and would be better served by) someone who could also help test the ideas he'd already tried, consider the pros and cons of each and serve as a third party neutral in identifying and exploring which approaches would bring the best, most sustainable resolution.

It was work we could do together—as opposed to either the resolution of an immediate problem (consulting, in my book) or advising (problem re-definition, then option analysis).

Many sage business gurus see these two roles as different and believe one person/firm can rarely serve in both capacities. In the complex world we are living in, it's my experience—and strong belief and daily practice—that clients are often best served when that single firm/person can and will do both.

It takes total focus on what's best for the client, an ability to step in their shoes and a commitment to build something with them (vs. designing an elegant solution for them to pull off the shelf, only to realize it doesn't fit). It also takes a willingness to roll up our sleeves (and insist they do the same), get fully immersed, simplify processes and clarify thinking.

It takes an ability to consult, advise, create a plan and help coach the plan's implementation. It means that we transfer expertise, raise competence, instill confidence and integrate new resources... and then gradually, as they are growing ever stronger, work our way out.

Does your organization get this kind of support from your consultants/advisors? Do you want or need it? Are you someone who does this work for clients? I'm curious— and would love feedback.

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*Betsy Buckley, often referred to as the rainmaking coach for professionals, has spent the last 16 years working with professional service firms —engineers and architects, CPAs and attorneys, consultants of all kinds — who want more clients and more business from current clients. By following her "We Guide, They Decide" system, her clients receive customized coaching, consulting and/or training and become comfortable, competent and confident rainmakers. And, her results are guaranteed. For more, please visit her company [www.what-matters.com](http://www.what-matters.com).*



Find us on  
**Facebook**

The AICN is now on Facebook.  
Check us out at: <http://www.facebook.com/pages/IEEE-Consultants-Network/116356868419773>

[ieee-usa.in.action](http://ieee-usa.in.action)

iPad/iPhone users, download the new *IEEE-USA in ACTION* app from the iTunes store. Read reviews, get customer ratings, see screenshots, and learn more about *IEEE-USA in ACTION*.





## Webinar

# Introduction to IEEE-USA's Consultants Database

If you are already a consultant and are not already listed in the IEEE-USA Consultants online searchable database, you should join immediately. This database employs a powerful search engine that allows thousands of potential clients and employers to find your profile.

Recently, IEEE-USA conducted a free instructional webinar to show participants how to create an effective profile on our Consultants Database. The webinar guided participants, step-by-step, through the process of creating a profile, and provided recommendations for using key words to improve search results. In addition, local consultants networks were briefed on how they can use the database to create their own local directory.

## Why list with IEEE-USA?

There are many other business-oriented social networks, so why list with IEEE-USA? Hiring managers have told us that they are more likely to hire IEEE members than random engineers. For more than 20 years, members have asked to have their names listed in the Consultants Directory which is now an online searchable database. IEEE members have reported to us that, the fact that they are in an online searchable database with other IEEE colleagues, it provides additional credibility to their skill, experience and background.

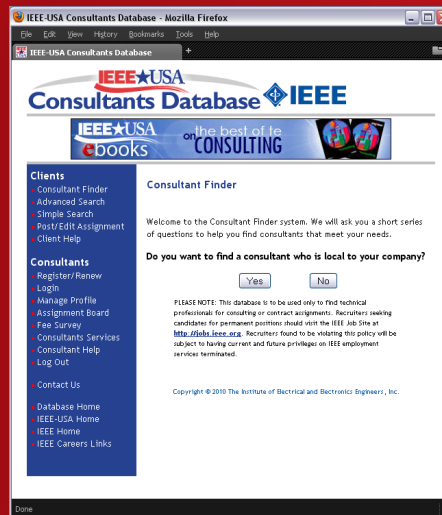
## How much will it cost me to join the database and what do I get?

For \$79 a year, you will be able to post your professional consulting profile on the IEEE-USA Consultants Database. And, as a special offer, Consultants who sign-up in the Consultants Database before the end of 2011 will receive a free copy of our eBook *IEEE-USA Consultants Fee Survey Report: 2011* valued at the member price: \$7.99. Non-member price is \$9.99

In addition, by signing up, you will be included in the forthcoming AICN National Affinity Group Membership. The AICN will be grandfathering in all Consultant Database members into this new IEEE membership category.

## Where can I watch the webinar and sign up for the database?

Visit <http://www.ieeeusa.org/careers/webinars/2011/webinar-11-07-11.html> to view a recording of the webinar and then go to: <http://www.ieeeusa.org/business/consultants/> and sign up to be a part of the Consultants Database.



## E-Books on Consulting



## The Best of Today's Engineer: On Consulting (Vol. 2)

This E-Book addresses such topics as reasons for becoming a consultant; how to become a better networker; and how to incorporate the new social media into your practice. Having these topics in a centralized location will be convenient for your reference, as you build and incorporate new ideas into your practice.

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Members: \$4.79  
Non-members: \$5.99

*The Quarterly Publication of the Alliance of IEEE Consultants Networks*  
**Fall 2011**

# Networking Through Traditional Channels and Social Media

The AICN is always looking for ways to give IEEE consultant members a leg up when it comes to networking. We have come across two webinars that may interest consultants in how to use their local network meetings and LinkedIn to improve their personal networking.

## Building a Support Group

Sherri Edwards, an HR consultant from the upper northwest, offers a webinar, [\*Engineering Collaborative Job Search Strategies: Building a Support Group\*](#), originally directed towards helping individuals get the most out of their job search when they join an Employment Network/Job Club. However, her tips can be easily substituted for consultants joining local IEEE Consultants Networks.

The webinar focuses on:

- The value of group support
- Defining the group's goals
- Developing a structure
- Sharing information
- Developing relationships
- Getting results

It's well worth watching in a group setting or individually.

## Using LinkedIn

With the advent of social media, most professionals are always looking for tips on how to use LinkedIn, Facebook and Twitter to improve their business. The IEEE-USA webinar team has come across a webinar, [Use LinkedIn Like A Champ To Grow Your Business](#). Katie Baird describes herself as Head Communications Geek at Schipul - The Web Marketing Company. Ms. Baird takes the participant through a very detailed session about how to best use LinkedIn. She provides details on many popular LinkedIn function as well as lesser known functions and provides a tutorial that will help the participant to understand and use LinkedIn.

*(Use LinkedIn Like A Champ To Grow Your Business is not an IEEE-USA sponsored webinar and IEEE-USA takes no responsibilities about the effectiveness of advice given during this webinar.)*

