



accelerate your career

the ultimate handbook for mid-career job seekers.

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foreword.

It's a dynamic time in the world of work, and as a professional who has made your way through many of the changes, you've achieved quite a bit in the 5 to 10 years since graduating. Now is a critical point in your career as you move into the next stage in your work life, which requires clarity of goal and an honest assessment of your skills and accomplishments. From this, you will be able to find and land the ideal jobs that will keep you on track in the years ahead.

Why is this an important time in your career? Now that you've established a clear career track — having chosen a field to specialize in, pursuing new skills to further your competencies and setting your sights on what to achieve next — you will need to be more deliberate in the way you seek out and take on career opportunities. At this point in your career, further establishing your professional brand is critical for later on as you seek to move into management and executive positions. Over the next few years, you will build on your brand and accumulate valuable experience on your resume.

This handbook can serve as an important resource to help you better find career opportunities that fit your goals and needs. To do this, we've asked some of our leading employment experts around the world to offer their thoughts and advice on refining your search, connecting with employers and landing that ideal job on the next rung of your climb to the top. In this handbook, you'll find practical tips in your search.

As one of the world's largest HR companies, Randstad has helped professionals like you around the world for more than 50 years. We've witnessed a lot of changes during that time and have worked with candidates to adapt and thrive with the changes. As you make your way on your professional journey, we're here to help you every step of the way with advice, resources and, of course, jobs to fulfill your goals. We wish you good luck in the road ahead.



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refining your

professional goals.

As a professional who has been in the job market for a few years, you face a few critical questions at this point in your career. "Do I continue down the same path, working in my present field and the same type of roles or do I want to branch out or change my trajectory?"

This question often arises because since having graduated 5 to 10 years earlier, you've had the opportunity to go out into the world and start building your experience and skill sets. In the beginning, it was all about getting familiarized with working in an organization, learning how to collaborate with colleagues, picking up many new skills and generally soaking up as much knowledge as possible to get started in your work life.

Since then, you've become more confident and assured of what you are capable of and what you still need to learn. Along the way, you've experienced challenges and achieved milestones you are proud to add to your C.V., but you've also had some setbacks that serve as important learning lessons. While they may not have seemed educational at the time, each of these failures has helped you to grow both personally and professionally. More importantly, your stumbles and your achievements help you better understand what you hope to accomplish as a professional.

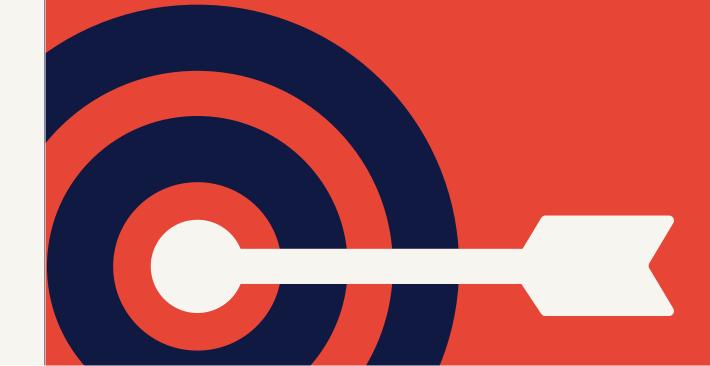
Cameron Brett, the Managing Director of Randstad Professionals in Japan, points out that mid-career job seekers typically are transitioning from an exploratory part of their professional journey to one in which they start to specialize in their skills. As such they need to adopt a longer view of their career goals and their skill-building objectives. By having an honest view of these important considerations, they can hone in on the kind of roles they should seek next.

"Something I recommend for everyone is to do a skills assessment — where they are today, where they need to be in five years. Take a look at what skills do they currently have what are they lacking," he says, pointing out that it's more important than ever for candidates to understand their abilities and their needs in order to set realistic and achievable goals. "I think retraining and constant education is becoming more and more important as part of that consideration."

Beyond conducting a skills assessment, you should also consider seeking out a mentor to help you define your goals. Why is this important? Part of the process for determining goals comes from our desire to fulfill our ambition as a professional, to proudly demonstrate our abilities, experiences and accomplishment. Brett says mentors can often help by sharing their own journey and efforts, providing a clear path forward to their disciples.

They set clear examples that you can aspire to and follow. In his own career development, Brett said he has reached out on LinkedIn to professionals he admires and asked for their practical advice, even those not in his network. This can provide truly useful insights into your career goals and how to get there.

Another consideration for setting your goals? Honestly assessing how you can adapt to change. For instance, if you are an engineer aspiring to be a chef, knowing whether you can learn to cook may not be the biggest obstacle (cooking, after all, is the hobby of many). Instead, whether you can adapt to a career of working evenings may be a bigger hurdle. While this is a glaring example, there are many instances where your adaptability will help you determine your career path and, as a result, your choice in job searches.



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Finally, perhaps one of the most important factors in setting your professional goals are your personal goals. These may determine your career track because they may be prioritized over work objectives. For instance, do you have a desire to be located in a specific geographic location? Do you plan on an evenly split work-life balance? Are you seeking to retire early, which means seeking positions with accommodating compensation? All of these questions should guide your professional decision-making because if your personal and professional goals don't align, you will ultimate be unhappy with one part of your life.

three tips to help you refine career goals.

undertake a self-assessment

Having worked for some years, you should stop and assess your strengths and weaknesses to help refine your goals. If you are lacking certain skills to advance to the roles you hope to secure, either acquire those skills or shift your expectations. You can only do this with knowing yourself.

seek inspiration and guidance

Even if you don't formally participate in a mentorship program, seek out leaders who you aspire to be and learn how they achieved their goals. These can be acquaintances, managers or just complete strangers. The key is to learn from their triumphs and failures.

know your AQ

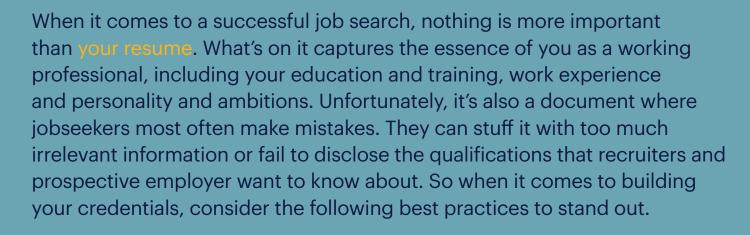
You've heard IQ and EQ, but are you adept in your AQ (adaptability quotient)? The more flexible and adaptable you are, the more options are available in defining your goals. Being able to grow within the dynamic times means you have different ways to reaching those pursuits.



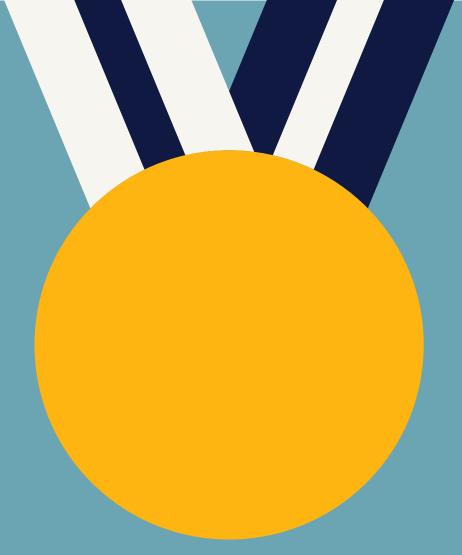
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polishing

your credentials.



If you've been in the workforce for a decade or so, your credentials need to reflect the relevant skills you've accumulated early on in your career as well as those you will need to move into the next stage in your professional journey. What employers need to see in your resume and online C.V. is a continuous move forward, an ability to embrace not only an increasing level of professional responsibilities but also a willingness and capacity for acquiring new skills and problem-solving milestones. Additionally, successfully working in a team environment is nearly required for every role, so highlight your contribution as part of a cohesive group.





These are overarching principles to follow when considering building your credentials, but when it comes to creating an impactful resume, some critical practices should be kept in mind, according to Dirk la Baume, a branch manager with Randstad Germany. Job applicants often fail to adhere to some simple guidelines and other nuanced rules when presenting themselves. That can make the difference between being selected for an interview to receiving a rejection letter.

create separate C.V.s

A common mistake applicants make is not creating separate resumes for different job roles, says la Baume. While there is no need for a separate one for each job opening, a jobseeker should at least have separate ones that emphasize different competencies befitting different roles. For instance, a project manager supporting sales and marketing should have one that touts negotiating and contracting skills and another focused on customer engagement and outreach.

"You really should carefully consider what skills are being asked for in any job posting and align that to your own credentials. Sometimes these are hard skills and other times they may be soft, but the point is the resume you submit should specifically address in very concrete terms the competencies asked for," he says.

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Some best practices include avoid generalizing your skills. For instance, specify what tools or technologies you currently and previously used in your jobs. Are you a Salesforce expert? Specify how you have in-depth knowledge on using this popular customer relationship management platform to enhance engagement and increase sales. There are many additional examples of how to provide details on your knowledge and skill set that will catch the eye of recruiters. In this article, Monster explains why failing to provide specifics on a resume can doom your job search.

At the same time, make sure not to narrow your skills too much on LinkedIn. Because you don't have the opportunity to create different profiles, you should broadly emphasize the skills and contributions you have made to employers. Include important keywords that apply to the family of roles you desire. Also highlight soft skills that may be important to employers.

Ensuring your credentials are updated and relevant is a critical step in finding your ideal job. Adhering to best practices will help shorten the time to find that ideal role and help keep you on the radar of prospective employers for years to come.

three tips to help you enhance your credentials

be contextua

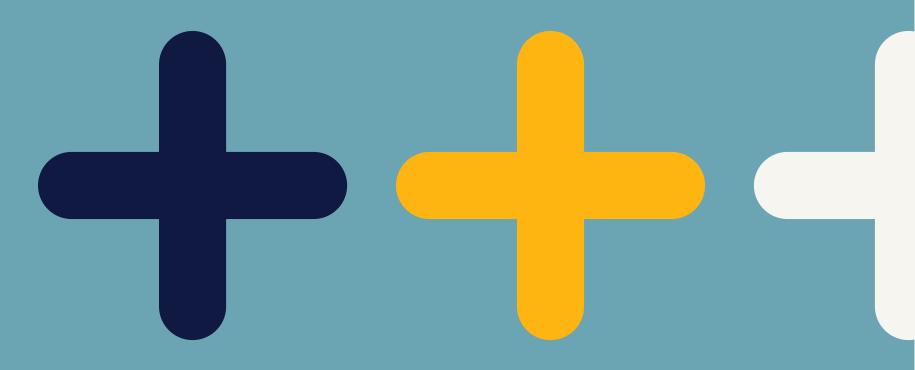
Avoid generic resumes and cover letter when applying to jobs. First, employers want to see you have made an effort to ensure your qualifications align with their position so they will want specific examples. Highlight examples of how solving problems in a previous role will help you in a new role with the prospective employer.

he personal (with reason)

Your credentials should also demonstrate your personal goals and ambitions. Demonstrate how your personal beliefs or lifestyle aligns with what the employer is looking for (if you want a job with a sports equipment company, specify that you regularly participate in some of these activities). Avoid sharing too much details about your personal life.

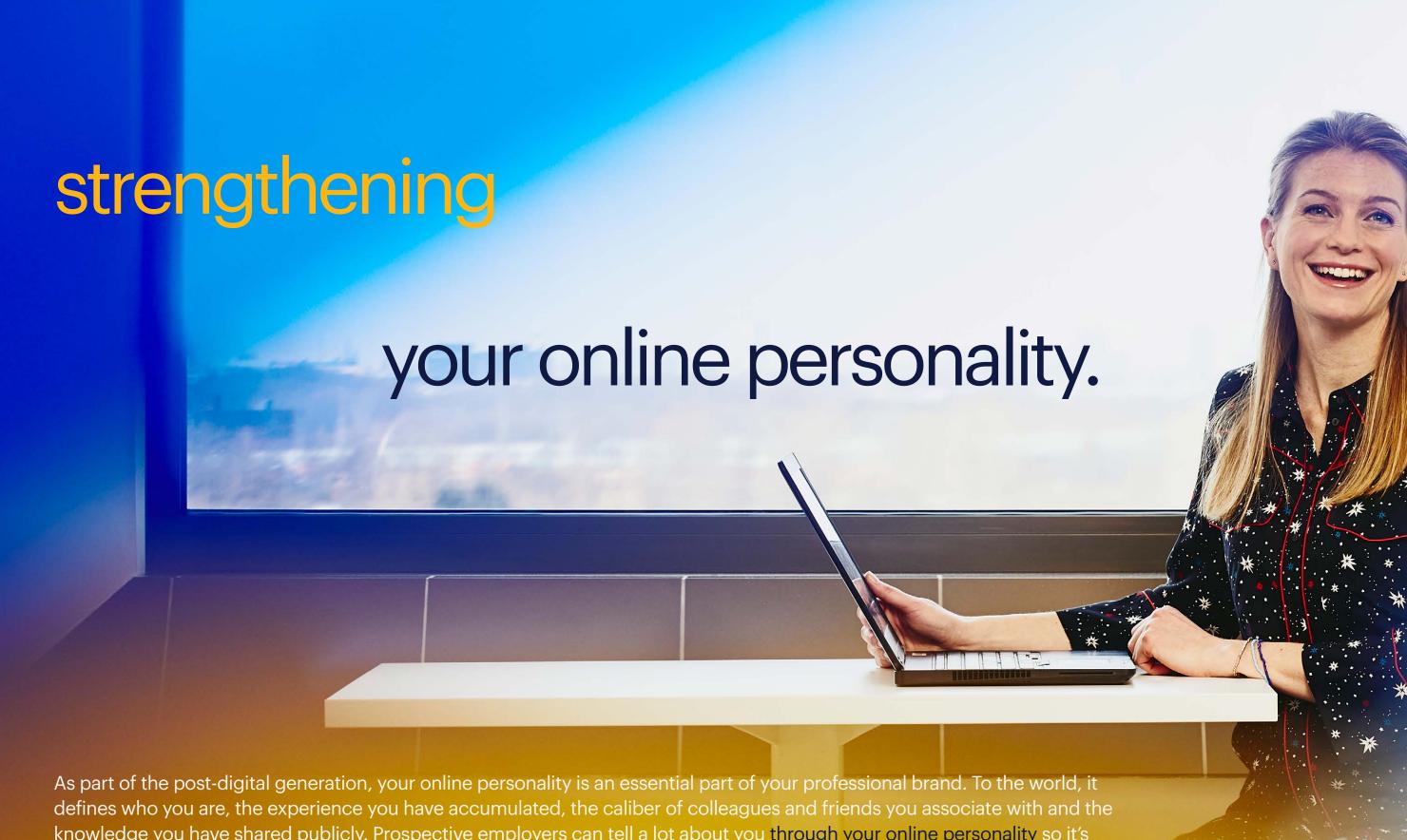
be a thought leade

Your credentials should also include recommendations and published and shared articles that demonstrate your engagement with your field and colleagues. Hiring managers want to attract the best in the field, and recognition by colleagues and industry organizations affirm your thought leadership in the field.



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knowledge you have shared publicly. Prospective employers can tell a lot about you through your online personality so it's absolutely critical you take care to build and strengthen this aspect of your career.

Because you have worked in the field for some years, employers expect your online personality to reflect a level of growth commensurate to your experience. What you've achieved so far in your career, your participation in professional societies and communities and other online mentions can either be an asset or a hindrance in your search for the perfect job. That's why you should take the time to assess your online personality (yes, everyone has one) and take steps to strengthen what it says about you as a professional.

Where do you start? The challenging aspect of managing your online personality is that the digital world is constantly changing. That means information about you can be found across a growing base of channels, making control of it more unwieldy and difficult. At the same time, finding that information may become more onerous for employers because there is an ever-expanding universe of content to sift through. As a result, you must both promote your online brand and manage access to it at the same time. Controlling all of the online information about you is nearly impossible, but there are some measures you can take to put yourself in the best light.

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be authentic

According to Inge Dubois, Innovation Lead & Manager of Customized Solutions for Randstad Belgium, jobseekers can't hide who they are anymore because the Internet has brought unprecedented transparency into every organization and the people who work for them. As a result, jobseekers should strive to build an authentic online personality rather than pass themselves off as someone they are not.

"Make sure your public profiles reflect who you really are and not who you want to be in the future. You can make clear your aspirations, but don't present an inaccurate picture of who you are today. Don't be someone you are not because it can have a very negative impact on our credibility." Dubois urges.

To do this, be accurate when describing your professional achievements and contributions to past employers. Remember, your information is widely searchable and may be viewed by prospective employers, past employers and those in your professional network. If your profiles on LinkedIn, Facebook and other social media don't align and isn't an accurate portrayal of your professional life, you will be quickly found out.

On the other hand, these social channels can be a powerful resource to amplify your personality, to interact with professionals you aspire to be and to seek feedback and affirmation from colleagues and acquaintances. Too often jobseekers overlook aspects of their online personality when they should be tending to it.

Want to be recognized as a thought leader in your line of work? Consider publishing regular posts on LinkedIn. You may also want to build a following on Twitter and Facebook to reach a broader audience. Aside from creating your own content, remember to share that of colleagues and others in your network. Sharing is an effective way to burnish your personality as a deliberate and engaged professionals.

As digitalization continues to evolve, be mindful that you should take advantage of all opportunities to leverage your brand. For instance, as video becomes more important in professional settings, you may want to create content on YouTube or Vimeo to attract a following. Most importantly, leverage the experience and knowledge you have gained so far in your career.

three tips for strengthening your online personality.

be consistent and authentic

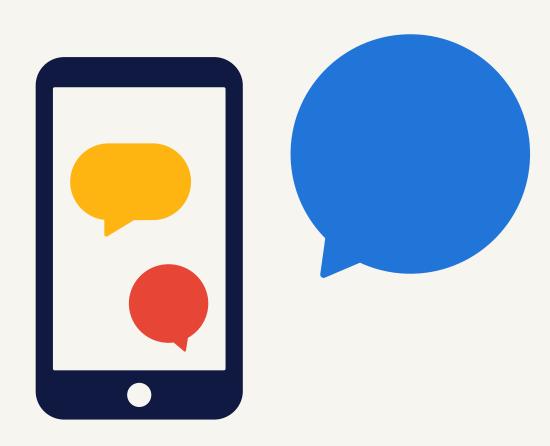
When building your online brand, focus on the subject matter that you are an expert in. Avoid sharing or commenting on topics that are not your area of expertise because that will only make you appear inauthentic and detract from your strengths.

embrace video

The future of online content is in video so become comfortable with creating content that leverages this media. Not only will prospective employers get to know you through the small screen, it will also prepare you for the anticipated explosion of video interviewing in the future.

be judicious with your posts

Sharing great content and ideas online will help elevate your professional brand, but always think twice about what you are sharing before you press that publish button. Is it appropriate for your intended audience, and is there a risk of offending them unnecessarily? Remember, online thoughts are indelible so they will live on forever.



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fire up

your search.

Finding your perfect job at this point in your career can be challenging. You want one that will help you maintain a healthy trajectory as you advance toward your professional goals. Because you are now focused on honing specific skills and becoming more specialized in your field, you need to find good matches that benefit both you and prospective employers. Fortunately, today's search technologies are continuously improving and can help you effectively and efficiently find the roles right for you.

More importantly, employers are using better technologies to ensure you are the right fit for them as well. That means it's more important than ever for you to promote the experience and skills they are looking for because recruiters are becoming more exacting in their selection also. Empowered with sophisticated tools that quickly screen out those who don't fit hiring managers' specification, recruiters will not even look at your resume if it's passed over by the technology. So how can you ensure your search is a fruitful one?

According to Jennifer Seith, Senior Vice President of Recruiting Strategy & Innovation with Randstad U.S., understanding how employers search for you will help you to be found more easily. At the same time, you'll have valuable insights into what kinds of information you should include on your resume, the keywords that will help you get found and the skills and experience that matter most to companies.

"To get great results, you should get educated about the technology behind search, understand the search terms used by an employer you would like to work for and build your profile and resume around this information," Seith says. "The trick is to ensure that your skills match up as well as that you are neither over- or under-qualified for the position you desire."

According to Monster, employers posting openings look for candidates with specific experience and skills based on a set of key terms that may include not only skill-specific ones but also location, industry, alternative job titles and abbreviations. For instance, you might be a certified project management professional, but companies may look for the term PMO (project management office). As you consider what to include in your profile, make sure you include all relevant terms that will help you be found. The same applies when searching on job boards and corporate career site, as Fast Company explains.

In the future, recruitment marketing technology will help job seekers and employers find each other more easily through automation, but today you will still need to expend some energy to find the roles you hope to land.

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networking still key

Although we tend to seek out opportunities through online job first, the majority of hires are still made through networking. That's why your search for the ideal position should also include a good bit of legwork and in-person meetings. Whether you do so at industry events, connect with acquaintances at alumni gatherings or just attend local job fairs, nurturing relationships with humans may yield better results for you.

Seith recommends that you start your search by leveraging your network.

Narrow your search to the kinds of companies you would like to join, and check your contacts to see if any of them are employed there and can help make an introduction. If not, visit the career portals of these companies and search for openings that are a good fit with your skills and experience.

"Applying for a job online is not going to get you noticed by the employer. However, if you have access to an inside advocate, even if they are a remote acquaintance, you have a much better chance of landing the job you want with that employer," she adds.

So as you look to intensify your search for the right career opportunities, remember that you need a comprehensive strategy focused on being found, finding and networking. Only by undertaking such an exhaustive approach will you be able to find the best job for you.

three tips for finding the right jobs.

know the market

What are the skills you possess that employers want? Knowing what's in demand will help you narrow your search by focusing on the roles most in demand. Not only will you have a better chance at securing that job but you'll likely also be better rewarded. Here's a list of this year's most in-demand skills compiled by LinkedIn.

learn to network

Networking can be difficult, but when you get the hang of it, your efforts will pay off. Look for opportunities where you can get to know others in your organization, in the industry and even in competing companies. Because networking is still the most effective way to land a job, you never know who you are talking to, they might be your next manager or advocate. Inc magazine provides these 7 tips for good networking practices.

aspire to join the right company

Searching for jobs that you are qualified for may bring a lot of leads, so you may want to narrow your efforts to organizations you admire and want to work for. By establishing a relationship with recruiters and hiring managers before you start to look for a job, opportunities may periodically arise and come your way through these relationships.



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Since graduating from school and over several years, you've had the opportunity to work for one or more employers and formed a clearer picture of the career ahead of you. Defining what you want to achieve professionally is only part of the work you need to undertake to land the ideal job; finding an employer whose mission and culture are a good fit for you is equally important. Without it, your dream job can turn into a nightmare.

With demand for workers rising, it seems employers are sweetening their offers all the time. Companies are providing concierge services, unlimited paid time off, on-site gyms and other extravagant perks to attract the best talent in the marketplace. As a jobseeker, there may be no better time to look for that perfect role along with a bundle of benefits.

It may be a worker's market, but that doesn't mean you should take the first attractive offer that comes your way. At this point in your career, there are some benefits that are more important to you professionally and personally than others. Also, depending on you career goals, you should carefully weigh the value proposition a prospective employer may dangle in front of you because it can have a long-term impact.

Vetting prospective employers is a critical task you should prioritize. The decision to join a company can either accelerate your career or sideline it for years to come. Finding a good fit will result in support and growth while a poor fit could result in a damaged professional brand and certainly wasted time. Also, joining an ideal organization could provide a fast track to executive positions, fulfilling your goal more quickly should you wish to pursue a management-directed path.

So what are the factors you should keep in mind when assessing the fit of an employer? Start by defining your most important goals and then determine how a particular organization can help you fulfill them. For instance, workers 10 years into their career may be considering starting a family, which requires a healthy work-life balance and a family-friendly culture. Ask if the prospective employer offers family leave time, financial support for childcare, flexible hours and other perks that accommodate parents' demanding schedules.

Similarly, if you desire to work abroad, find out if an employer has a strong ex-patriate practice and if your role could be relocated. Along with that, look for management and executive training programs that can help accelerate you to move into those positions. A supportive organization will also offer a robust learning and development platform to help its workers at all levels to continuously upskill and remain current to the latest market trends.

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Of course financial reward is always top of mind when considering any new position, but look beyond the compensation package. If the company is public, can employees participate in stock purchasing plans? Additionally, has its stock price grown during the recent economic expansion or is it flat or even depressed? This may indicate the financial health of a company, which impact its viability and ability to reward employees.

There are many considerations when determining whether an employer is right for you. Most importantly, do your homework on review sites such as Kununu and other professional networking channels. Through these sources, you'll learn more about the employer from its current and former workers. And if you have contacts within the organization, ask for an honest assessment of their employer. Even if you don't have access, ask the company if you can interview some of their workers about their experience. Open and transparent organizations should accommodate these requests.

Remember, today's market favors the jobseekers so take your time to research the companies you are interested in. Ask questions and look for referrals who can provide an insider view. Most importantly, make your selection based on the company's ability to help you reach your professional goals.

three tips for assessing prospective employers.

do your homework

Never before have companies been so transparent. Thanks to review sites, social channels and other online resources, outsiders have complete visibility into the inner workings of just about every employer. Take advantage of this richness of information to help determine whether a company is right for you.

alignment of corporate value to yours

Make sure any employer you want to join espouses the same values you support. Whether it's around workforce diversity and inclusion, corporate social responsibility or some other cause, you want to ensure you can proudly claim to be part of an organization you believe in.

read the annual report

Want to really know the health and business of an employer? If it's a public company, review its annual report and associated filings. These contain highly detailed information about business, any outstanding legal and regulatory issues and other important insights.



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By this point in your career, you've probably undergone a number of interviews to get to where you are. It's good practice for later on in your career because as you advance into more significant roles, the questions will become more challenging and the interviewers will thoroughly test your knowledge and expertise in your field. To ensure you make the right impression, adhere to some important rules to guide you through a successful session.

Even though you may feel comfortable with the process, make a serious effort to orepare for each one. Whether it's an inperson intake or a session over video, your performance will largely determine whether you move to the next phase in the selection process. But your success at the interview will also be determined by the homework you perform ahead of time. Anticipating the questions and preparing the answers in advance will make your performance exponentially better and give you a greater chance to get hired. LinkedIn developed a list of commonly asked so skills questions you might want to review as part of your preparation.

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Because you are an experienced worker in the field, recruiters and hiring managers expect you to answer their questions with very specific knowledge and insights so be prepared to discuss your technical and teamwork skills in detail. You should remember key milestones (here are 25) in you career and dates because the interviewer will surely ask about these accomplishments. Provide specific examples of how your contribution to past and present employers led to a positive business impact. Make sure to always link your work to an outcome related to the firm's business.

Having accumulated years of experience in the field, you may be asked about your leadership and teamwork skills, both of which will become increasingly important as you advance in your career. Make sure to give concrete examples of how you've collaborated with colleagues to solve difficult challenges and advanced the team's mission. Be specific about the achievements, such as a 20% gain in customer retention, a reduction in days in delivery of products and services or cutting costs in your department by 10%. Hiring managers need to be assured that your accomplishments led to a real impact.

This will likely lead to questions about how you would put your skills and experience to work for the prospective employer. Again, doing your homework will prepare you for this line of questioning. You should know the business and its markets well beforehand and envision how you can help make gains. Also conduct research on its competitors and offer up insights that demonstrate you understand the challenges facing the business.

At the interview, be sure to carefully listen to questions in context. For some jobseekers, the process can be nerveracking so there is a natural tendency to quickly address a hiring manager's question. This may result in an incomplete or wrong answer. It is better to form a well-considered reply than to offer a half-baked one so take the time to reflect and then provide an opinion. If an interview really rattles you, the Wall Street Journal advises being mentally prepared in advance by practicing breathing and focusing on being calm.



Also be prepared with your own list of questions that are specific to your career goals. Does the company offer formalized training and development to advance your agenda? What are the hiring manager's expectations? Are there growth opportunities within the organization in the near future? Remember, the session is as much a chance for you to learn about the employer as it is for them to learn about you.

Finally, be gracious in concluding the interview by offering more time and thanking the interviewer. Make sure to discuss next steps so you know what to expect in the employer's selection process. You should be provided a timeframe for a determination on your application. Because it's a jobseeker's market, companies are likely to act more urgently so expect a more expedited process.

Sitting for an interview can be an anxiety-producing event, but with a little homework in advance and some practices, you'll be able to ace these in no time.

three tips for elevating your interview performance.



Let your personality shine through in these sessions. By relating to the interviewer, you will gain their trust and put both of you at ease. Don't underestimate the importance of small talk, which can relate back to your competencies as a professional in the field.

practice good nonverbal communication

According to Monster, body gesture, making eye contact, speaking with a confident voice, a firm handshake and other nonverbal cues are important so make sure to practice beforehand with a friend of family member. These demonstrate a level of self-confidence employers look for.

be judicious in sharing information

Oversharing is a common problem in interviews. When asked a question, speak directly to it and don't go off on tangents that may confuse the interviewer. If there is additional information related to the question, make this brief and to the point.



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Nothing feels better than to get an offer for the job you want. Of course the natural reaction is to accept it quickly, but if you are patient, do your homework and are willing to do a little negotiating, you may turn an offer into one you can't resist.

Because it's a jobseeker's market, now more than ever you should take time to evaluate whether an offer is right for you. Because you have considerable industry experience, any offer that comes your way should be competitive in the marketplace and meet your requirements. To see whether it is competitive, you can check resources such as the Randstad U.S. salary guide, which provides benchmarks on salaries for a number of roles.

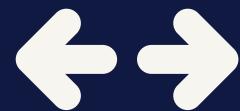
You also need to make sure the offer contains all the information you need to make an informed decision. Are salaries and benefits clearly stated? Will the company pay for relocation expenses if required? Are bonuses guaranteed? Are there additional requirements that must be met to trigger payment of bonuses? Being detail-oriented now means you avoid conflicts later on when you have joined the company. Listed here are all the perks want to consider.

Remember, unless this is a lateral move or one that relocates you to a lower-cost region, any offer should advance your salary history upward, that is unless other components of the overall compensation package make up for the difference, such as a higher level of commission for sales professionals, for example.

If you aren't satisfied with the offer, get ready to negotiate. For some job seekers, this can also be an uncomfortable process, but most companies are likely to work with you to reach a mutually beneficial agreement. If not, that may be an indication that the employer isn't right for you and is unwilling to meet your professional needs. Joining such an organization may lead to your dissatisfaction later and an abbreviated employment.



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beyond monetary terms

There are times when an offer is valuable to you beyond monetary terms. This can be in the form of other company perks such as free or subsidized childcare on-site, exceptional healthcare policies, tuition reimbursement, opportunities to provide volunteer services, housing stipends and other perks that add value. You should assess the total value to you in terms of fulfilling your personal and professional goals.

And then there are the intangibles such as whether the reputation of one employer exceeds that of another. This can have a long-term impact on your career as joining a strong brand can lead to better opportunities later on in your professional journey. Listing premium employer brands on your resume at this point in your career may be the equivalent of receiving thousands of dollars more due to its impact on your future earning impact. Make sure to include this consideration as you weigh any offers that come your way.

Additional factors that may sway your decision include work-life balance, flexibility of schedules, proximity of the office to your home, telecommuting options and long-term growth potential with the employer. Even though turnover is rising in most organizations due to competition for talent, knowing that you will join an employer that can offer the possibility for growth and advancement has tremendous value.

Finally, after having experienced the company firsthand, from interacting with recruiters to interviewing with hiring managers, you should ask yourself whether it's the type of organization you want to work for. Has your candidate experience been positive and encouraging or does it show a lack of respect for the worker? If a company fails to impress during the pre-hire stage, how likely is it to provide a better experience later on. Look for the important qualities that matter most.

You should weight all of these factors when determining whether a job offer is right for you. Remember that you have options in these talent-scarce times so resist the urge to quickly accept the first offer that comes your way. By being diligent and reflective on your needs and goals, you can clearly decide whether an offer fulfills those needs.

three tips for assessing job offers.

consider all factors

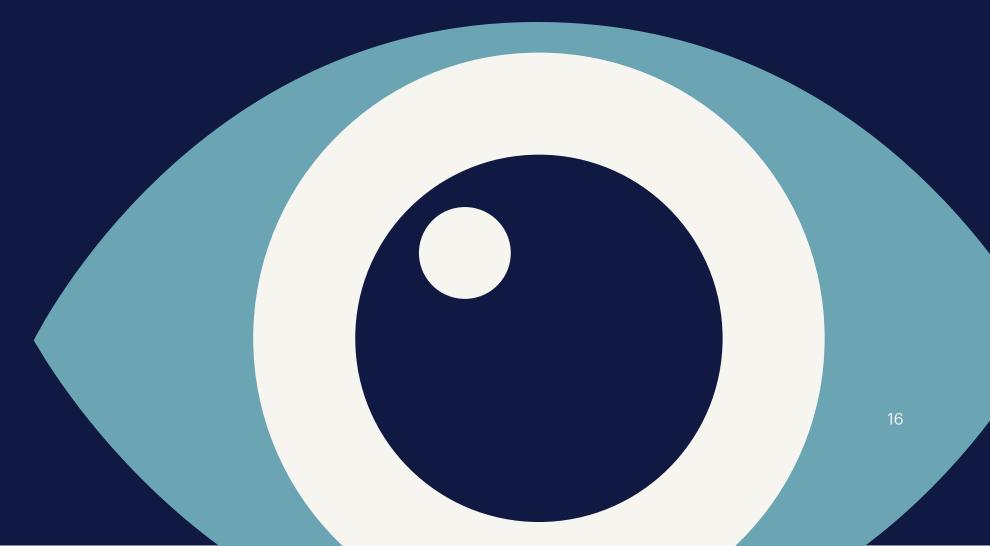
Know if an offer is financially competitive. If so, narrow your decision based on factors other than monetary, such as work-life balance, employee reviews and employer brand strength. You can assign a value to each of these and use it to create a total value index to compare similar offers.

is this the job for you?

Do the work and responsibilities described to you by the hiring manager seem like a good fit for your skills and career goals? You want to choose an offer that will both challenge and advance your career. Otherwise, you may stagnate in the role and delay your professional progress.

the people factor

Having interacted with a few individuals at a prospective employer, are you comfortable with working beside them day in and day out? You want to ensure that you'll feel welcomed and be an integral part of the team from day one. Otherwise, you'll likely be unengaged and less productive.





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