



*Platinum Service*

***Senior Officer Program***

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*Platinum Service*  
***Senior Officer Program***

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# CHAPTER 1

## FACING THE TRANSITION

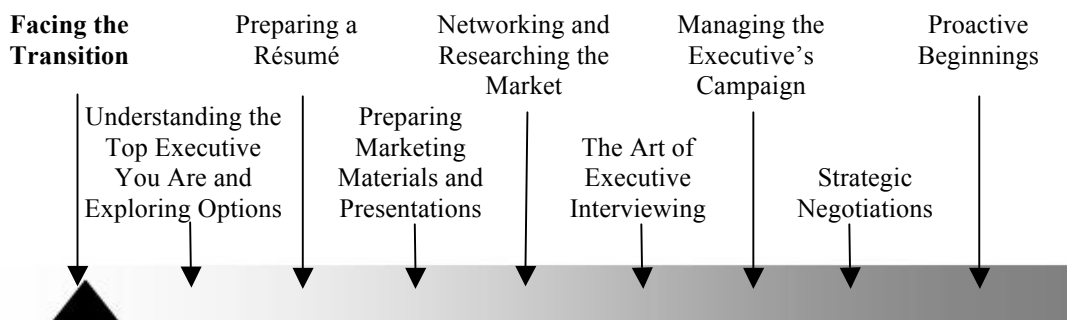
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## Chapter Overview

Accepting the loss of a job is the first stage in the Career Transition process. In this chapter, you will learn to:

- \* *Acknowledge the feelings and emotions both you and the people around you may experience and allow your career coach to help you manage them effectively.*
- \* *Between the coaching and this manual, keep an open mind and grasp that this process of change and transition is not a linear process but will have ups and downs, which reoccur.*
- \* *Consciously avoid and minimize those stressful factors in your life, especially during this transition.*
- \* *Open yourself to new opportunities as you begin to shape your own future.*



# Facing the Transition

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*“When patterns are broken, new worlds emerge.”*

— *Tuli Kupferberg*

“Downsizing,” “rightsizing,” “layoff,” “termination,” “reorganization” and “restructuring” – these are just a few examples of some of the phrases used to describe job loss. Often, this loss is devastating because it takes away the security of a regular paycheck, the structure of a consistent work environment, the camaraderie of co-workers, as well as the intellectual challenge and comfort of having an external entity determine the priorities and tasks of the day.

Whether one lives to work, or works to live, a significant part of a person’s identity comes from his or her job...and its loss can be debilitating.

Losing the sense of stability because of job loss can create strong feelings, and these feelings are perfectly normal. A **major change** has occurred – a change you probably did not plan for and may not welcome.

It is critical to maintain perspective! You are, first of all, a fully functioning human being with enormous potential. You do have contributions and skill sets that will be useful as you begin to capture your career accomplishments, rebuild your sense of self-worth and move forward to a new career opportunity.

*“This time, like all times, is a very good one if we but know what to do with it.”*

— *Ralph Waldo Emerson*

**You may have lost a job, but not who you are and what you can do!**

Identity does not rely on a job title. You may be a parent, sister, brother, friend, community leader or soccer coach, and leaning on these other identities is a good strategy for putting job loss in perspective.

Your skills, talents, expertise, and the wealth of knowledge and experience you have gained are still very much intact. Now, you have an opportunity to direct them elsewhere.

**Honor your feelings.** Recognize that the range of emotions you are experiencing is normal; try to “step back” and see these emotions as part of the grieving process. Acknowledging what you are going through on an impartial and objective level is instrumental in allowing you to achieve acceptance of your situation. When that happens, you will regain your sense of optimism and be ready to move forward.

## > Understanding the Loss Process, Feelings and Emotions

*“You do have control over what you DO, even if sometimes, you don’t have a lot of control over what you FEEL or THINK.”  
— Unknown*

For most of us, losing a job sets off a **grieving process**, an experience that involves mourning the passing of something very important in our lives.

Dr. Elizabeth Kübler-Ross was the first to study the process that people experience when faced with a loss. Dr. Kübler-Ross believes that everyone goes through the same stages of grieving. Knowing about the stages of the grieving and recovery process may help you understand some of the strong feelings you may be experiencing.

The first stage of loss is often **shock**, followed closely by **denial** – in the form of feelings such as, “How could this happen to me?” – and often accompanied by the hope that a mistake has been made and that everything will be fine in the morning.

After the truth sets in, **anger** follows quickly. “How could they do this to me after all I have sacrificed for this company?” or, “What about all those people who don’t work half as hard as I do?” In this stage, it is not uncommon for feelings of anger to be directed at the company, the boss, and even friends and family members.

Some people go through a **bargaining** step. This can be an attempt to negotiate another job at lower pay, or even obtain help from a higher up (even on a spiritual level) to intervene and get the job back.

When bargaining fails, **depression** and/or a sense of hopelessness may set in. Depression can cause thoughts such as, “What is the point; why bother trying?” Some people may yearn for their old job, even conjuring remembrances of the job and the people in a much more favorable light than is accurate.

*“The past is never so appealing as when one remembers it through rose colored glasses.”*

Getting past this stage, whether for a few days or a few weeks, depends on the individual and his or her level of determination. It also depends on the level of support from other people and on developing effective strategies to regain a feeling of control and optimism about the future.

As you reach the **acceptance** stage, the difficult times generally will be less intense and will last shorter periods of time. The acceptance stage includes recognition that **the past cannot be changed, but the present and future are in your hands to determine.**

In acceptance, there still may be regrets about the way the job ended. But, there is also recognition that life does go on.

*“The only way to make sense of change is to plunge into it, move with it, and join the dance.”*

— *Alan Watts*

## ▣ Change!

Change is uncomfortable for most people because it catapults them out of their comfort zone. Change requires looking at things differently, viewing the world in a new light and considering options that may not have been considered before.

**It is often said that individual growth cannot occur without change.** Yet, fear of the unknown can hinder the ability to see the opportunities that change offers. Change opens up possibilities, like the person who left behind a high-powered sales executive job to become a sailing instructor, or a restaurant manager who became the owner of a bed and breakfast.

Change affords the opportunity to think about what we actually *want* to do as opposed to what we may feel obligated to do to pay the bills and maintain the status quo. It can also be a catalyst that spotlights what we have been doing and allows us to embrace that career choice because it is where we truly belong.

While a **change event** – such as a job loss – may be instantaneous, **transition** often takes place over a prolonged period of time and represents the process through which we adjust to the event.

Think of transition as a bridge that takes you from firm footing on one side, to firm footing on the other. Transition is comprised of a three-step process:

1. Recognize that there is something on the other side – that means checking it out before you get there.
2. Prepare to cross the bridge by knowing yourself, gathering what you need to take with you on the trip, and realize that you are the one leading the way. Knowing who you are is the most helpful tool in maneuvering safely across the bridge.
3. Recognize the destination when you arrive!

Change is hard because people overestimate the value of what they have – and underestimate the value of what they might gain by giving that up.

The key is to see change as an opportunity and career transition as a means of moving through that change.

## ▣ Where Are You?

Most people describe the transition process as a roller coaster ride because of the wide range of emotions they experience as a result of job loss. Often, the news is unexpected, triggering feelings that life has suddenly spun out of control, causing profound feelings of sadness as well as a loss of self-worth and purpose. Consider the following questions as you explore your feelings, determine what you need to do, and decide what resources can help you along the way.

### **How would you describe your current emotions?**

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Each person reacts differently to job loss. In general, most people experience emotions that run the entire gamut from highs to lows before leveling off as new opportunities begin to emerge. Some people actually experience a sense of relief from the pressures of the job, or from “finally being told” that the job is over.

### **What can you do right now?**

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A positive first step is to begin to think about actions you can take to feel more productive. For example, structure your day. Decide how much time you will spend in search-related activities, refreshing your skill sets or taking time for family and self. **You do have choices after job loss.** Those who take the step to move forward will experience curiosity and even excitement as they begin to discover what the world has in store.

### **Who can help and what resources do you need?**

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Reconnecting with people whom you have known professionally, defining your unique accomplishments or even volunteering can get you started. It may seem difficult in the beginning, but taking that first step will result in a renewed sense of control and greater energy.



## **Transition**

Author William Bridges discusses the three stages of transition in his book, *Transitions*. The three stages are: an ending, followed by a neutral zone, culminating in a new beginning. Each stage is accompanied by its own emotional reactions.

- I. Ending:** Disengagement, Disidentification, Disenchantment, Disorientation  
*Characteristics of this stage:* Loss of control, meaning, turf, attachments, structure and future.  
**Reactions:** May include denial, anger, shock and resistance.  
**Goal of this stage:** “Let go.”
  
- II. Neutral Zone:** Feeling Lost, Confusion, Second Thoughts, Distress  
*Characteristics of this stage:* Resistance to change and the unknown as well as some recognition of the need to explore new opportunities.  
**Reactions:** May include fear, anger, confusion, avoidance, impatience, skepticism, but also creativity, acceptance and hope.  
**Goals of this stage:** Manage fear and begin to explore future possibilities.
  
- III. New Beginnings:** Commitment, Energy, New Visions, Restored Motivation  
*Characteristics of this stage:* Commitment to the process and ready for action.  
**Reactions:** May include increased energy, anxiety and enthusiasm.  
**Goals of this stage:** Renewed sense of belonging and optimism for the future.

### **Reflections**

- 1. What are the biggest challenges in the search process for you and why?**
- 2. In what transition stage do you see yourself?**
- 3. What reactions are you experiencing right now?**
- 4. Have you ever moved to a different home, city or state; managed a new project; changed jobs; accepted a promotion, etc.? How did you successfully adjust to these changes?**
- 5. What realistic steps can you take to adjust to your job loss and your career transition?**
- 6. What have you done recently to energize yourself and release stress?**
- 7. What would you like to do if you could have your dream job?**
- 8. What makes a job “fun” instead of “work” for you?**

## ▣ Managing Transition Effectively

After job loss, you are likely to feel a myriad of feelings ranging from despair to exhilaration. You are not alone. You are neither the first nor the last to go through this experience. It happens to good people every day, and it is not personal. **The stigma of job loss has decreased, and those who have gone through it themselves will most likely want to help you even more.**

### 1. **Act positive.**

Think positive and act positive. Positive actions have a snowball effect of generating optimism and increased confidence. Eat well, exercise, and prepare for the next day. Put together a “To Do” list; determine who you can call tomorrow for moral support and take time to write down positive results from your job loss.

**What are some of the positive aspects of your situation?**

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### 2. **Welcome change.**

Learn more about change. Recognize that change can be energizing and fun. Identify people who respond well to it, and ask why change works for them. Tune in to your own reactions to identify ways that you can eliminate any fear or misconceptions you may have about change.

**What are some of your concerns?**

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### 3. **Understand yourself and what you want.**

This period of transition presents a unique opportunity to consider what you *want* to do. What are your options, preferences and dreams? (For example, do you want to own your own business, learn a new profession, teach, etc?)

**What is really important to you?**

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### 4. **Look down the road.**

As much as possible, keep your feelings at bay to identify what you really enjoy doing. Have you considered a different career path and where do you want to be in your career in three to five years from now? This is a real opportunity to match your past job experiences against your dreams and to evaluate the quality of that match.

**What are some of your dreams? What past experiences might support them?**

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## **Managing Transition Effectively (continued)**

### **5. Build your confidence.**

Do something positive for yourself each day: exercise, volunteer, become involved in a networking group, etc. Surround yourself with upbeat people who affirm you. Re-read your accomplishments and skills as often as necessary; appreciate your value. Practice positive affirmations. Reach out to people you have known personally and professionally to obtain key information for your job search. Use LinkedIn to reconnect with former colleagues.

**What are some of your personal strengths? Who are people that can help you?**

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### **6. Commit to act.**

It is up to you to commit to doing the work needed to achieve a positive career transition and land that new career opportunity! Complete any preparatory steps needed, and then implement your plan.

**What action can you commit to right now? How will you hold yourself accountable?**

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***“The driving force of a career must come from the individual.***

***Remember: Jobs are owned by the company. You own your career!”***

***— Earl Nightingale***

**YOU are the key.** There is no better resource than YOU to understand and identify where you want to go and what you want to do.

The degree of commitment that you dedicate toward reaching your career goal is what will assure a successful transition.

## **Family**

Job loss affects the people close to you as much as it does you. If you are married, in a partnership or have dependent children, dealing openly with your loved ones about the impact of your job loss will help minimize family stress. What follows are key ingredients in assisting your family through the transition process.

### ✓ **Support your partner**

The very person or persons you depend on for support can become overwhelmed or fearful. It is important to **validate their feelings**. Provide encouragement and allow them to express their feelings, instead of only listening to how you are feeling. Emotional support comes from the genuine sharing of feelings, emotions, fears and other concerns. It is important to create this mutual trust and shared emotional support, particularly in times of change and uncertainty.

If possible, **find a friend to confide in** so that you don't burden your family with the whole weight of your worries. Keep in mind that your Career Coach is bound to confidentiality.

**Schedule weekly "fun time"** that is playful and relaxing, and not focused on anything negative, particularly the job loss. Be sure to get input from your partner and/or immediate family members about activities that would be most enjoyable.

Work with your partner, a trusted friend or advisor to **calculate your exact financial position**, including your minimum monthly expenses. Prepare an emergency budget and financial plan. Postpone any expenditure that is not absolutely necessary.

### ✓ **If you have children**

**Do not hide your job loss from your children.** Even young children are very sensitive to changes in the emotional climate within the family. If you do not explain the reason for added tension, **they may become more anxious than if you calmly let them know what has happened and what you plan to do to find a new career opportunity.**

Reassure children that there will be enough money to meet basic expenses. Some children, especially teenagers, may be disturbed about financial cutbacks. Explain what "extras" will have to be eliminated for the moment. When possible, involve them in brainstorming ideas to help save money.

Some families have found that the period of unemployment has an overall positive effect on quality of life in the family. In the face of limited resources, families often decide to spend "quality time" in non-commercial activities. Nature walks in a nearby park or forest can promote as much family togetherness as a pricey trip to a ski resort. Whatever you decide to do together, **be sure to schedule regular "family time"** to provide support and a sense of stability to your family.

## **Reflections**

- **How is your family dealing with your job loss?**
- **What are some ways that you can improve your family's ability to support each other during this time?**

## >>> Managing the Stress

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Job loss is one of life's most stressful events. And, many people drop their healthy habits after they lose their job. ***The golden rule of job loss stress management is this:*** keep doing everything you were doing to promote physical well-being and personal self-esteem. If this was not a previous priority in your life, now should be the time to focus on "you."

**Life is full of crises.** Once this one is over and you have found a terrific new opportunity, you and your family will be facing yet another adjustment – to your new work situation. Whatever you learn now to take care of your physical and mental well-being can help you throughout the rest of your life.

Here are a few tips to help you navigate the stormy waters of a recent job loss.

- **Engage in regular aerobic exercise.** It is the best natural antidepressant and the most important component in reducing stress levels. Even if you have not been active before, a walking program is a safe way to keep emotionally and physically fit. A moderate but steady exercise plan can energize you, enhance your self-esteem and give added confidence to your job search. In addition, physical fitness produces an increased energy level that is critical in a successful job search.
- **Commit to a nutritious eating regimen.** Eating nutritious foods maintains the body's ability to fight infections and ward off stress. A nutritious diet will also help you look your best when you go on job interviews.
- **Establish and stick to a daily routine.** Avoid using the circumstance of job loss as an excuse to lie around. Get up each morning, get dressed, and decide what you will be doing for the day.
- **Be open about your situation.** Do not be embarrassed to tell your family and friends that you are looking for other employment. Do not add to your stress by trying to hide your job status. (Besides, you can never know in advance who will be able to help you find your next job.) Practice ways to talk positively, such as "I'm in transition" or "I'm in between jobs" rather than "I've been laid off."
- **Do not keep all your worries to yourself.** Find a confidante who will let you vent your frustrations. You need to have outlets, so that your negative feelings do not get in the way of your job search. A minister or religious leader can also be of support.
- **Use positive self-talk.** We all play the inner talk game. When you catch yourself being negative, substitute some positive self-talk instead. Be your own best supporter and know that you have the internal wisdom to overcome any anxiety.
- **Make a plan.** Finding another job is a full-time job! Design a schedule of your search activities and consider listing your weekly accomplishments. The more you know about the situation, the less of a threat it will seem to you and the better able you will be to make good decisions.

## **Managing the Stress** *(continued)*

- **Clean up your environment.** Messy work areas are not conducive to quality efforts. It is not easy to be productive if you cannot find the materials you need, or if you are surrounded by clutter, papers in disarray, and general confusion.
- **Keep emotions in check.** Loss of control and/or panic often accompanies the moment that job loss occurs. Avoid lashing out at your past employer, coworkers, family, or acquaintances. Take time to determine what cut backs you need, and how it will affect the family. Acknowledging your feelings will help remove the fear of experiencing feelings that are probably uncommon to you.
- **Know that you are unique.** Your combination of skills, experiences, accomplishments, education, personality, and values cannot be duplicated by anyone else. They do not disappear when you lose your job, and they are transferable to another position.
- **Bring the support network in.** Think of how you should discuss the issue with your family and friends. Prepare answers in advance to practical questions such as why you lost your job or how you intend to deal with selecting your next career move.
- **Avoid snap judgments.** You will hear many things from friends, colleagues and the media about how to find a job, write a résumé, state of the job market, etc. Do not assume it is true. Talk with many others and find out for yourself.
- **Remain involved.** Stay involved in your kid's sports, your exercise routine, religious activities, hobbies, etc. Remain engaged and know that you do not have to shut down until your professional life is back.
- **Find out what resources are available through your employer after you leave your job.** Talk with your superior about supports that may be available through the company such as an employee assistance program (EAP) or an employee resource program that offers referrals for counseling and other resources.
- **Consider joining a support group.** Some people join or form support groups following a job loss – to connect with others to talk about job-search strategies. The group might meet for breakfast or lunch at a local restaurant or coffee shop. Many communities have free networking and support groups that meet in public libraries, community centers or houses of worship that can allow you to meet others who are in transition, too.

Try to remember that this situation is a temporary one, and things will get better in time. Most people who go through a well-defined career transition process usually end up with a job they enjoy even more than their last one.

## >>>> **Creating Your Future, Venturing into the Unknown**

*“Carpe diem... (Seize the day).”*

— *Horace*

### **□ You Can Literally Create Your Future**

Take advantage of the opportunity you have been given, whether you asked for it or not, or whether you knew it was coming or not. The people who invariably say they are happier a year later are those who have taken the time to gain a better understanding of themselves, their career objectives, their skills and accomplishments, and what they truly want out of life.

Do not assume that you know all the answers; it can create self-limits at a time when the *sky* is the limit. Allow yourself to **consider all possibilities**. Play with fantasies that you always assumed would remain dreams. Don't settle for thoughts such as *“I can't do that because we can't relocate now”* or, *“That won't work because there's no money in it.”*

**Try one of these strategies if you are having trouble recognizing and considering the endless possibilities open to you:**

1. Assume that you do not know the answer to a question or idea.
2. Brainstorm with others. Groups often generate ideas that add a different perspective to your situation, as well as provide helpful information from their own unique experiences.
3. Identify the most pressing problem you are facing right now. Examine it and come up with a list of possible solutions.
4. Take time to relax and for recreation. Creativity and ideas come from a calm, pleasant and relaxed setting.

### **□ Your Career, the Ever-Developing Process**

The inherent concept of the new marketplace is **career entrepreneurship**, where each of us is responsible for our own careers.

**“Own” your career.** Create it with vision and imagination. Embrace it as a way of leveraging your strengths while learning new skills. Develop a strategy to identify and use your talents, skills and knowledge. This is not just about getting a job – it is about getting a life, and a career is a major part of your life.

People entering the workforce today will likely change jobs *and* careers several times because careers in the future are more likely to be **cyclical** rather than linear. To be successful, professionals will look for ways to become more resilient and to take this cycling (or change) through different careers in stride.

The end of a working relationship with an organization may seem a cataclysmic event, **or** part of a natural progression toward a different opportunity. With resiliency, solid effort and vision, you can achieve your goal!

**CHAPTER 2**  
UNDERSTANDING THE TOP EXECUTIVE YOU ARE AND  
EXPLORING OPTIONS

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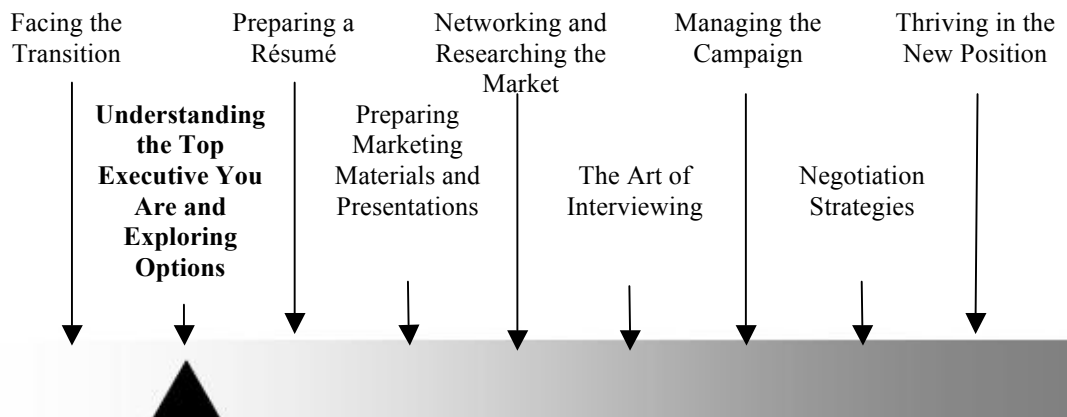
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## Chapter Overview

You have spent a career representing your company and its products both, internally and in the marketplace. Now it is time to sell “you” in the market place. As a senior executive, you have a lot to offer, but you need to clearly identify what you bring to prospective employers and what you want in your career. The first step is identifying the perfect opportunity or career, and winning the offer. In this chapter, you will learn to:

- \* *Develop a financial plan and budget to carry you through the job transition process.*
- \* *Utilize your values, priorities, interests, likes, dislikes, and personal characteristics to achieve greater career satisfaction.*
- \* *Identify and effectively describe your accomplishments and transferable skills that will benefit your new employer/client.*
- \* *Recognize and relay the key skills and behavior requirements needed for success in the world of work today.*



# Understanding the Top Executive You Are and Exploring Options

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*“To be what we are and to become what we are capable of being is the only end of life.”*  
— *Baruch Spinoza*

A career search has evolved into a major sales effort, and the product being marketed is YOU. As the product, you offer a unique lifetime value in the multi-million dollar range, and understanding and articulating that value is essential to creating a successful future.

You possess qualities, accomplishments, skills, contacts and knowledge that are unique to you. This uniqueness and potential positive impact is your **primary marketing advantage**, which equates your value to potential employers. Like any good sales person, it is essential to identify the key selling features of your product before you can market it to anyone else. This chapter will help you to begin that analysis.

*“It’s not about getting a job;  
it’s about getting a life.”*

Knowing yourself is the key to creating a successful future. Still, **seekers have jumped at the first opportunity offered to them. Resist that impulse:** instead, discover your full capabilities and true self.

**A career transition creates an opportunity for self-assessment.** In order to select the best-fitting position, you need to know what career might fulfill your passions and which would make you more impactful to an organization.

- What do you do well?
- What do you want to do?
- What is your ideal *career*?

These are questions that require some soul searching, but the effort will pay off by clarifying what you want in your career and next position.

## Life Balance

Your career plays a role in the complex interaction of mind, body and spirit, but it is only *one of several* components that help maintain a complete healthy life balance. The following is an overview of the components that create a healthy life balance.

**Body:** The way we care for our physical health and well-being.

**Spirit:** The way we enhance our moral fiber/emotions in order to stay grounded in ourselves, and to connect to life and to other people.

**Mind:** The things we do to expand our knowledge, intellect and understanding.

**Play:** The activities that help us rest, relax and refresh ourselves.

## **Life Balance (*continued*)**

***Relationships:*** *The care we take to develop loving and supportive relations with family, friends, partners and others.*

***Career:*** *The work we do to make a living and/or to satisfy our need to create, contribute, or fulfill a sense of purpose.*

Each of these aspects of our lives is separate, yet interdependent. **Take time to consider how these may affect the kind of work that you find most satisfying.**

*For example, if relationships are important, you might seek a position or company that supports family and personal flexibility.*

**Life is ever changing, so the right balance yesterday might not be right for today.** As a senior executive, you have probably had positions that are extremely intense, involve extensive travel, seven day a week schedules and other heavy commitments. Is this what you want going forward, or is there something else that would make more sense? **This is a great time to reassess your next steps.**

## > Developing a Financial Plan

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**Even if you have significant resources or a long severance period, having a major reduction in income is a new situation for most people.** One way to deal effectively with this situation is to take a realistic look at your finances from the start and employ a “worst case” scenario – one that assumes that you will be out of work for six to nine months or longer. You may land a job sooner, but what if you do not?

**When caught in a financial squeeze, intelligent people often do not rationally think through their options.** By addressing financial matters in a very practical way, you can begin to take control of your situation. Working through a financial plan *up front* enables you to develop a cash flow budget that can successfully sustain you and your family during the unemployment period. Take this proactive approach and use self-discipline. If you have a financial advisor, take time to seek his or her advice.

### **Here are some useful tips:**

1. **Use the Financial Worksheet to develop your six-month economic picture.** Keep in mind that developing a good financial plan can give you the extra time that you might need to secure your perfect job, rather than forcing you to settle on the first offer. If you have severance pay and unemployment compensation, your reduction in income will probably be less than you might think. (Plus, your federal and state taxes may be lower.)
2. **Prepare a household budget:** Include both *fixed* expenses: mortgage, property taxes, loans, credit card payment, child support, etc., as well as *variable* monthly expenses: food, gas, recreation, car maintenance, household purchases, etc.
3. **Identify income sources:** Severance pay, unemployment compensation, savings, accrued vacation pay, your spouse or partner’s income, equity in your home and cash value of insurance policies. Identify the amount of money in investments, insurance, retirement funds, 401K, etc., and the exact steps needed to access that money if needed. If you have stock options or deferred compensation, make sure that you make the best effort to maximize value. Don’t leave anything on the table if you can avoid it. Apply for unemployment compensation at the appropriate time. Many senior executives are reluctant to apply, but if it is available to you, why not take it? The process in most states is relatively easy and can be done online.
4. **Set priorities for your expenses:** List them in order of importance. Mortgage and utilities might head the list.
5. **Prepare a list of creditors:** Identify your creditors by name, account number, address and phone, including how much you owe, the interest rate, payment schedule and amount. Determine how much you can pay each month, and notify them in advance of falling behind if you will need to lower your monthly payment. Try to make some payment every month, keeping your overall balance low and perhaps keeping your account from being turned over to a collection agency. Your financial advisor can also assist you in this as well.

6. **Reduce household expenses:** Take a few minutes to assess household expenses; cut back where it makes sense. If you have included many “extras” in your lifestyle, now is a good time to rethink their importance. Do not panic – but do take the time to analyze what you need and change things that need to be changed.
7. **Budget for some recreation and special treats:** Occasionally reward yourself and your family to remain positive and upbeat.
8. **Track job-hunting expenses:** Some are tax-deductible (interview travel and tolls). Keep careful records and receipts. The IRS will want to see them if you are audited.

## Financial Worksheet

MONTHLY EXPENSES	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Housing Rent or Mortgage Maintenance Home Insurance Property Taxes						
Utilities Electricity Fuel Telephone Water / Sewer						
Food / Beverage						
Transportation Gas / Oil Car Maintenance Car / Insurance Payments Commuter Expenses						
Education (Self or Children) Tuition Books Professional / Organizational Dues						
Child Care						
Health / Personal Care Medical / Dental Expenses Insurance Pharmacy Hair / Beauty Health Club						
Recreation & Entertainment Meals Out Travel Entertainment / TV Books / Magazines						
Household Purchases Supplies, Furniture, etc.						
Apparel						
Local Taxes Income (Federal and State) Other						
Credit Card / Installment Payments						
Charitable / Religious Donations						
Miscellaneous						
<b>Total Monthly Expenses</b>						
<b>Total Monthly Income</b> (Self, Spouse, Unemployment, etc.)						
<b>Balance</b> (Income Minus Expenses)						

**Note:** Expenses incurred while looking for a new job in your *present line of work* may be tax deductible, depending on how you file. However, expenses associated with looking for a new job in a *new* trade or business, even if a job is not found, are not deductible.

***Please check with your tax professional for advice for your specific situation.***

## >> Self-Assessment and Evaluation

*“Obstacles are those frightful things you see when you take your eyes off the goal.”  
— Hannah More*

### ▣ How Long Will it Take to Get My Next Career?

There are multiple factors that can impact the length of your job search, including the level of difficulty, (such as the regular number of openings in your functional area,) your preferred geographic location, or the types of companies/industries you are targeting.

The state of the economy can affect the amount of time it takes to secure a position, as well as your level of experience, expertise and education. How well you articulate these will play a role, too. In times of greater competition, organizations will have larger talent pools from which to select their candidates. Past level and compensation may also influence search time.

You may find the perfect position in a shorter time than average, or it might take significantly longer. The ultimate determination will be based on your own efforts, marketability and to a degree, timing and luck.

### ▣ What Do You Want to Do?

**Do you know what you do best and enjoy the most?** Looking at your past, what did you enjoy most and where did you excel? Remember the moments when you felt pride in a problem solved, when your actions were focused on meaningful goals and when your achievements gave you the greatest satisfaction.

When defining what you do best and enjoy the most, it is helpful to examine the following four areas because they provide indicators in determining both your personal satisfaction and your potential for success in a particular job.

- Talents, Interests and Skills
- Likes and Dislikes
- Criteria for Job Satisfaction
- Accomplishments

There are other factors that impact your job satisfaction and your potential for success, but are not as easy to evaluate. They include people skills, problem solving, flexibility, creativity, communication and learning, just to name a few.

Employment practices are changing, too. It is important for you to stay informed to changing trends in the workplace. You and your career coach can work together on all these aspects.

As a top executive, you no doubt have spent a considerable amount of time with work related responsibilities. Take time to consider the right balance between your career and your personal life. This is the right time to consider this question and you will be happier with whatever choice you make if you honestly consider this aspect of your transition.

## ■ Self-Assessment

The self-assessment exercises and inventories in this chapter are designed to help you create a broad-based, clear portrait of yourself that will illuminate your experience, accomplishments, likes, dislikes, values and transferable skills.

Through the exercises, collect and summarize the information that you learn about yourself. Then, **use this information to create an image of your value in the marketplace and determine next steps.** (Note: Companies want to know, “What can you do for us?”)

As a key component of your program, your coach will also suggest assessments that are used by top executives to help sort through strengths and areas where you do not excel. Let’s face it; we all have them.

## ■ Career Values Inventory

*“Integrity simply means a willingness not to violate one’s identity.”*

— *Erich Fromm*

**Values define what is important to us and what we want from life**, both personally and professionally. They give us a sense of direction and purpose, and when met, give our work and lives greater satisfaction. Because our values may change, depending on our circumstances, it is helpful to clarify them periodically, particularly when faced with the opportunity to select a new position and environment.

**You will be most content and most productive in position that allows you to satisfy your values.** On the flip side, if a job does not align with your core values, career burn out and/or increasing job dissatisfaction can occur. With this in mind, it is important to examine a job opportunity in the context of how well it aligns with your core values.

***Exercise Directions:*** Read the following values and their definitions. Then, rate each according to its importance *for you* in a work situation.

Low	High	Value Statement
-----	------	-----------------

1 2 3 4 5 6	<b>ACHIEVEMENT:</b> A position in which your success is consistently obvious to yourself and/or others: opportunities to demonstrate high degree of proficiency in job skills and knowledge.
-------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

1 2 3 4 5 6	<b>AFFILIATION:</b> Work with enjoyable colleagues; have friends in the workplace.
-------------	------------------------------------------------------------------------------------

1 2 3 4 5 6	<b>ALTRUISM:</b> Benevolent, philanthropic work devoted to the improvement of the lives of others.
-------------	----------------------------------------------------------------------------------------------------

1 2 3 4 5 6	<b>CREATIVITY:</b> Encouragement to create new products, procedures, programs, organizational structures, etc.
-------------	----------------------------------------------------------------------------------------------------------------



## Career Values Inventory *(continued)*

<b>Low</b>	<b>High</b>	<b>Value Statement</b>
1	2 3 4 5 6	<b>EARNINGS:</b> Income, which enables you to purchase luxuries in addition to essentials of life.
1	2 3 4 5 6	<b>EDUCATION:</b> Opportunities for continuing education through classes, seminars, workshops, conferences, etc.; being in a situation of continuous learning.
1	2 3 4 5 6	<b>ENVIRONMENT:</b> Surroundings (work area, location appearance) with fairly high level of comfort and attractiveness; healthy physical and emotional setting.
1	2 3 4 5 6	<b>FAMILY:</b> Time to maintain close family ties and/or relationships.
1	2 3 4 5 6	<b>INDEPENDENCE/AUTONOMY:</b> Freedom to determine nature of work without significant direction from others; to set your own schedule according to demands of position with few instructions or regulations to follow.
1	2 3 4 5 6	<b>INTELLECTUAL STIMULATION:</b> Work involving creative use of rational or intelligent thought.
1	2 3 4 5 6	<b>LEISURE TIME:</b> Time away from the job for personally satisfying activities.
1	2 3 4 5 6	<b>LOCATION:</b> Desire to live in or close to a specific geographical area (zip code), a specific geographical environment (i.e., semi-rural, desert), or a specific community composition (i.e., small town, large metropolis, suburb).
1	2 3 4 5 6	<b>PHILOSOPHY:</b> Freedom to hold religious, political, or personal values without job conflict.
1	2 3 4 5 6	<b>POWER:</b> Control of, or influence over the work activities or (partially) the destinies of others.
1	2 3 4 5 6	<b>RECOGNITION:</b> Positive feedback, public credit for work well done.
1	2 3 4 5 6	<b>SECURITY:</b> Certainty of permanent position and reasonable financial reward as long as work is done well.
1	2 3 4 5 6	<b>STATUS:</b> Prestige and/or respect of friends, family and community by the nature and/or level of responsibility of your work.

## Career Values Inventory *(continued)*

<b>Low</b>	<b>High</b>	<b>Value Statement</b>
------------	-------------	------------------------

1	2	3	4	5	6	<b>VARIETY:</b> Diverse responsibilities and functions; frequent changes in work activities, settings or people.
---	---	---	---	---	---	------------------------------------------------------------------------------------------------------------------

1	2	3	4	5	6	<b>TRAVEL:</b> Opportunity to travel afforded by the job.
---	---	---	---	---	---	-----------------------------------------------------------

Identify the **three values you rated highest**, ranking them in order of importance, with the most important listed first. Then copy these onto the Self-Assessment Summary Worksheet (p. 21).

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## ■ Personal Qualities

*“Why not be oneself? That is the secret of a successful appearance.  
If one is a greyhound, why try to look like a Pekinese?”*

— *Edith Sitwell*

**Have you ever been so engrossed in an activity or project that you forgot about the time, or enjoyed doing something so much that you wished it would not end?** When this happens, it may be an indication that you were using your personal qualities, in combination with skills and knowledge, to perform a task.

**Personal qualities are those personality traits that make it possible for you to excel at what you do.** In general, you do not learn these things, but are born with them or trained by your family to embrace them.

Evaluating your personal qualities can help you focus on the kind of organization and the type of work that best supports your natural inclinations, and may help to identify where you might be most happy. To examine your own personal qualities, look at the list below as a starting point.

### **Exercise Directions:**

Review this list with the **real you** in mind. What personal qualities are you proud of or depend on for success? **Place a check mark next to the qualities that best describe you.** If you have a trait that is not listed, simply add it to the list.

Thorough	Perceptive	Intense	Dependable
Precise	Imaginative	Communicative	Knowledgeable
Efficient	Creative	Helpful	Detail-oriented
Enthusiastic	Methodical	Easygoing	Industrious
Energetic	Diligent	Accurate	Assertive
Honest	Intelligent	Candid	Curious
Dedicated	Intuitive	Credible	Competitive
Insightful	Determined	Decisive	Open-minded
Sensitive	Tenacious	Logical	Realistic
Supportive	Responsible	Friendly	Spontaneous
Practical	Persistent	Humorous	Tactful
Trustworthy	Productive	Intellectual	Thoughtful
Organized	Gregarious	Analytical	Risk-taker
Flexible	Compassionate	Persuasive	Results-oriented

From everything you have considered, **select the three qualities that you want to emphasize during your job search.** What qualities will you use to describe yourself to others when you are networking or interviewing? Copy these onto the Self-Assessment Summary Worksheet (p. 21).

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## █ Likes and Dislikes

*“What’s a joy to one is a nightmare to another.”*

— *Bertolt Brecht*

### Exercise Directions:

Looking over the positions that you have held in the past, list those things that you liked and/or disliked about them. What situation or task energized you; what did you put off day after day? Consider the work environment, management style, tasks, assignments, projects, etc., too.

For instance, “liked working on a team,” “don’t like being micro-managed,” “think it is important to have a window,” “disliked giving presentations,” “liked turning situations from a loss to a profit,” or “bringing new products to market.” These career satisfiers and dis-satisfiers will be helpful in determining the right job for you. **Be sure to consider these before deciding whether or not to accept a job offer!**

<b>Most Recent Position</b>	
Liked	Disliked
<b>Prior Position</b>	
Liked	Disliked
<b>Other Previously Held Positions</b>	
Liked	Disliked

Copy your key Likes and Dislikes onto the Self-Assessment Summary Worksheet (p.21).

## ■ Criteria for Job Satisfaction

*“I’d rather be a failure at something I enjoy than a success at something I hate.”*

— *George Burns*

Whether you live to work or work to live, there are aspects about your job that make it important to you. For example, do you value the time it allows you with your family? Are you in it to make as much money as you can, or do you value the contribution to the enterprise and “making a difference.”

**The purpose of this exercise is to help you determine what motivates you and what the important criteria will be for your career decisions.**

Exercise Directions: **Review this list and weigh the value of each criterion, deciding how important that item is to you: very, somewhat, or not at all important.**

Salary	Challenge
Recognition	Contribution/Service to Others
Supervision	Physical/Mental Health/Quality of Life
Work Relationships	Competent Staff
Learning Opportunities	Stability/Economic Security
Autonomy	Desired Schedule/Flexible Hours
Prestige/Title	Physical Environment
Size of Company	Industry
Support	People/Culture/Style
Management Style of the Boss	Opportunity for Variety
Environmental Awareness	Product and Quality
Benefits	Promotion Potential
Responsibilities	Geographic Location
Decision-making Authority	Corporate Image/Integrity
Opportunity for Travel	Leadership

**Prioritize the five criteria that are most important to you.** Then add them to the Self-Assessment Summary Worksheet (p.21).

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## ▣ Talents, Transferable Skills, Interests

*“In the middle of difficulty lies opportunity.”*

— *Albert Einstein*

### ✓ **Interests and Talents**

**Interests** play an obvious role in our career satisfaction and success, yet their role is not always easily defined. *Generally, we do best what we are most interested in.* The key is identifying a position that allows us to do what is most closely related to these areas of interest.

In addition, each of us possesses inherent capabilities we did not acquire through formal education, training, or experience – these are our **talents**, such as a gift for music or math, instinctive understanding of people, or a sense of organization.

Abilities are developed through study and practice, such as learning a foreign language or writing effectively. When skills (learned and practiced) are combined with abilities (innate gifts or talents), the resulting combination comprises those capabilities that allow people to perform certain tasks easily and effectively.

### ✓ **Transferable Skills**

**Transferable Skills** represent the kind of things (skills, abilities, talents) that you know how to do well and that are used widely in many jobs, organizations and industries. Leadership, communication, analytical and problem solving skills, as well as technical proficiencies that are cultivated and refined over years of practice are examples of transferable skills.

**Abilities acquired in one job can transfer into new work settings. You can use your same job skills in different ways, with different subjects, and in different environments.**

The following two exercises will help you determine your transferable skill sets and to assist you in identifying many of your career accomplishments. The key is to discover those transferable skills that you really enjoy using!

- Identifying and effectively describing your skills and accomplishments will take the most time to complete. Don't cut corners – the results will be worth the effort!

## ▣ Talents, Transferable Skills, Interests Exercise

***Exercise Directions:*** Look at the list on the following page.

1. First, rank your **talent and skill competency** levels for each category.
2. Then go back and rank your **interest level** for each category.
3. **Compare your competence and interest levels to help determine the correct direction of your job search.** For example, if you have a high interest, but low competency level, you may have to obtain training or more education before pursuing that field of interest.
4. After you have completed both ratings, **prioritize** by competence level and interest level. Then document your top 5 to 10 items on the Self-Assessment Summary Worksheet (p. 21).

## TALENTS, SKILLS AND INTERESTS EXERCISE

	Competency Level			Interest Level		
	<i>Low</i>	<i>Med</i>	<i>High</i>	<i>Low</i>	<i>Med</i>	<i>High</i>
<b>Training and Education</b>						
Teaching/Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching/Mentoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing Instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication</b>						
Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Editing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Persuading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Speaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supporting</b>						
Serving as a Liaison	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring for Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Artistry</b>						
Performing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visual Arts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Construction/Technology</b>						
Using Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building/Creating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Repairing/Restoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine Crafts Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Competency Level			Interest Level		
	<i>Low</i>	<i>Med</i>	<i>High</i>	<i>Low</i>	<i>Med</i>	<i>High</i>

**Evaluating**

Calculating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Researching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solving Problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Troubleshooting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifying Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thinking**

Brainstorming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conceptualizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Synthesizing Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Convincing**

Selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Debating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Managing**

Initiating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decision-Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delegating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning/Coordinating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mediating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## ▣ Functions and Transferable Skills Exercise

Another way to analyze and determine your transferable skills involves making a list of the main responsibilities and job functions identified in your job description. What transferable skills did you use when performing these activities? Below are some examples of Functions and Transferable Skills:

### **I. Function:**

**Resolving Key Customer Concerns**

### **Transferable Skills:**

Listening skills  
Tact and diplomacy  
Asking questions to get information  
Good judgment  
Patience and empathy  
Excellent communication skills  
Industry or product knowledge

### **II. Function:**

**Manage a Major Division**

### **Transferable Skills:**

Delegation  
Preparing budgets  
Selecting software and host provider  
Setting business goals  
Relationships with other divisions  
Project management  
Hiring talented staff

**Exercise Directions:** In the space below, identify a function that you have performed and the skills that you used. Select applicable ***action verbs*** from the following pages to document your own transferable skills. **Additional worksheets are located at the back of this manual under Resources.**

**Function:**

**Transferable Skills:**

- 
- 
- 
- 
- 
- 

**Function:**

**Transferable Skills:**

- 
- 
- 
- 
- 
-

## ANALYSIS

Abstracted	Analyzed	Appraised	Assessed	Briefed
Clarified	Classified	Compared	Computed	Correlated
Critiqued	Debated	Defined	Determined	Diagnosed
Discerned	Dissected	Evaluated	Examined	Identified
Inspected	Integrated	Interpreted	Interviewed	Solved
Investigated	Judged	Maintained	Mapped	Monitored
Observed	Perceived	Ranked	Read	Reasoned
Related	Researched	Reviewed	Screened	Scanned
Studied	Summarized	Surveyed	Symbolized	

## ASSISTANCE

Advised	Assisted	Bolstered	Collaborated	Contributed
Consulted	Cooperated	Enlisted	Facilitated	Fostered
Participated	Referred	Served	Strengthened	Supported
Helped				

## COMMUNICATION

Addressed	Advertised	Answered	Briefed	Communicated
Interpreted	Corresponded	Debated	Explained	Expressed
Facilitated	Publicized	Interviewed	Lectured	Narrated
Prepared	Presented	Recorded	Responded	Spoke
		Wrote		Talked

## CREATION AND DEVELOPMENT

Adapted	Authored	Bolstered	Built	Charged
Clarified	Composed	Conceived	Created	Designed
Developed	Devised	Discovered	Drafted	Established
Expanded	Expedited	Improved	Experimented	Fashioned
Formulated	Generated	Integrated	Increased	Influenced
Initiated	Innovated	Instituted	Perceived	Introduced
Invented	Launched	Modified	Originated	Proposed
Performed	Planned	Prioritized	Produced	Promoted
Shaped	Reduced	Restored	Refined	Revamped
Simplified	Streamlined	Substituted	Visualized	Recommended
Fixed	Set			

**ACHIEVEMENT**

Advanced	Allowed	Assured	Attained	Bolstered
Eliminated	Encouraged	Expanded	Facilitated	Fostered
Guaranteed	Improved	Increased	Inspired	Mastered
Maximized	Minimized	Motivated	Obtained	Overcame
Promoted	Provided	Reduced	Restored	Stimulated
Strengthened	Upgraded			

**TEACHING AND COUNSELING**

Adapted	Advised	Advocated	Aided	Applied
Assessed	Assisted	Bolstered	Briefed	Cared
Charged	Clarified	Coached	Comforted	Communicated
Conducted	Consulted	Coordinated	Demonstrated	Educated
Empathized	Enabled	Encouraged	Enlightened	Established
Exercised	Explained	Facilitated	Fostered	Guided
Implemented	Improved	Influenced	Informed	Inspired
Interpreted	Investigated	Lectured	Led	Maintained
Manipulated	Modified	Motivated	Observed	Perceived
Persuaded	Promoted	Read	Reduced	Reflected
Reinforced	Related	Restored	Saved	Shared
Spoke	Stimulated	Strengthened	Substituted	Supported
Sustained	Taught	Trained	Validated	Helped
Solved				

**OPERATIONS AND REPAIRS**

Adjusted	Adapted	Bolstered	Clarified	Corrected
Eliminated	Executed	Expedited	Facilitated	Fixed
Implemented	Installed	Maintained	Modified	Ordered
Operated	Prepared	Prioritized	Produced	Programmed
Promoted	Ran	Reduced	Repaired	Serviced
Sustained	Transported	Upheld	Identified	Utilized
Saved Time	Reorganized	Troubleshoot	Analyzed	Improved

**NEGOTIATION**

Advised	Advocated	Arbitrated	Bargained	Expedited
Facilitated	Lobbied	Mediated	Merged	Motivated
Negotiated	Persuaded	Promoted	Reconciled	Solved

**ORGANIZATION**

Accumulated	Arranged	Assembled	Balanced	Budgeted
Catalogued	Clarified	Classified	Collated	Collected
Compiled	Composed	Coordinated	Copied	Correlated
Detailed	Developed	Facilitated	Filed	Gathered
Graphed	Identified	Inspected	Located	Maintained
Mapped	Met (deadlines)	Obtained	Organized	Planned
Prepared	Prioritized	Processed	Programmed	Ranked
Recorded	Reorganized	Reproduced	Retrieved	Revamped
Reviewed	Revised	Routinized	Scheduled	Set
Simplified	Solved	Streamlined	Structured	Synthesized
Systematized	Tabulated	Updated	Built	

**SERVICE**

Assisted	Attended	Cared	Catered	Delivered
Entertained	Facilitated	Furnished	Listened	Maintained
Prepared	Procured	Provided	Satisfied	Served
Supplied				

**PERSUASION**

Aided	Advertised	Auctioned	Bartered	Bolstered
Enlisted	Facilitated	Generated	Helped	Improved
Maintained	Motivated	Negotiated	Persuaded	Promoted
Purchased	Raised	Recommend	Recruited	Led

**SUPERVISION AND MANAGEMENT**

Administered	Allocated	Approved	Arranged	Assigned
Authorized	Bolstered	Coached	Conducted	Consulted
Contracted	Controlled	Decided	Delegated	Directed
Dispatched	Distributed	Educated	Encouraged	Enforced
Evaluated	Executed	Exercised	Expedited	Facilitated
Followed	Fostered	Hired	Implemented	Instructed
Maintained	Managed	Monitored	Motivated	Organized
Oversaw	Planned	Prepared	Prioritized	Promoted
Purchased	Regulated	Reinforced	Responded	Retained
Reviewed	Scheduled	Selected	Led	Solved
Strengthened	Supervised	Taught	Trained	Set

## **SELF-ASSESSMENT SUMMARY WORKSHEET**

The purpose of this worksheet is to capture key career information about you on one page using a summary format. Then, you can analyze this data, develop ideas on what you “must have” and “would like to have” in your next job, and also perform a gap analysis to determine what you want versus what you have to offer target organizations.

### **Ideal Job Requirements –Values Inventory (pp. 8 – 10)**

*Must Have*

*Would like to Have*

*Icing on the Cake*

**Transferable Skills (pg. 17)**

**Personal Qualities (p. 11)**

**Criteria for Job Satisfaction (p. 13)**

**Talents / Interests (pp. 15 – 16)**

**Likes (p. 12)**

**Dislikes (p. 12)**

## >>> Expertise, Experience and Accomplishments

*“My mother said to me, ‘If you become a soldier, you’ll become a general, if you become a monk, you’ll end up as the pope.’ Instead, I became a painter and wound up as Picasso.”*

— Pablo Picasso

### ▣ Importance of Accomplishments, Expertise and Experience

Identifying these elements is extremely important in formulating your approach to the market. Broadly speaking, they can be described in the following way.

- **Accomplishments** demonstrate your areas of strengths, passions, experience and expertise, and can represent any activity that you recall with pride – whether or not it was recognized by anyone but you.
- **Expertise** refers to specific skills or knowledge. It infers that you are an “expert” in something.
- **Experience** is not necessarily tied to a specific context. Instead, it includes generalized competencies that you can transfer from setting to setting. It ties together knowledge and skills to maturity and judgment, arming you with *transferable abilities* that can be applied to multiple situations.

*Examples of experience:* The ability to keep cool in a heated situation, negotiate a lucrative contract, mediate between warring employees, or write a winning proposal.

#### **Past accomplishments can build credibility and enhance your marketability.**

Describing the key accomplishments (contributions) you have made in the past allows potential employers to translate your successes into future performance for them. In evaluating your suitability for a position, an employer will want to hear actual accomplishments that demonstrate the skills and experience you claim.

**An accomplishment is any activity that you recall with satisfaction and substantiates what YOU do well.** Here are some characteristic ways in which they serve you.

- Accomplishments are often taken and turned into *success stories* that can be shared with a potential employer.
- They use *quantifiable information (percentages, dollar figures, number of people, amount of time saved, etc.)* to better describe the significance of your achievement.
- They do not focus only on grand accomplishments; they include your smaller triumphs, as well.
- They include successes you had off the job. Community, volunteer work or military experience can illustrate accomplishments that an employer could apply to a current need.

## **■ Identifying Your Accomplishments**

**Can you think of some of your own accomplishments?** When asked this question, people often say: “I just did my job.” **If you are having difficulty, review the following list, and ask yourself if any of these apply to you:**

- Did you handle a position/job/task that had particular challenges? How did you overcome them?
- Did you make significant improvements or increase efficiency, sales, etc.?
- Did you see any problems, opportunities, or challenges that you took the initiative in meeting?
- Did you receive any awards for contributions you made? Did you develop something?
- Did you create or design a new department, program, procedure, plan, service or product?
- Did you identify a need for a plan, program, product, service, procedure that may have improved quality, served customers in a better way, increased revenue and/or sales? Did this have an effect on productivity?
- Did you prepare any original reports, papers, or documents that may have saved revenue, improved productivity or increased sales?
- Did you participate in any direct or indirect technical contributions?
- Did you implement, directly or indirectly, any procedural recommendations?
- Did you actively participate in major decisions or organizational changes (consolidating, restructuring, hiring, salary reviews, new projects, etc.)?
- Did you implement or participate in any sales and/or profit and/or cost saving recommendations?

**Use the space below to begin scripting out one of your own accomplishments.**

## **▣ Writing Your Accomplishments**

### **Steps in Writing Your Accomplishments**

1. Make a list of each job and/or project you have had. Begin by listing the most recent ones and work your way back.
2. Think of all of the tasks on which you have worked and write the most important on the list.
3. Then review your volunteer, community work, industry leadership and personal work. From each, identify areas of accomplishment.
4. Prioritize the list based on their importance to you.
5. Starting with the most important achievement, write a paragraph or more describing first, the **Challenge** or **Problem (C)** you faced then, the **Actions (A)** you took and finally, the **Result (R)** of your efforts. This becomes your accomplishment story.

### **Accomplishment Story - CAR Example**

**An example of a Challenge/Problem – Action – Result (CAR)** analysis is outlined below. This format is easy to use and useful when writing your résumé and preparing for interviews because it: 1) defines the key ingredients of your “success story” and, 2) helps to succinctly convey the scope of the challenge you faced and the results that you achieved.

Try to prepare 15 – 20 CAR accomplishment stories. Not only do they recount your ability to handle situations and problems, but they also build credibility!

Note that the “**Skills Used**” and “**Accomplishment Statement**” identify and summarize the essence of the achievement so it can be used in your résumé.

<b>CHALLENGE #1</b>	<b>ACTION</b>	<b>RESULT (\$, %, #)</b>
Serious reduction in sales volume in northwest division. Need to increase sales and recapture market share.	Developed and initiated a sales training program and implemented an improved incentive program.	Sales increased 28% in first quarter and market share was greatly improved.
<b>SKILLS USED</b>  Sales and marketing. Training design skills. Incentive program design. Customer relations. Problem solving.	<b>ACCOMPLISHMENT STATEMENT (Synopsis)</b>  Developed and implemented sales training program and new incentive plan which resulted in 28% increase in sales revenue.	



## Accomplishment Story – CAR Worksheet

**Exercise directions:** Think of an experience that would be transferable to a new position and use this template to define one of your proudest accomplishments. Focus on action verbs (pages, 18 – 20) to introduce each of your accomplishments. Upon completion, review these with your coach.

<b>CHALLENGE / PROBLEM OPPORTUNITY</b> <i>What was the problem?</i>	<b>ACTION</b> <i>What actions did you take?</i>	<b>RESULT</b> <i>(\$, %, #) What were the results?</i>
Identify and provide the background of a situation, challenge, project or problem you have faced.	Here, tell about the actions you took to handle the situation or solve the problem.	Describe the result of your actions (your accomplishment).  Quantify your results – use numbers, percentages, or dollar savings for more impact.
<b>SKILLS USED</b> <i>What skills did you use?</i>		
In this section, identify the skills that you used.		

**Blank Accomplishment Worksheets** on which you can describe your own accomplishments are located in Chapter 10 – Professional Resources.

## ■ Accomplishment Statements

An Accomplishment Statement is simply a **distillation** or **summary** of relevant facts used to convey the essence of your accomplishment or to communicate a specific skill or experience.

**It answers the question, “So what?”** – What changed, improved, decreased/increased, etc., as a result of your having “touched” a problem? It is the part of your accomplishment story that you will use on your résumé and value proposition. (The details used to describe the Problem and the Actions taken will usually be discussed *verbally* in the interview.)

✓ **Accomplishment Statements have five things in common. They:**

1. **State the action** you took to improve a situation.
2. **Describe** how that action benefited the organization in terms of cost savings, improved efficiency, increased revenue, etc.
3. **Provide numbers or percentages** whenever possible.
4. **Begin** with an action verb.
5. **Contain no more than 20 words**, in general.

Many people have difficulty condensing their accomplishment story into a brief sentence or two. If you experience this problem, **try using the following template to help convert your accomplishments into succinct statements:**

- 1.) Identified [ \_\_\_\_\_ ] and [ \_\_\_\_\_ ],  
*(problem)* *(describe action taken)*  
resulting in [ \_\_\_\_\_ ]  
*(quantifiable result)*
- 2.) Implemented new [ \_\_\_\_\_ ], which [ \_\_\_\_\_ ] for  
*(process, procedure, idea)* *(saved time, cost less, increased accuracy)*  
\_\_\_\_\_  
*(group, team, customer)*
- 3.) Eliminated [ \_\_\_\_\_ ] backlog of [ \_\_\_\_\_ ] while  
*(quantity, length of time)* *(orders, records, files)*  
keeping incoming work current.
- 4.) Reduced [ \_\_\_\_\_ ] by [ \_\_\_\_\_ ] in [ \_\_\_\_\_ ]  
*(errors, costs, time spent on task)* *(quantity)* *(length of time)*

## ✓ Examples of Accomplishment Statements

- Managed \$1.8 million remodel project for corporate headquarters, creating a 25% increase in purchasing power of available budget by innovative planning and strong negotiations.
- Implemented an internal, individual tax preparation software package that reduced return preparation costs by approximately 15%.
- Coordinated a process redesign for an operating division utilizing additional technology and reducing unnecessary tasks, that resulted in 60% improved efficiencies and \$10 million in savings.
- Designed and implemented Substance Abuse Program, creating an awareness of safe working procedures, substantially reducing absenteeism and increasing good manufacturing practices.
- Provided management continuity, leadership and effective decision-making, while substituting for the Vice President of Sales and Marketing in her absence.

**Additional examples** of accomplishment statements may be viewed in Chapter 10 – Professional Resources.

## ✓ Hidden Benefits of Accomplishment Statements

- **Writing Accomplishment Statements down, and repeating them to yourself frequently**, can arm you with real-life success stories that come easily to mind when networking or in an interview.
- **Reduces anxiety in an interview by being better prepared** to respond to questions with your success stories. (And, the more familiar you are with your tangible accomplishments, the easier they come to you during the interview.)
- **Enables your résumé to stand “head and shoulders” above others** with a similar work history. You are not merely communicating that you have applicable experience, but that you understand the value of time, resources and the “bottom line.”
- **Being clear about your accomplishments** will enable you to demonstrate that you can meet the needs of new positions.

## **□ Career Decision Options Assessment**

*“The world stands aside to let anyone pass who knows where he is going.”*

— *David Starr Jordan*

**Over the next few months, you will make some very important career decisions.** These decisions will be most successful when based on a thorough understanding of your own unique combination of skills, values, interests, career needs and goals.

Having identified a significant amount of “product” information about yourself, you need to consider which career option or options to pursue before putting together a market plan to “sell you.”

**For your consideration, four general categories of options are presented, and the questions accompanying them may help you determine which path(s) to follow.**

### **Options**

***Option I*** Explore the **same type of career you had before within the same industry.** Essentially, look for a career with a competitor of your current/past employer.

***Option II*** Explore the **same type of job but in a different industry.** For example, a Chief Financial Officer who had previously worked for a manufacturer might now consider a similar job, but in a retail business.

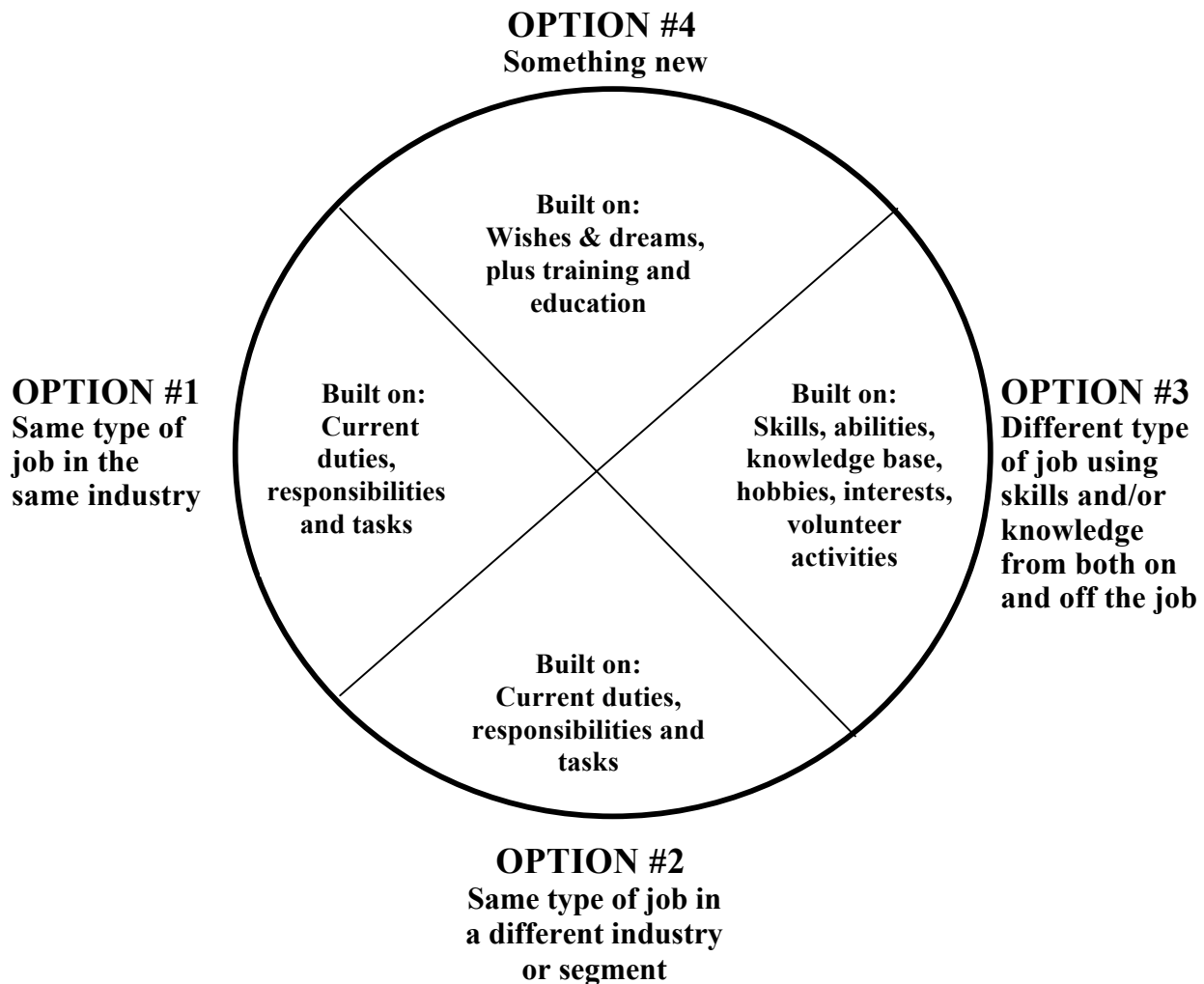
***Option III*** Explore a **position that uses your job-related abilities and knowledge and/or personal interests in a different way (different job)** – consultants to business belong in this category. Another example might be the Human Resources Director who becomes an Executive Director of a major social service not-for-profit. This option is really wide open for ideas. (See diagram on next page.)

***Option IV*** Explore a **“new” career path.** This could be a business venture, going back to school for an advanced or different degree, or combining an interest with abilities/knowledge gained in previous jobs or associations.

### **Questions to ask yourself:**

- Why does this OPTION work for me?
- Are there places I can find this type of job?
- Are there enough job openings available?
- Who can help me?
- What are the obstacles?

## Options for Your Future - Diagram



### Options and Gap Analysis

As you think through your career options, look at **what the market place is “buying”** and then **weigh that against what you have to offer**. Is there a 100% match? If not, you need to determine how to bridge the gap, for example, by obtaining a new certification or degree, learning a foreign language, or simply looking beyond “today” to down-the-road benefits.

Consider using the information that you gathered on your Self-Assessment Summary Worksheet (p.21) to begin composing the whole picture of what you have to offer. Then compare this to what your *target organizations need and want*.

You may have to conduct significant research to uncover market trends and the key requirements that firms are in search of today. But, you will also find that this information will help keep you focused, set targets that are realistic and earn you “preferred candidate” status.

## >>>> The World of Work Today

*“We must learn to view change as a natural phenomenon – to anticipate it and to plan for it. The future is ours to channel in the direction we want to go...we must continually ask ourselves, ‘What will happen if...?’ or better still, ‘How can we make it happen?’ ”*

— Lisa Taylor

**In a culture where the workplace is more chaotic, more unpredictable and certainly more prone to change than ever before ... are you equipped to succeed?**

How familiar are you with current organizational trends that are impacting how we do business?

- ✓ For those who see the potential and the excitement this offers, it is a great time to plan the future. More people are weighing their personal and career needs against those of the organization and what it has to offer.
- ✓ People are now taking charge of their own lives and careers, and are encouraged by their organizations to be pro-active and think like entrepreneurs.
- ✓ Advanced technologies affect how we communicate, meet and network, as well as impact the availability of immediate information on a 24-hour basis.
- ✓ Many of the skills that helped people succeed in the past are no longer as effective in today’s organization, which functions very differently.
- ✓ Flexibility, variety and multiple employment situations are the norm today.
- ✓ The focus on loyalty and commitment is not valued as much as the ability to learn quickly, take responsibility for outcomes as well as tasks, deal well with change and be flexible and innovative.
- ✓ The use of technology has also caused some challenges with miscommunication among the workforce. Many are not comfortable with verbal communication now and even unable to make verbal presentations

*“Whatever course you have chosen for yourself, it will not be a chore but an adventure if you bring to it a sense of the glory of striving, if your sights are set far above the merely secure and mediocre.”*

— David Sarnoff

Every employer is different, based on the unique combination of its values, history, people and strategies.

With this acknowledgement, **the following pages provide a summary of key skills and behavior requirements that are important in today’s work world, and of which you should be aware.**

## □ Key Skills and Behavior Requirements in Today's Work World

*“The biggest mistake you can make is to believe that you work for someone else.”*

— *Unknown*

### 1. THE NEW WORLD OF WORK IS THE NEW REALITY

Employees are expected to look at themselves as entrepreneurs or contingent staff who continually produce value. Immediate demands placed on organizations by the market require contributions *each and every day* by *each and every employee*.

### 2. YOUR BEHAVIORS MATTER

How you do your work may be as important as the results you get. Many organizations are beginning to focus on the importance of values. Some have included values in their performance management system. Your values impact the attainment of your success. Also, negative attitudes can cause negative production in a group.

### 3. POLITICS ARE REAL – *Are your political/selling skills up to speed?*

There are two levels of corporate politics.

- The first, which is more accepted, is doing things to fit in, to be a part of the norm, selling your ideas and projects.
- The second, less acceptable, is the underside – borderline behaviors to get ahead, to get what you want.

### 4. CHANGE REQUIRES ADAPTING SKILLS

Change is real. **It is constant and it is chaotic.** It feels that way to almost everyone. Keeping up or falling behind – either way it can be stressful.

- Are there changes with which you really don't agree in your organization? What are they? Do others perceive that you do not agree with the organization's current direction? Do you seek constructive solutions or tend to only criticize?
- In your organization, what is the norm for going along or voicing dissenting opinion? Remember, there is always more than one way to get something done.
- Are your adapting and flexibility skills up to speed? Is your approach to work consistent with the leaders in your organization?

### 5. MANAGING YOUR EMOTIONS

Change creates emotions. And, organizational life has become more emotional. How are you feeling? Do your feelings show? Feelings are valid and show that you care. **But, it takes effort to channel emotional energy into positive action versus feeling paralyzed.**

## Key Skills and Behavior Requirements in Today's World (continued)

### 6. CONSTANT LEARNING IS A REQUIREMENT

To keep up with constant change, you must continually learn. It is your responsibility, not the organization's to stay up to date on learning. What have you learned recently? Are you current in your field? Have you stayed current on technology or your industry? Do you know where your organization is heading? Do you know how your company will be successful?

***Have you stayed current within your field? Are your technical skills current? What are they? Are you focused on learning?***

### 7. PERFORMANCE EXPECTATIONS ARE VAGUE

Whose responsibility is it to understand the expectations of your management or board of directors? In today's world of work, **it is a shared responsibility – between you and your management.**

- Different generations are using different management styles. Work teams are the norm, and they self-manage and self-discipline their members.
- On top of this, new projects, processes, customer requirements, competition, regulatory changes, and other changes create new performance expectations. Are they communicated to you or are you making sure you know them. Maybe yes and maybe no. You can argue all you want that it is not “fair” if you are not kept informed. **But, it is also real.**
- An effective leader *should* relay the expectations/boundaries so the team or employees to be empowered will take charge of their tasks.

***Do you understand fully what is expected of you? Do you know what your more senior management or board requires? How good are you at clarifying expectations?***

### 8. CUSTOMER FOCUS SKILLS

***Everything is about the customer.*** Every company operation needs to understand and be responsive to customer requirements. The requirement to obtain information quickly, the complexity of the information, and the high expectations of customers mean that everyone in the organization, including you, must be able to work with customers. ***Are you focused enough on being versatile and responsive?***

### 9. PEOPLE WANT TO WORK WITH PEOPLE THEY LIKE

While it's true people do not have to like you to work with you, **you** will most likely be more successful if they do like you. This is reality.

**Do you focus on establishing effective working relationships?**



## ▣ Contemporary Skills

*“The fates guide those who go willingly; those who do not, they drag.”*

— *Seneca*

**There is an emerging set of skills required for success in today’s marketplace.** Of course, the list of skills presented below is not equally applicable to all people or to all fields; but, to some degree, these skills are important to everyone.

### **Problem Solving Skills**

- ***Be results oriented.*** Solve customers’ problems and have a positive impact on their success.
- ***Be proactive.*** Understand that it is up to you to produce results, change and initiate action.
- ***Think creatively.*** Look at problems from differing points of view. Consider new solutions. Learn to balance your hunches and intuition with practicality and get comfortable with being wrong once in a while.
- ***Look at the big picture.*** How do you fit? How can you add value?

### **People Skills**

- ***Know yourself and*** how people perceive you.
- ***Be sensitive to the needs of others.*** Understand that everyone is unique.
- ***Increase your tolerance level.*** Be adaptive and flexible especially in today’s diverse environment. There is no one best way to do anything, and there are always alternatives. Do not get hung up on one solution.

### **Integrative Skills**

- ***Expand your ability to communicate,*** using all media forms.
- ***Expand your overall business skills.*** Understand finance. Understand marketing. Understand what makes businesses run.
- ***Understand information technologies.***

To be well equipped for the new world of work, consider your proficiency in each of these areas, and ask yourself:

1. What are my skill competency levels?
2. What have, or am I doing to develop them?

*“No one respects a talent that is concealed.”*

— *Desiderious Erasmus*

**Now that you have explored your accomplishments and considered a career focus, your next step is to develop marketing materials that will get you noticed!** The most important of these presentation materials is the résumé, and it will be addressed next, along with development of your professional introduction and effective correspondence.

# **CHAPTER 3**

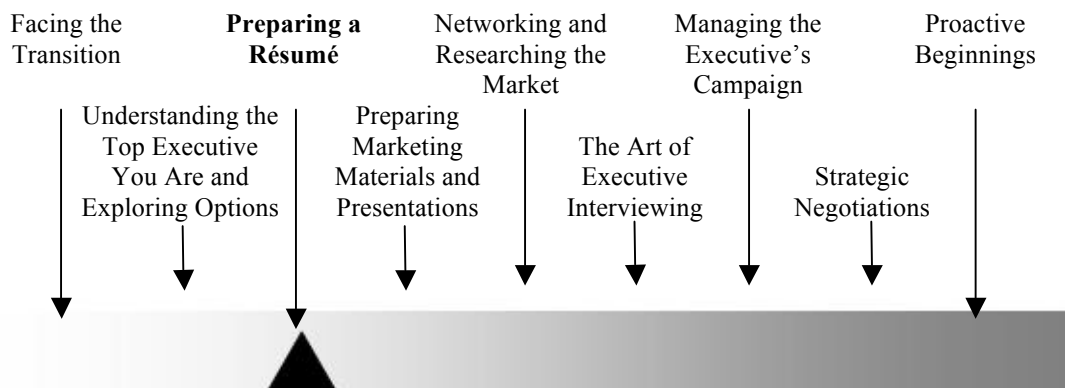
## **PREPARING A RÉSUMÉ**

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## Chapter Overview

Now that you know yourself and what you have to offer, it is time to translate that knowledge into a document that represents your skills, work history and accomplishments. In this chapter, you will learn to:

- \* *Determine the résumé format that is right for you.*
- \* *Prepare your résumé: a written representation of your professional experience.*



# Preparing a Résumé

---

*“The way in which we think of ourselves has everything to do with how our world sees us.”*

— *Arlene Raven*

You have just been promoted to a new position. You are now Director of Marketing and the product or service you are about to market is **YOU!** Like any good marketer, it is critical to know the product inside and out and develop materials that will get the word out to prospective customers.

When selling a product or service, one of the most effective ways to interest the customer is to present a visual marketing piece of literature. **In job search, your résumé is your sales brochure**, the purpose of which is to interest the reader enough to initiate a telephone interview or invite you to a meeting or formal interview.

There are many faces to a résumé – printed or scanned document, PDF and electronic version, to name a few. Regardless of the format:

1. **A résumé always provides a brief, selected professional summary of your key strengths, work experience, skills, accomplishments and value to an employer.**
2. **As a marketing tool, it should also convey what you *want to do* and why you are *qualified and effective to do it*.**

The old days of writing a “straight history” – providing a set of titles, responsibilities and a few statistics – is no longer acceptable and **will not** convince employers that you fit their needs *today*. With so many in the job market you *must distinguish* yourself from others.

Today, the résumé has become a primary marketing tool that **underscores your value to an organization, highlights your key contributions and positions you to become the lead candidate**. To be effective, it should **showcase your past success in a way that implies future success**. This helps the reader understand your current career direction in the context of challenges that you faced in the past, what you did to solve them, and how you were successful.

Developing a market-oriented, competitive résumé is a tough job, but worth the time and effort put into its development. When preparing your résumé, keep these additional pointers in mind.

- The story of your career needs to create a *visual, word-picture* of you in the workplace.
- The more you come alive as a real person *in action*, the more others can relate to you and visualize how you can help their own organization.

## Today's competitive, market-driven résumé is:

- ✓ **A promotional tool** – one that *showcases your value* using a well-structured, easy-to-read presentation of skills, capabilities, accomplishments and results.
- ✓ **Action-oriented**, illustrates impact and is *easily understood*.
- ✓ Able to quickly “grab” the reader’s attention, **highlight key information** and position your *most important selling points up front*.
- ✓ **Accurate** (never lie) and employs industry-appropriate *keywords*.
- ✓ Written with the **reader’s needs in mind** because it is really a *marketing* tool.

As a general rule, it is best that your résumé sounds like you, using words and phrases that reflect you and relays your priorities, values, and critical aspects of your professional past. Your terminology, tone and personality should be incorporated into the document in order to ensure instant credibility when you interview, either formally or for information.

A professionally written résumé is needed. But, it is important that it tells “your story” about your career, noting your hard work – with *you* determining what should be included in the résumé.

**There are three distinct types of résumés that most people use.**

- 1. Chronological**
- 2. Functional**
- 3. Combination**

These are defined in more detail on the following page. Consider discussing the benefits of each with your consultant, and then decide which is best to use in your situation.

## ▣ The 3 Résumé Formats

### ✓ Chronological (Chapter 10 – Resources, p. 14)

The most common and traditional résumé is the reverse chronological format – **a listing of all previous jobs by date, starting with the most recent, and working backward**. It is the style that many *interviewers and recruiters prefer* since it is easy to read and familiar.

- This may be the best form to use if you are seeking the “next step” in your field or a job that is similar to your previous position.
- It is useful for people who have a consistent work history, job titles that support their career objective and specific accomplishments that justify the salary they want.
- The content stresses major accomplishments within each position.
- This form does not work as well for those who have a sporadic work history with significant employment gaps, frequent job changes or job titles that do not relate to the job opening.

### ✓ Functional (Chapter 10 – Resources, p. 16)

A second type of résumé is the skill-based, or functional résumé. It **emphasizes competencies and abilities, focusing on skills rather than employment history and dates**. This format is used by career changers who have past job titles that do not match their new target position or who want to emphasize their competencies rather than titles.

- The functional résumé groups similar work experience, accomplishments and qualifications with no regard to the date or organization in which they occurred.
- This style is useful in cases where there is a great deal of movement between jobs or when there are gaps in an individual’s career history.
- The content:
  - Uses four or five separate functional headings, each of which describes a distinct area of expertise or involvement and stresses the most directly related achievements within each heading.
  - Includes a brief version of work history, listing employer names and dates.

### ✓ Combination Résumé (Chapter 10 – Resources, p. 18)

This type of résumé **combines elements of both** the chronological and functional résumés. It is flexible and it can be adapted by anyone who wants to highlight aspects of relevant accomplishments as well as summarize their career history.

- This format relates functional experience and skills directly to the specific positions previously held. However, because it repeats the same function headings under *each position*, it often appears to be repetitious.

**A sample chronological résumé is also provided on page 10 of this section**, and examples of all formats are located in Chapter 10 – Professional Resources.

## **Résumé Content**

### 1. CONTACT INFORMATION – YOUR PERSONAL “REACH” INFORMATION.

- Always place your name alone on the first line of your résumé. If your name is gender-neutral, consider using “(Ms.)” or “(Mr.)” in front of your name.
- On the lines that follow, provide your full mailing address, professional email address, telephone number(s), and appropriate links – such as your personal website, LinkedIn, etc.

### 2. PROFILE – A PORTRAIT DESCRIBING THE DYNAMICS OF YOUR EXPERTISE.

- A profile paints a detailed outline of one’s extensive experience and development, positioning one for a role that involves more responsibility and leadership. (Use the same information in your **LinkedIn summary** and **elevator speech**. Be consistent!)
- A C-Level candidate is expected to possess in-depth training in order to handle challenges and provide solutions, as well as instill motivation and direction to others.
- A profile statement can clearly express the goals and focus of a C-Level candidate. This helps to eliminate any confusion or misunderstandings, though additional information may be needed to support and ensure appropriate experience has been attained.

### 3. KEY OR CORE SKILLS – LISTING OF SPECIFIC AND APPROPRIATE SKILLS TO SUPPORT HIGHER LEVEL EXECUTIVE POSITIONS.

- Carefully select words that create a “word picture” of you (the product) that **supports** your professional capabilities, expertise, key skills, strengths and credentials.
- Instantly and clearly describe what is distinctive and unique about you.
- Uses short phrases and words to paint an image of competencies and professionalism.

### 4. PROFESSIONAL EXPERIENCE

- The **chronology of your employment**, complete with company names, job titles, employment dates, and accomplishment statements.
- When the name, product or service of a previous employer is not easily recognizable, it may be advantageous to include a short description of the firm, in addition to titles held and scope of responsibilities.

That information can also add dimension or credibility to one’s career. For example, if one is Director of International Sales for the largest manufacturer of heart stents, disclosing that may be useful in promoting the capability of the Director.

- **Bold your job title to bring more emphasis to you** (after which a brief description of your key responsibilities should be listed). Note accomplishments separately.

## 5. ACCOMPLISHMENTS – RESULTS

- These can be taken from your **CAR stories** (Chapter 2).
- Use bullets for these brief and relevant statements that describe your **contributions** (accomplishments) and how each benefitted the organization and provided **value** (the result).
- Start with the result, then articulate how you did it. Don't lose the impact!
- Each accomplishment should communicate your success (results) in **quantifiable** terms.

## 6. EDUCATION

- **Degree or Diploma, name of school, city, state,** and year completed, if needed.
- Multiple degrees should be listed starting with the highest degree first (e.g., Doctorate, followed by Masters).
- “Degree in Progress” may be used in cases where a degree is still being attained.

## 7. PROFESSIONAL DEVELOPMENT

- Additional training that is relevant to your career path, company-sponsored courses or certifications that may make you a more attractive candidate.

## 8. PROFESSIONAL ASSOCIATIONS

- List the leadership roles and/or officer-level positions held in professional organizations and boards.

## 9. OTHER POSSIBILITIES...

- **CONTINUING EDUCATION / AWARDS**
- **BOARD POSITIONS**
- **PUBLICATIONS, PATENTS**
- **COMMUNITY INVOLVEMENT** (if relevant)
- **TECHNICAL COMPETENCIES**



## **Résumé Composition Guidelines**

The following provides a general framework within which to begin writing a résumé.

### **1. CONTENT**

- Think of yourself as a product and your résumé as a marketing brochure** about you. What are your features and benefits? What makes you unique?
- Include only the most recent 10 - 15 years of your career** for this represents the timeframe in which your skills are probably most up-to-date and relevant.
- Lead with your strengths.** Since résumés are typically reviewed in 25 seconds, put strong points first where they are more apt to be read.
- Provide quantified, measurable, results-oriented details** whenever possible. Use numbers, percentages, dollars, time improvements/reductions, etc., but ensure that you do not breach your previous companies' confidentiality.

### **2. WRITING STYLE**

- Show what you know.** Use your résumé to highlight your breadth of knowledge. Make it easy for the reader to quickly understand what value you bring to their organization.
- Show who you know.** If you have reported to someone important, say so in your résumé. The same is true for well-known companies; name dropping can provide a better idea of the scope of your responsibilities or challenge difficulty.
- Use appropriate key words** that are industry-specific and relevant to your targeted career.
- Avoid** using the word **“I” or “my.”** (It is understood whose résumé this is.)
- Avoid** using **abbreviations**, “shoptalk” and jargon – unless a universally known industry-standard term.
- Spell out complete phrases or titles rather than using an acronym** – then follow it with the acronym in parentheses. After this first occurrence, it is appropriate to use just the acronym – e.g., National Collegiate Athletic Association (NCAA).

### **3. LAYOUT**

- Construct your résumé to be easy to read and scan.** Leave plenty of white space throughout the document. Use a one-inch margin on all sides of the page.
- Ensure that your key selling points are in the *top third* of your first page.**
- Include your **name, telephone number and email address on any second or third pages.**

## Layout *(continued)*

- Limit the length of your résumé to **2-3 pages**. However, a complex or extended career may very well require a longer résumé. Work with your coach to address specific situations.
  - ✓ If needed, a “Résumé Addendum” may be added to include information on special projects, publications, patents, seminars, etc.
- Use **action words that create visual images**. Action words add life to your résumé, words like *initiated, championed, authored*, etc. (Use past tense verbs for past work.)
- Use **bullets sparingly in order to emphasize important points** - they should be used for major statements to stand out in the body of a résumé.
- Use an **11 or 12 font size** that is easy to read. In the past, Times New Roman, Arial, and Courier have been popular fonts, but other readable fonts such as Cambria, Georgia and Verdana have become popular fonts that can add interest to the résumé. Making your résumé easy to read is appreciated by HR executives and search firms and increases the chance of getting an interview substantially.

## 4. GENERAL

- Leave off personal information** – race, sex, religion, age, date of birth, marital status, and *no photos*.
- Start with the easy things first**: your name, contact information, companies and job titles held, and education. Then, move on to the details of your experience.
- Use **past tense** for former jobs, and **present tense** for work you are currently doing.
- When writing** your profile and selecting accomplishments, keep asking yourself: “What do they want to know?” “What are the most relevant parts of my experience?”
- Have someone else review your résumé**. This is a good way to catch any awkward sentences, spelling errors, etc.
- Create a separate page for references**. Do not put references, salary history, names of bosses, or employer phone number or addresses on your résumé.
- Presentation résumés should be produced with a word processor and laser printer** using quality 24-40 lb. paper in white, ivory or gray. Use matching envelopes and paper for résumés, cover letters and other correspondence. Though most résumés are transmitted electronically today, the appearance of a résumé presented to the recipient is important and can make a difference in their eyes.
- Avoid** unusual paper, ink color, or visual “tricks.” (Electronic scanners read only white paper well.) Graphics should generally be conservative.
- If you need to make changes on the résumé**, re-type and print the résumé. Never hand-write changes. *Neatness counts!*

## 5. ATTACHMENTS/ADDENDUMS

- To include additional information, use an attachment that details some unique aspect of your background. Examples might include:
  - Abstract of thesis, dissertation, or major publication.
  - List of computer hardware and software skills, college courses, professional training, or professional designations when applicable to your goal.
  - List of grants and contracts secured, transactions completed, major projects supervised, or key clients.
  - List of articles, publications, papers, or presentations at professional meetings and conferences.
  - Projects you have led.

## 6. MILITARY SERVICE (optional)

- Should you decide to list your military service, include **Branch of Service** and **Honorable Discharge**. If you are applying for a governmental position, it is a must as preference is often given to veterans.
- If still in the Reserves or National Guard, indicate unit and duty title.
- If your experience relates to positions you might seek, then highlight this experience much the same as you did for your civilian positions.

A sample chronological résumé is located on the following page. A blank *Résumé Template* and additional résumé samples are provided in Chapter 10 - Professional Resources.

## Senior Executive Résumé

### SMITH, JOHN

123 Main Street - Boston, MA 12345

phone/fax: 508-123-4567, mobile: 508-123-8899, abc@aol.com, LinkedIn URL

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### PROFILE

**Senior Human Resources Executive** with extensive experience leading mid-size and large service and manufacturing organizations through change generated by merger, acquisition or reengineering.

**Built World Class Human Resource Groups** in Start-ups, Merged and Mature Organizations

- Adept at translating a company's business needs and strategic requirements into the required workforce capabilities.
- In multiple organizations, created HR teams who significantly improved the leadership culture and increased organization effectiveness in union and non-union environments.
- Led Fast-Start Integration of Merger and Acquisition Activities to Maximize Return.
- Created management practices and work life assessments to quickly identify go-forward decisions and create a new organization.
- Led communication and education efforts; served as spokesperson both internally and externally, which accelerated new culture development.

### Managed Process Redesign to Increase Competitiveness

Managed major cost reduction, merger integration and system implementation processes. Utilized situational specific evaluation methodologies to develop process solutions for major business issues. Led project management, implementation, training, and change management efforts to meet aggressive targets.

### EXPERIENCE

**APPLES INC.**, Boston, MA

2004-present

Provide senior leadership and organizational performance services to mid-size companies. Assignments include: leading process redesign, organizational alignment, designing HR functions and executive coaching.

**ORANGE CORPORATION**, Boston, MA

1999-2004

*A \$700 million private manufacturer and distributor of consumer appliances with 8,000 employees in North America, Europe and China created in 1999 when Stewart Air Products acquired the Rival Company.*

### SENIOR VICE PRESIDENT, HUMAN RESOURCES & ORGANIZATIONAL PERFORMANCE

- Directed human resources, organizational development, labor relations, integration and change management. Selected "Head Coach" of global SAP implementation. From SAP: "Phase 1 implementation was completed in record time."
- Leader of process re-design which included use of "GE Workout" model. Focused on inventory and working capital reduction, and effectiveness of sales process and new product development. All targets were met.
- Built HR function from scratch including Performance Management, 360° assessments, metric driven incentives, and culture building.
- Managed union and non-union aspects over a 12-month period when US manufacturing was moved to China.

**BANANA MARKETING**, Boston, MA

1997-1999

*A \$4 billion property and casualty marketing company with offices throughout the US and over 8,500 employees. Established in 1998 through the merger of UK-based Commercial Union and General Accident marketing companies, creating the eleventh largest worldwide marketing company.*

**Vice President, Human Resources**

Directed human resource functions, including employee relations, compensation, benefit selection and rollout, performance management, organizational development, and HRD/training. Directed Corporate Human Resources with matrix responsibility for field human resources.

- Built a highly effective human resource function from the human resources organizations of the two merged companies and two independent subsidiaries with different corporate cultures.
- Delivered communication, management and culture development tools immediately following the merger to support the creation of a new corporate identity.
- Designed and implemented completely new development, compensation and benefit programs within nine months of merger announcement.

**PEAR INSURANCE** (formerly ABC, and XYZ), Albany, NY

1988-1997

*Industry leading global workforce mobility/relocation company serving corporate, government and military sectors.*

**Senior Vice President, Human Resources and Quality Development** (1994-1997)

Provided strategic human resources and quality leadership for all business groups including over 2,500 employees in the US, Canada and the UK. Member, Executive and Reengineering Steering Committees.

- Developed and implemented the integration plan to merge three relocation companies.
- Initiated and implemented redesign of North American performance management, linking strategic business goals to individual performance. Awarded “Gold Medal, Connecticut Innovation Prize,” 1996.
- Led business re-engineering that transformed service delivery, increasing revenue by 20% in first year.
- Rebuilt learning and development by expanding design capability for greater efficiency and support. Reduced budget 25% by standardizing curriculum and learning methods, increasing job-specific training.

**Vice President, Human Resources and Quality Development** (1992-1994)

Directed all regional human resources departments, compensation department and facilities.

- Identified opportunity, designed financial and employee plans and led organization-wide restructuring of core business that resulted in a 15% reduction in total operating costs. During this 10-month process, service levels were maintained with no client losses.
- Directed due diligence, integration and transition activities for the acquisition of ABC (largest relocation company) and 123 Homequity/Canada.

**Director of Human Resources** (1988-1992)

Managed human resources function for multiple business and support groups. Directed strategic and operational activities supporting business change initiatives and Total Quality Management (TQM) efforts.

- Supported restructure of organization from segmented operational groups to multi-disciplined customer service teams and call centers, developing infrastructure, job design, performance standards and training.

**WATERMELON & RASPBERRY CORPORATION**

1977-1988

**Human Resources Manager**, Boston, MA (1987-1988)

**Human Resources Manager**, Charlotte, NC (1986-1987)

**Senior Corporate Human Resources Specialist**, Concord, MA (1984-1986)

**Employee Relations Supervisor**, Waltham, MA (1981-1984)

**Employment Supervisor/Contract Administrator**, NY, NY (1979-1981)

**Human Resources Specialist**, Providence, Rhode Island (1977-1979)

**EDUCATION**

BS, Business Administration/Management, Large University, 1977

Certificate, Advanced Labor Management Relations, Small College

Certificate, Process Mastery, Pear & Co.

Certified Trainer for D.D.I., Fruit Industry

**COMMUNITY ACTIVITIES**

Developed award-winning job-training program for the Boston Veterans Shelter

Assistant Varsity Lacrosse Coach, Norwell High School

Member, Board of Directors of MetroPool, Inc..

Member, Board of Directors of United Way, Northern Fairfield County

## **Corporate Director Résumé**

**HENRY R. AUTRY, CPA**  
1931 W. Melrose Street  
Chicago, IL 60653

**(H) 801.533.9929**

**(O) 773.477.6843**

**(C) 801.971.0278**

henryautry@contrado.net

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### **BOARD DIRECTOR**

#### **EDUCATION**

**Lincoln University, Lincoln, PA**  
Bachelor of Arts - Accounting  
Master of Arts - Accounting

**University of North Carolina, Chapel Hill, NC**  
Master of Business Administration

#### **CORPORATE BOARD MEMBERSHIPS**

**Hyperion Office Solutions Corporation (NASDAQ - HYSL)** 2000 - Present  
Cleveland, OH  
Hyperion is an international manufacturer and distributor of quality office supplies and office furniture with sales of \$678M

Audit Committee and Personnel Committees

**Rodgers and Rand Industrial Products, North America (NASDAQ - RRIC)** 2005 - Present  
Danbury, CT  
Manufacturer of industrial chemicals and building products with sales of \$1B

Executive Committee

#### **ADVISORY BOARD MEMBERSHIP**

**Sapotek - Development** 2001 - 2004  
New, York, NY

**AUsec Corporation - Public Relations and Corporate Policy** 1998 - 2001  
Danbury, CT

**TerraLogic - Member at Large** 1994 - 1998  
New York, NY

#### **FORMER CORPORATE BOARDS**

**Akyman USA, Inc. (NYSE - AKMI)**  
Los Angeles, CA  
Largest supplier of medical and surgical products in the U. S. with sales of \$15B  
Nominating Committee  
Executive Committee

**NON PROFIT BOARDS****Securities Advisory Board for State of Utah****Metropolitan Art Museum, Philadelphia, PA****American Red Cross, Chevy Chase, MD****AREAS OF EXPERTISE AND CORE COMPETENCIES**

- Accounting Standards and Regulatory Compliance
- Forensic Auditing
- Corporate Governance
- Executive Compensation Plan Design and Administration
- SEC Compliance
- Corporate Ethics

**SUMMARY OF PROFESSIONAL EXPERIENCE****Contrado Partners, New York, NY**

1990 - present

Founder / Chairman / Chief Executive Officer

Contrado is a business process management and consulting firm founded to assist clients in process improvements, product development, product placement and go-to-market strategies. The company focuses on servicing technical startups and medium-sized enterprises seeking to accelerate growth and improve margins while capturing market share

Key Accomplishments:

- Delivering improved value to La Roche Laboratories by developing and designing payment systems that reduce theft, created customer loyalty and dramatically improved cash flow for the company
- Managing the processes to drive market visibility of the Voxcel Company, a provider of three dimensional holographic tools used in delicate surgeries

**American International Banking, New York, NY**

1980 - 1990

Executive Vice President and General Manager  
World Wide Travelers Cheque Group

Senior Vice President - Chief Financial Officer

Key Accomplishments:

- Increased sales of financial services products in Europe by 30% over a three-year period by increasing corporate name recognition, product acceptance using sophisticated web-based marketing strategies
- Improved financial reporting for Europe by harmonizing accounting systems with parent company systems, reducing financial reporting restatements
- Improved regulatory non-compliance earning an outstanding review from European regulatory entities



## **Board of Director Résumé**

### **PROFESSIONAL MEMBERSHIPS**

**American Institute of Corporate Public Accountants (AICPA)  
National Association of Corporate Directors (NACD) - Program Chair**

### **THOM E. THUMB**

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#### **Profile**

Former President and Vice President / CFO / Treasurer / Secretary for three divisions of publicly held, technology based companies. Promoted four times in ten years from General Accountant to Vice President.

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#### **Competencies**

##### ***Develop Strategic Plans to Adjust to Changing Marketplaces***

Diversified market penetration to reduced dependency on one industry and identified market segments experiencing growth. Sales outperformed overall market by 8%.

##### ***Use Acquisitions and Greenfield Startups to Increase Market Share and Diversification***

Developed acquisition candidates that fit corporate strategy including: geographical market share; product diversification; combination of market share, technology, and geography. Developed start-ups where acquisitions weren't viable.

##### ***Reduce Costs by Implementing Process Improvements in All Functions***

Processes such as Lean Manufacturing, taken from the factory floor and employed throughout all processes of a company, reduced costs and improved efficiencies.

##### ***Establishing Corporate Structure to Deliver Results***

Centralized administration functions through acquisition and start up process. Reduced support structure and created common communication with consistent IT systems and computer software.

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#### **Domain Knowledge**

Audit, Finance and Accounting; Designated Financial expert under Sabanes-Oxley  
Corporate Secretary  
Strategy Development; Structural Change – Reorganization – Plant Closings - Outsourcing  
Mergers and Acquisitions

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#### **Current and Previous Boards**

Flight Community Center; 2005 – Present  
First., Division of First, plc.; London Stock Exchange; North American Board 2011–2014  
First Inc., Subsidiary Boards: Kanata, Ontario; Tijuana, Mexico; Aguascalientes, Mexico; Hermosillo, Mexico.  
Second Technologies, Inc., Division of Second Park, plc; London Stock Exchange; 1998–2002

	Second Mechanalysis, Inc., H. H. Company Subsidiary; NYSE; 1991 – 1998
<b>Committee Experience</b>	<i>Audit Committee(s)</i> Ethics Committee(s), Governmental Relations Committee(s), Marketing Committee(s) <i>Compensation Committee(s)</i> Executive Committee(s), Human Resources Committee(s), Nominating Committee(s)
<b>Significant Contributions</b>	<i>(Tip: Describe any areas in which you believe you have made a significant contribution to a board’s functioning.)</i>
<b>Professional Organizations</b>	National Association of Corporate Directors, Member since 2004
<b>Director Education</b>	<i>(Tip: List Programs attended, starting with the most recent.)</i> National Association of Corporate Directors, Annual Conference, Oct 2013 NACD Research Triangle Chapter, Program on Exec Comp, Nov 2009
<b>Publication Subscriptions</b>	Directors’ Monthly
<b>Books Read in Regards to Directorship</b>	“The Recurrent Crisis in Corporate Governance.” Paul W. MacAvoy & Ira M. Millstein
<b>My Philosophy about Directorship and Boards</b>	“Boards are like sub-atomic particles, they act differently when being observed.”
<b>Education</b>	B.A., Accounting, University of Dayton, Dayton, OH Completed one year, Capital University Law School, Columbus, OH
<b>Contact Information</b>	Nine Hand Lane, City, State ZIP 321.111.2222 home 321.111.3333 cell tthumb@oooo.net

## **President / Chief Executive Officer Résumé**

### ***John A. Bastain***

567 South Winston Lane • Center City, Illinois 62523 • 630.568.9042 • LinkedIn  
Johnabastain3@gmail.com

#### ***Highly Successful President and Board of Directors Member***

#### **PROFILE**

***President and Chief Executive Officer*** with diversified senior management experience and success in building and growing companies in capital markets, marketing services, travel and manufacturing. Unique combination of general management, sales, marketing, manufacturing, and operations expertise that realizes superior P&L results and creates exceptional shareholder value for private equity owned companies and divisions of public companies. Accomplished in restructuring and revitalizing mature businesses, multi-plant environments and leading major growth initiatives involving mergers & acquisitions, integrations, and international business development.

***Strategy and Leadership:*** Effective corporate strategist, team builder and collaborator skilled at leading organizations through strategic plan development and aligning organization structure and culture. Successful in developing high performing executive teams and creating environments that energize and engage employees at all levels. Works collaboratively to assure Board of Directors interests are served.

***Sales, Marketing & Business Development:*** Strong functional expertise in the development of sales and marketing organizations, product solutions, and programs that drive substantial revenue growth. Effective in building brand awareness, driving market share, and analyzing product offerings. Able to forge strong client relationships in support of business development.

***Operational Excellence:*** Focused on quality, excellence and growth by reengineering processes, structures and improving manufacturing / operational procedures. Six Sigma Black Belt. Able to consistently ideate new processes that achieve continuous improvement.

***Mergers, Acquisitions & Integrations:*** Successful in the development of M&A strategies, due diligence, negotiations and deal execution. Extensive experience in driving the integration process of businesses to assure committed synergy targets are met and value creation realized.

#### **PROFESSIONAL EXPERIENCE**

**JAMISON CAPITAL PARTNERS**, Centerville, Illinois 2011 – Present  
*Global private equity group of John Jamison & Co., with \$10.8B in capital invested over the last 30 years.*

##### ***Operating Partner***

Working with Jamison Capital investment team, develop investment strategies and source potential transactions by identifying prospective acquisition targets to build a \$250 to \$300MM revenue company in the digital advertising and marketing services industry. Once an acquisition is completed, serve as the Chief Executive Officer and Board Member of the acquired company(s).

- Sourced 6 acquisition opportunities ranging from \$20 to \$60MM in revenue.

**KIINGSLINK, LLC**, Chicago, Illinois 2001 – 2011  
*\$75MM digital marketing services business owned by private equity firms Smithson Industries, Suntuown Investment and Gold Point Capital.*

***President and Chief Executive Officer*** (2007 – 2011)

Implemented and executed an integrated, data-driven marketing solution strategy resulting in KingsLink becoming North America's 4<sup>th</sup> largest privately held marketing services business with operating profit margins of 16%.

- Led implementation of national sales and account management team in 2009 resulting in a revenue increase from \$70 to \$73MM or 4% and an increase in EBITDA from \$10.3 to \$11.4MM or 10% in 2010.
- Established Business Process Optimization to improve manufacturing / operating efficiencies, quality, service, and management of resources that increased EBITDA by \$2MM in 2009 and \$1MM in 2010.
- Refinanced company debt of \$18MM in December 2010 resulting in significantly lower interest expense and the pay back of private equity sponsors' debt in five years.

***President*** (2005 – 2007)

Developed and implemented strategic plan resulting in revenue growth from \$60 to \$75MM or 25% and EBITDA growth from \$8 to \$13.2MM or 65% from 2004 to 2007.

- Implemented new accounting system replacing four legacy ledger systems. Improved business analysis, capital investment appraisals, budgeting, cash flow, intercompany accounting, and financial reporting.
- Integrated decentralized operations into a single business to deliver data-driven marketing solutions generating operating profit margins of 18% in 2007.

***Chief Operating Officer*** (2003 – 2005)

Led successful turnaround of distressed company with significant profitability and cash flow problems.

- Analyzed operations for cost reduction and profit improvement opportunities and achieved EBITDA improvements of 81% (\$4.4 to \$8MM), and 17.5% (\$8 to \$9.4MM) in 2004 and 2005 respectively.
- Recognized by Turnaround Management Association as "2006 Turnaround of the Year" for dramatic improvement and subsequent sale of business to current private equity sponsors.

***President, KingsLink Chicago (division of National Capital)*** (2001 – 2003)

Recruited to restructure business that was rapidly deteriorating.

- Increased revenue from \$13.4 to \$17MM or 27% and EBITDA from \$700K to \$1.8MM or 157% by restructuring operations, repositioning product offering and installing an account management structure.

**EXECUTIVE SYSTEMS CORPORATION**, Manheim Beach, California 2000 – 2001  
\$1.4MM software services business serving emergency 911 law enforcement and related agencies.

***President and Chief Executive Officer*** (2001)

Raised \$2.2MM in venture capital to fund business for growth. Implemented business plan to grow tow management services in law enforcement and insurance industries.

Achieved annual revenue of \$1.4MM and EBITDA of \$126K in one year.

**President** (2000)

Developed business plan to streamline and grow services for law enforcement and related agencies.

- Sustained annual revenue of \$500K and provided needed cash flow to maintain operations.

**GENERAL FINANCIAL CORPORATION**, Canton, Ohio

1995 – 2000

**Partnership Marketing Group**

Business services, direct response marketing company with revenue of \$1B.

**SVP, Sales and Client Marketing** (1998 – 2000)

Reported to CEO and led all sales and client marketing. Grew revenue from \$650MM to \$1B and net income from \$93.7 to \$152MM by expanding existing relationships and acquiring new clients in new vertical markets.

**VP, Sales and Client Marketing** (1996 – 1997)**AVP, Sales and Client Marketing** (1995)

**TRAVEL SECURE GUIDES**, Oakland, California

1984 – 1994

\$150MM global information services and publisher of airline and hotel information.

**Director Sales and Marketing, Asia/Pacific and Latin America** (1992 – 1994)

Sourced, managed and built five offices (Hong Kong, Singapore, Sydney, Tokyo and Miami).

- Grew airline advertising and publishing revenue from \$15 to \$33MM.

**Sales Director Europe, Africa and Middle East**, Tonbridge, England (1990 – 1991)**Account Supervisor to Sales Manager** (1984 – 1989)**EDUCATION and CERTIFICATIONS**

**MBA – University of Southern California**, Los Angeles, California

**B.S., Marketing – Stanford University**, Palo Alto, California

Six Sigma Black Belt

**ASSOCIATIONS**

*Association for Corporate Growth - North America*    *National Association of Corporate Directors*

## **Federal Employment Résumé**

**WILLIAM B. PUBLIC, PMP**

**2354 Wisteria Lane ♦ Walnut, California 91745**

**Cell: 978.653.1432    WBP45@gmail.com    LinkedIn URL    Home: 876.745.7639**

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**U. S. Citizen**

**Veterans' Preference: NA**

**OPM/DEU Consideration: Yes**

**Highest Previous Government Grade: GS-2323-12**

**Security Clearance: Top Secret/SCI**

**Language Fluency: Spanish, French and Italian (speak, read and write)**

### **PROFESSIONAL PROFILE**

Accomplished, highly motivated senior information technology leader and applications developer with over 20 years of experience managing planning, analyzing, developing and implementing program-critical, efficient and cost effective systems solutions in both the governmental and the private sector. Skilled at managing projects ranging from \$1M to over \$25M from concept, design and development through implementation. Known for excellent analytics, managing complex teams and keeping all stakeholders informed along the way.

Proven leadership skills with a strong track record of success motivating and delivering projects on time and at or under budget. Superior ability to interact with all levels within the enterprise, highly organized, detail-oriented and known for meeting the highest quality standards. Expert at the analysis of JCS needs, meeting deadlines and surpassing unit objectives.

Certified Project Management Professional (PMP). Certified Lean Six Sigma Green Belt, Certified IT Infrastructure Library (ITIL). Top honors graduate in the top 5% Technology / Signal Officer Advanced Course

### **WORK EXPERIENCE**

**INFORMATION MANAGEMENT EXECUTIVE** 12-13-2002 – present  
JGC Contractors, Los Angeles, California  
Contractor to the Department of Defense and Defense Suppliers      Salary: \$125,000  
40 hours per week

Designed efficient reporting applications for weapons systems at the US Navy: Led a team of 124 IT professionals managing all aspects of requirements gathering, operational functions, technical requirements, development, testing and systems deployment. Used Visual Basic, Visual ++, and C# Budget: \$17M

Designed User-Friendly Interface and Provided Support: Managed a team of private contractors and U.S. Navy personnel to re write program for access of critical information during combat situations for fire control. Built automated simulation and testing with random data generation to build and test applications using flat file, SQL Server and Oracle database environments.  
Budget: \$2M

Team Lead for Systems Analysis: Analyzed data for critical processes relating to navigational systems. Created functional requirements to develop a software solution to automate these processes. Isolates and resolved design problems. Directed ongoing support and maintenance of solution after implementation. Program implemented under budget and 3 months ahead of schedule.

Budget: \$3.5M

**SYSTEMS APPLICATIONS Manager**  
**United States Navy, Terminal Island, California**  
**Civilian Status GS-2323**

05-01-1992 – 12-1-2002

Salary: \$105,000  
 40 hours per week

Requirements Collection and Analysis: Analyzed, documented and developed equipment and materials costs for Port of Long Beach Operations using Visual Basic 6.0 and Access. Chaired Requirements Development Team of 10 professionals to analyze all Pacific operations cost analysis projects. Provided detailed evaluation of data and implemented systems solutions to reduce costs by over \$20M over a five-year period. Continually updated specifications to reflect new functionality.

Budget: \$6.5M

Project Management: Developed project plans and schedules using Microsoft Project, defined project goals and objectives, identified tasks, risks and timelines for implementation of new accounting system. Monitored the project schedule, held weekly meetings with all stakeholders, placed operating controls to assure project was on target, meeting operational goals and maintaining complete accuracy of data. Collected extensive data related to cost and operational impact, including advantages and disadvantages of project plan and system.

Budget: \$25M

**DEFENSIVE ARIAL GUNNER**  
**United States Air Force**  
**Honorable Discharge**

01-15-1998 – 04-30-1992

### EDUCATION

**UNIVERSITY OF MICHIGAN** - Bachelor of Arts - Computer Science  
 09-01-1994 – 12-30 -1998

### Technical Skills:

Server Windows Server, 2005; Microsoft Virtual Server, VMware Workstation and Software SQL Server v. 2005; Oracle 9i

### Licensures and Certifications:

Certification - IT Infrastructure Library (ITIL), v. 3  
 Certification - DISA Lean Six Sigma Green Belt  
 Certification - Project Management Professional (PMP)  
 Certificate - Directorate of Information Management (DOIM)  
 Certificate - Information Resource Management

## □ How to Write the Difficult Résumé Sections

### I. Professional Profile/Summary

This might be best written *after you have completed the Professional/Work Experience section* and you have identified all of your key strengths and selling points. (When written first, you may focus only on your last job, instead of your entire career.) What are some ways you can present yourself in the Summary Statement?

1. **Your professional identity** – the level and functional area of your expertise (i.e., *Senior Vice President - Finance, Software Engineer, Accountant*).

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2. **Overview of your experience.** (*Extensive experience in retail merchandising; Expertise in start-up and turn-around firms; Oversight of multiple manufacturing plants.*)

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3. **Words and phrases** people would use to describe you. (*Innovative; team builder who brings people together; quality focused and results-driven.*)

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4. **Your “product guarantees”** What are you willing to assure will be the outcomes when you come on board? (These will become obvious as you develop a résumé: *Proven ability to develop brands, businesses and customer relationships; talented negotiator whose win-win approach consistently achieves positive results.*)

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## Examples of a PROFESSIONAL SUMMARY/PROFILE

### EXECUTIVE PROFILE

***Quantifiable track record of sales growth and revenue enhancement with Fortune 500 customers.***

Business Development Leader who uses keen market understanding and strategic vision to identify and capture new business. Proven ability to deliver strong and sustainable financial results in highly competitive markets. Expert at shrinking obstacles, building brand loyalty and mentoring top-producing business relationships. Experience includes oversight of global accounts and regional markets valued in excess of \$60 million. Demonstrated record of managing large, complex business programs worldwide. Superior customer presentation skills and excellent negotiation experience.

**Global business management executive with broad based functional skills and an international track record** in formulating and executing strategies, building brands, driving sales and streamlining operations to deliver profitable growth. In depth experience with blue chips in food and beverage and consumer goods industries. P&L accountability for \$125M business unit and member of regional executive team managing \$1.2BN.

#### COMPETENCIES

- P&L Management
- Strategic & Tactical Planning
- Mergers & Acquisitions
- Talent Development
- Sales & Marketing
- Global Operations
- Supply Chain Management
- Procurement Management
- Market Analysis
- Competitor Analysis
- Brand Strategy
- Product Development

### **Manufacturing/Research & Development Manager and Consultant**

*Offering comprehensive knowledge and experience in vaccine manufacturing, new product development, and technology transfer.*

#### **Summary of Qualifications**

Held a variety of key management positions during 27-year career with a major pharmaceutical manufacturing and R&D operation. Managed all facets of biological products production and development in compliance with global government regulations. Oversaw 50 to 250-employee departments; controlled operating budgets up to \$75M. Consistently drove quality standards to meet higher compliance expectations. Developed expertise in both commercial manufacturing of FDA approved vaccines and development and commercialization of new vaccines.

## II. Professional Experience/Business Experience/Work History

**This is usually the longest and most important section of your résumé. It verifies the experience and product guarantees made in your Summary Statement and highlights position titles, responsibilities and accomplishments for your current and prior jobs.**

Because employers often decide what you can do for them based on what you have done in the past, this section should showcase:

- Your expertise
- Clear, quantifiable results

**Generally, the order of information is displayed in the following manner:**

<p><b>Company Name, City, State.....Dates (Year – Year, all inclusive)</b></p> <p><b>Job Title, Division (if appropriate) and Dates (Year – Year) if different</b></p> <p><b>Brief Overview of Responsibilities</b></p> <ul style="list-style-type: none"><li>▪ <b>Accomplishment statement</b></li><li>▪ <b>Accomplishment statement</b></li><li>▪ <b>Accomplishment statement</b></li></ul>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Use your most recent work experience to launch this section.**

- Begin with the company name and the city and state in which it is located.
- Indicate the dates you worked for the company, including *all of the years* regardless of the number of job titles held. (**Do not bold the year - year dates.**)
  - If the company is *not* well known, add a brief description of it.
- List and **bold** your *most recent job title* in that company. Then identify the years you held this position. (Repeat for each title you describe at that company.)
- Under each title, briefly indicate your duties in one or two sentences.
- Next, detail the value you bring – your key accomplishments. (Chapter 2 – CAR)
  - Each accomplishment *statement* should begin with a powerful **action verb**.
  - Indicate **how you performed beyond the routine level** and how it **benefited your organization**. You don't need to use the organization's name *again* in your accomplishment. (You already provided it in title.)
  - Whenever possible, **quantify the results and benefits** (\$, %, #, etc.).
- List each additional job title you held with that organization together with the dates. Do not repeat an organization's name unless you changed companies. Continue to list your accomplishments under each job title.

## Professional Experience Worksheet

### WORK EXPERIENCE

Organization: \_\_\_\_\_ City, St.: \_\_\_\_\_

Job Title: \_\_\_\_\_ From Year – To Year: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Accomplishments:

<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
-------------------------------------------------------------------------------------------

Organization: \_\_\_\_\_ City, St.: \_\_\_\_\_

Job Title: \_\_\_\_\_ From Year – To Year: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Accomplishments:

<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
-------------------------------------------------------------------------------------------

Organization: \_\_\_\_\_ City, St.: \_\_\_\_\_

Job Title: \_\_\_\_\_ From Year – To Year: \_\_\_\_\_

Responsibilities: \_\_\_\_\_

Accomplishments:

<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>
---------------------------------------------------------------------------------

<b>ACTION VERBS – SENTENCE STARTERS – By Category</b>
-------------------------------------------------------

<u><b>Administrative</b></u>	<u><b>Communication</b></u>	<u><b>Creative</b></u>	<u><b>Financial</b></u>	<u><b>Teaching/ Helping</b></u>
Accommodated	Addressed	Acted	Accounted for	Advised
Administered	Clarified	Adapted	Added	Advocated
Arranged	Communicated	Authored	Analyzed	Assessed
Catalogued	Conveyed	Awarded	Applied	Assisted
Categorized	Corresponded	Changed	Appraised	Assured
Checked	Disseminated	Composed	Audited	Carried
Collated	Drafted	Conceived	Balanced	Coached
Compiled	Edited	Conceptualized	Bought	Conducted
Coordinated	Emphasized	Created	Budgeted	Contributed
Defined	Explained	Designed	Calculated	Consulted
Determined	Informed	Developed	Capitalized	Counseled
Dispatched	Interpreted	Devised	Controlled	Critiqued
Disputed	Lectured	Enhanced	Corrected	Demonstrated
Duplicated	Listened	Fabricated	Depreciated	Educated
Found	Moderated	Fashioned	Diversified	Enabled
Handled	Notified	Founded	Doubled	Encouraged
Listed	Participated	Improvised	Earned	Expedited
Logged	Posted	Innovated	Equated	Explained
Monitored	Presented	Invented	Exceeded	Facilitated
Numbered	Presided	Illustrated	Financed	Familiarized
Organized	Publicized	Introduced	Forecast	Fostered
Photocopied	Published	Orchestrated	Gained	Helped
Prepared	Qualified	Originated	Guaranteed	Guided
Processed	Questioned	Overcame	Funded	Inspired
Recorded	Read	Performed	Invested	Instructed
Reorganized	Reconciled	Pioneered	Priced	Learned
Reported	Related	Redesigned	Projected	Mentored
Retrieved	Resolved	Refined	Quadrupled	Oriented
Scheduled	Responded	Reshaped	Quantified	Protected
Screened	Spoke	Revitalized	Raised	Provided
Shipped	Wrote	Shaped	Realized	Referred
Signed		Transformed	Rectified	Rehabilitated
Sorted			Saved	Revitalized
Specified			Substantiated	Served
Systemized			Tallied	Served as
Tabulated			Transacted	Showed
Validated				Simplified
				Simulated
				Solved
				Stimulated
				Taught
				Trained

<b><u>Management</u></b> <b>(Data)</b>	<b><u>Management</u></b> <b>(Process)</b>	Purchased	<b><u>Research</u></b>	Merged
Accelerated	Abolished	Received	Assessed	Prevented
Achieved	Accomplished	Reduced	Checked	Repositioned
Attained	Dealt with	Replaced	Classified	Structured
Completed	Enacted	Restricted	Collected	Turned Around
Condensed	Executed	Retained	Compared	<b><u>Technical</u></b>
Converted	Generated	Trimmed	Critiqued	Assembled
Decreased	Implemented	<b><u>Management</u></b> <b>(Strategic)</b>	Diagnosed	Automated
Extracted	Improved	Absorbed	Discovered	Built
Finalized	Initiated	Assumed	Distinguished	Computed
Formulated	Integrated	Attained	Evaluated	Computerized
Instigated	Instituted	Centralized	Examined	Constructed
Outlined	Planned	Consolidated	Experimented	Converted
Ranked	Prioritized	Decentralized	Extracted	Debugged
Reviewed	Redesigned	Decided	Focused	Engineered
Revised	Set	Drove	Formulated	Fabricated
Strengthened	Set goals	Envisioned	Grouped	Installed
Surpassed	Set up	Established	Hypothesized	Manufactured
Synchronized	Standardized	Expanded	Identified	Modified
<b><u>Management</u></b> <b>(People)</b>	<b><u>Management</u></b> <b>(Resources)</b>	Headed	Indexed	Operated
Assigned	Absorbed	Incorporated	Inspected	Overhauled
Authorized	Acquired	Merged	Investigated	Programmed
Chaired	Allocated	Prevented	Located	Redesigned
Collaborated	Approved	Repositioned	Measured	Remodeled
Delegated	Contained	Structured	Observed	Removed
Directed	Contracted	Turned Around	Researched	Repaired
Employed	Cut		Searched	Restored
Enlisted	Decreased		Summarized	Restructured
Governed	Distributed		Surveyed	Revamped
Hired	Diverted		Synthesized	
Interviewed	Eliminated		Systemized	
Led	Enlarged		Theorized	
Managed	Equipped		Verified	
Modeled	Filled		Absorbed	
Motivated	Furnished		Assumed	
Played a key role	Gathered		Attained	
Recognized	Leveraged		Centralized	
Recruited	Liquidated		Consolidated	
Selected	Maintained		Decentralized	
Sponsored	Minimized		Decided	
Staffed	Modernized		Drove	
Supervised	Obtained		Envisioned	
	Oversaw		Established	
	Produced		Expanded	
			Headed	
			Incorporated	

## ▣ Résumé Styles

### I. Presentation Résumé (printed version)

This is the **traditional** résumé that you print, and submit to a recruiter or use in an interview. It conveys your qualifications and experience in an attractive and appealing manner, using heavy weight résumé paper and appropriate typeset and graphics.

### II. Web Résumé

Rather than utilize a very plain résumé, you can provide a visually attractive version *and* electronic access through use of your own web site (**URL**).

- This is especially beneficial for people who have portfolios of sample work that cannot be included in a résumé brief, and those who want to use a multi-media presentation to more effectively sell themselves.
- To get started, you will need to first obtain and register a domain name, which usually requires an annual fee. Then, sign up for an account with a web host in order for your site to be accessed. The fun part is actually designing your web pages. Employ an easy to use web editor – some of which are free – to help develop a polished product.
- Although the initial steps are outlined here, you may want to work with a technically knowledgeable person to design and implement your personal web site and marketing materials.

Job seekers are also starting to use **Quick Response (QR) codes** to promote their web site or guide interested persons to their LinkedIn address. A QR code can be obtained on the web at no cost. It is a unique symbol that **can be placed on a résumé, a business card or a one-page marketing document**, and subsequently uploaded using a camera on a smart phone – which will then go to the pre-selected web site or LinkedIn address. This technology is already in use to market businesses, real estate property and consumables.

### III. Electronic Résumé

Electronic résumés can take different forms, such as a **Microsoft Word, PDF** or other document-type files attached to an email. The standard, acceptable form is Microsoft Word. Higher versions of Word (2010, etc.) may need to be saved into a lower version to ensure that the résumé can be opened and read by everyone.

Another form can also be a copy of the résumé in (**ASCII**) **text format** that is pasted *into the body* of an email. Text format is very useable, but very plain. It does not use graphics, underline, bullets, or bold typeset – which is why it can be easily copied onto on-line applications, scanned, and included in emails.

Spacing, word capitalization and simple keyboard characters (asterisk, +, #, etc.) generally highlight or separate information. To prevent word wrap-around, line length should be 55 characters or less, and Times New Roman or Courier font is generally used since each character is approximately the same “footprint” size.

A **sample** and **guidelines** for creating a text résumé may be found in Chapter 10 – Resources.

## **IV. Scannable Résumé**

The scannable résumé is computer friendly and **keyword searchable** – though not very attractive – and is used because résumés sent over the Internet are typically screened and selected using computer software. They are word-focused (as opposed to design-focused,) and have a simple layout and no visual distractions to confuse the computer. Résumés that are e-mailed to a company are usually subjected to **noun-based**, keyword searches (i.e., manager, programmer, marketing) as opposed to the traditional action verbs.

A **sample** and **guidelines** for creating a scannable résumé may be found in [Chapter 10 – Resources](#).

## **■ The Federal Résumé**

### **Writing a Successful Federal Résumé**

The résumé needed for a Federal application is structured differently than what we often think of as a traditional résumé. It is longer and contains more detailed information than a private sector résumé.

According to the [Federal Resume Guidebook](#), “the federal resume is a career document that must include certain information in order for you to be rated as Best Qualified for a position. Each generalized and specialized skill that you have developed in your career has to be written into the document.”

The federal résumé is your federal application and examination and sometimes, the interview too. Most applications are completed over the Internet.

### **KSA's**

In government-speak, KSA's are **Knowledge, Skills and Abilities** statements. To stand out from the pack – made up of, sometimes thousands of applicants – your résumé must be highly specialized.

- Study the *Occupational Groups and Families* description of your target job. For best results, focus your résumé toward only one occupational series per application.
- Rewrite your résumé for other federal applications with specific information for those positions.
- Be sure to add your KSA's into the résumé. According to the [Federal Resume Guidebook](#), separate narrative addendum will be eliminated, and your opportunity to fully express your background and experience will be lost.
- It is not unusual for a good federal résumé to be at least 5 pages long and perhaps longer, if needed to tell your story completely.

## **What to Include in Your Federal Résumé**

### **Job Title and Other Information**

- Include the Announcement number, the pay grade and job title of the position.

### **Your Personal Information**

- Include all the contact information you would include on your regular résumé.
- Include Social Security number, and country of citizenship. Many positions require US Citizenship. (These requirements are unique to federal applications.)
- Veteran's status and service details.
- Reinstatement eligibility from previous federal employment. (Attach SF-50 proof of career or career conditional status.)
- Highest federal civilian grade and job series, including dates held.

### **Education**

- Colleges/universities attended, including name, city and state.
- Your majors.
- Degrees attained and year degree was received. If you did not receive a degree, include the number of units earned and whether these were in a semester or quarter system.
- You may also be requested to include a copy of your college transcript.

### **Military Experience**

- Some positions give priority to veterans and in some cases, family members, widow/widower of veterans, etc.
- Specifically outline your experience including rank, accomplishments and service locations.

### **Work Experience**

- Job title; include series and grade if the position was a federal job.
- Duties and accomplishments in extensive detail.
- Employers' names and addresses. Include your supervisor's name and contact information.
- Employment dates, including month and year. If an hourly position, include hours per week/month.
- Compensation, including any bonus or incentive payments.
- Indicate your approval for human resources personnel to contact your current/former senior executive.

### **Specific Competencies and Training**

- Complete list of job related training either conducted by the employer or by outside providers. Include dates of the training and location.
- Specific job skills, especially computer software/hardware and other technology competencies.
- Language proficiencies; position-related certifications and licenses (CPA, CMA, etc.).
- Publications, professional associations, employer and community awards, leadership roles in organizations and relevant memberships.



## **Accomplishments**

- Always include detailed examples that relate to the requirements of the position with specific results.

For additional information, consult the Federal Resume Guidebook, by Kathryn Kraemer Troutman, JIST Works, St. Paul, MN, 55102.

## **▣ Some Final Thoughts**

No matter what style or format you use, **how you present your skills and capabilities to others is as important as having performed the original work itself.** So, organize what you want to say, describe your experience, and use examples in a structured way that convinces employers you have the talent to produce for them.

**CHAPTER 4**  
**PREPARING MARKETING MATERIALS AND**  
**PRESENTATIONS**

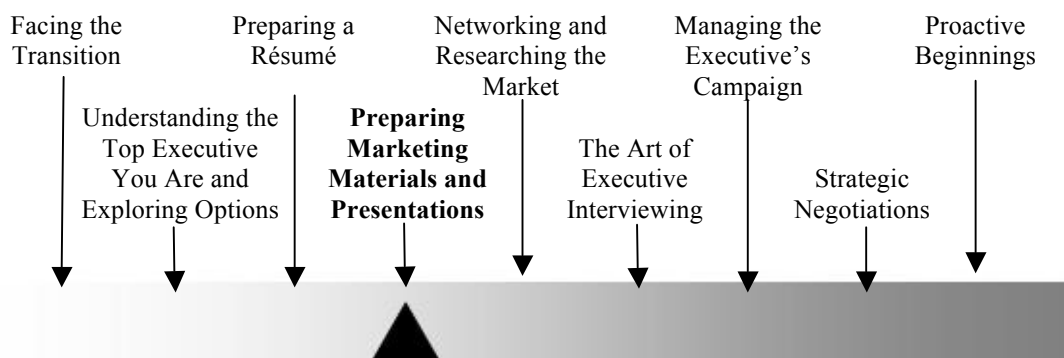
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## Chapter Overview

Congratulations on having just completed your sales brochure – the résumé. Now, you need to create additional marketing materials that will showcase your knowledge, skills and experience, as well as enlist the support of references who can speak knowledgeably about your credentials. In this chapter, you will learn to:

- \* *Select references and prepare an effective Reference List.*
- \* *Create marketing materials and correspondence that will send the right message.*
- \* *Script your Personal Marketing Statement – your own commercial.*
- \* *Development of Personal Marketing Materials should reflect you and help to distinguish you from other candidates.*



# Preparing Marketing Materials and Presentations

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***“Luck is what happens when preparation meets opportunity.”***  
— ***Elmer Letterman***

Whether verbally or in writing, **how** you present your skills and capabilities to others is as important as having performed the original work itself. To be effective, organize what you want to say, describe your experience and use examples in a structured way that convinces employers you have the talent to produce for them.

There are a number of verbal and written tools you will likely use. Below, are listed some of the primary ones.

## ***Types of Marketing Materials***

<b>Written</b>	<b>Verbal</b>
Reference List (3-5)	Marketing Statement (Commercial)
Correspondence / Cover Letters	Differentiating Statement
Website Portfolio	Public Reason for Leaving Last Job
LinkedIn Profile	Elevator Speech (Networking/Interview)
Business Cards	Ideal Job

**References** are important to any job search and can consist of other executives, board members, industry leaders, reporting staff – anyone who can speak knowledgeably about your work. A Reference List is a stand-alone document and is presented when a potential employer requests it.

**A good cover letter can help get your résumé in front of the right person.** A well-crafted and interesting cover letter is an essential marketing tool when applying for a position and it should always accompany the résumé. It is most effective when written in a way that helps the reader understand the value you offer their organization *in terms of their specific needs*.

The **marketing statement is your own infomercial**. It describes your brand, value and features in less than 60-seconds. It is your professional introduction.

Your **differentiating statement identifies what sets you apart from everyone else**, that is – your **unique sales appeal**.

In addition, the **website portfolio** is a useful sales tool that is easily accessible and “brings your experiences and accomplishment to life.” When networking, your **business card** can list the link to your *website portfolio* and a **profile** that describes you as an interesting contact on social sites, such as [LinkedIn](#).

All of these marketing materials are aimed at helping you reach your career objective in the most efficient and effective way. Though some may be unfamiliar, the following pages offer a description, an example and suggestions to develop each. In addition, remember to use your consultant as a sounding board and resource.

## > References

*“One is taught by experience to put a premium on those few people who can appreciate you for what you are.”*

— *Gail Godwin*

Today, employers are checking references more than ever before. In fact, references can make or break a job offer. They are critically important, so confirm their accuracy.

References generally provide far greater quality information if they are drafted in accordance with the “rule of two’s.” This refers to the selection of two people from each of the following categories: **Senior Management, Peer, Subordinate** and one person from any **professional, civic or community organization** – references above your level, equal to, and below your level, in a full 360-degree representation.

In addition, companies are increasingly asking for a **customer reference**. This is someone, either internal or external, who was the recipient of work, or dependent upon work from the “candidate.” It is someone who would know your quality of work or relationships well.

In choosing your references, try to identify people with titles that would be compelling to a prospective employer.

- ✓ After identifying the people you would like to utilize, **contact each one**. Explain that you are in job search and would appreciate if he/she would act as a *positive reference* for you.
- ✓ Remember to ask the question: **“Do you have any problem serving in the role of positive reference?”** Be sensitive to any hedging. It probably means that the individual has a reservation. If this is the case, withdraw politely and go onto your next choice. It is important to select references who will be your cheerleader and advocate – who will give examples of your work ethic, capabilities, interpersonal style, etc.
- ✓ After they agree, send a confirmation letter and enclose a copy of your résumé. **An uninformed reference is embarrassing!** Including an updated résumé will fill them in on any information gaps about which they may be ashamed to ask.
- ✓ After recruiting your reference team, be sure to **keep them informed of your career search progress**. Do not overlook the networking opportunity that a well-chosen reference can provide. Most people will be willing to help you any way they can.

When a company asks for your references, call each reference personally. Explain who will be contacting them, what the position is, and any background you can provide to help prepare them to “sell” you effectively.

Also, ask your references to call you and give you feedback after they have received a company’s call. (This is a good indication of a firm’s interest in you and timing of a possible offer.)

## REFERENCE LIST EXAMPLE

A template to develop your own reference list can be found in Chapter 10 – Professional Resources.

- ✓ Remember to always ask your reference how they would like to be reached, and then provide only that contact information.
- ✓ Although optional, a sentence or two added below the contact information can explain the relationship between you and your reference.

<b>12345 SW 47 Drive Miami, FL 33185</b>	<b>Arnold J. Sweet</b>	<b>305-111-2222 amysweet@aol.com</b>
<b>REFERENCES</b>		
<b>Mr. John Green</b> Executive Vice President - Credit Department, Wayland Materials, Inc. 212-444-5555 jgreen123@gmail.com		
Mr. Green and I interfaced in an internal customer-supplier relationship. He can affirm my broad financial background, performance excellence, and ability to meet deadlines and focus on quality.		
<b>Ms. Tammie B. Goode</b> Senior Vice President, Human Resources Director Holly Hill Hospital 908-333-4444 TB.Goode@gmail.com		
Ms. Goode can provide insight into my strong organizational skills, ability to ‘think outside the box,’ and gift for achieving collaboration and consensus in stressful circumstances.		
<b>Mr. Barnard Poole</b> Former Chief Financial Officer Wayland Materials, Inc. 904-777-1111 BPoole@gmail.com		
Mr. Poole reported to me at Wayland Materials, Inc., and can provide an employee’s perspective of my team-oriented, motivational and supervisory skills.		

### **□ Website Portfolio**

A website portfolio is an advanced and **enhanced internet-based résumé**, which brings your skills and experience to life. This electronic version of your résumé uses graphs, charts, and colors into play in order to emphasize your capabilities and accomplishments. The difference lies in its ability to convey not just what you have done, but to also **what you can do, where, and why you are qualified to do it.**

Your website portfolio explains what position and roles you are looking for to someone who may not know what you do, as well using connections to keep your search efforts rolling toward your targets.

This marketing tool usually includes your contact information; a short summary of qualifications; key areas of expertise; an explanation about types of positions/jobs that match your capabilities; in addition, there is often an in-depth description of accomplishments and how they benefit companies.

**Because 80% + of most job leads are obtained through networking,** you may want to ensure that your website portfolio link is noted on all your marketing materials to share with your contacts in order to help them help you.

### **□ Social Networking – LinkedIn Profile**

The online Profile provides insight into who you are. It is different from a résumé summary because it is generally used on social networking sites such as LinkedIn, and is meant to encourage an interactive dialog with the reader. It should be both interesting and informative, use appropriate key words and showcase what makes you unique. Use a friendly, relaxed style of writing to describe your background, strengths, associations, certifications, etc., to create interest – and connect you to others. Consider being somewhat selective in connecting with people – seek those in an industry where you have an interest or a position that you have in common, or someone from whom you can learn and gain insight professionally. Learn more about this in the Networking chapter.

### **□ Business Cards**

When designed professionally, the business card can be an essential networking tool in a highly effective job search. Business cards allow you to provide specific career and contact information to people you meet in social and professional situations. When creating your cards, remember the following:

- Contact information should include your name, phone number and email address.
- Consider adding a summary of your skills and expertise on the back of your card as a mini-résumé, or your Quick Response Code (QR) to add a unique touch.

To create business cards, you may print them yourself. They can also be professionally printed at any printing company or through the Internet.

## >>> Marketing Correspondence

Most people dislike writing cover letters and other marketing materials because they think that the contents are about *them*, and everything has already been said – for example – in the résumé or interview.

However, a **well-crafted piece of correspondence always keeps the “buyer” in mind and tries to engage him or her** to continue reading further. Sometimes that is accomplished by using the name of a *mutual acquaintance* or by offering a solution to a perceived problem.

There are many kinds of career transition letters and **samples** can be found in [Chapter 10 – Professional Resources](#). Regardless of the type used, each is a marketing effort, and its job is to promote the optimum picture of you to potential employers.

### ▣ Types of Marketing Letters

**Cover letter:** accompanies résumés and applications, and is sent to decision makers and hiring professionals – generally in response to an advertised opening. **A sample follows on the next page.**

**Targeted mailing:** introduces you to organizations directly related to your past experience, and is sent to decision makers and hiring professionals.

**Introductory letter:** introduces you to official hiring organizations, such as search firms and professional associations in your field.

**Networking:** outreach to people in your network, to tell them of your search and engage their support. (This may be accompanied by your résumé.)

**Thank you letter:** sent after an interview or informational interview. 40% of successful job search takes place after the interview. This is your chance to sell yourself. Show you understand the issues and have potential solutions for them. Further explain questions that were left unanswered or poorly answered. Continue “bonding.”

**Acceptance letter:** written acceptance of a job offer. Be sure to reiterate each point of the offer as well as informal agreements made during the discussion. Express appreciation and show you are looking forward to working with them.

**Response to rejection:** a good opportunity to ensure the relationship continues in a positive manner. Express appreciation for consideration, wish them the best, and ask for their support in future opportunities.

**Turn down letter:** “regretfully decline” the offer, making sure you leave a favorable impression and continue the relationship. Make it a “sandwich.” Tell them why you liked their company, tell them why you are unable to accept the offer, tell them you hope there will be future opportunities to work together.





## JAMES KENT

4545 N. Lois Drive  
Farm Town, IL 57255

(503) 555-0391  
JAMES\_K@earthlink.com

September 19, 2014

Ms. Glenna Ambach, Human Resources Director  
Metropolis Labs  
22 Parma Avenue  
Metropolis, NY 59684

Dear Ms. Ambach:

Your advertisement for a **Chief Financial Officer** at Metropolis Labs caught my attention because the requirements align with my capabilities and interests.

My last position at Gotham Industries provided an opportunity to gain extensive experience in controllership functions. As you may be aware, Gotham has a rigorous budgeting, financial analysis and cost accounting process, similar to Metropolis Labs, which has been a major contributor to the success of the organization.

A breakdown of my experience relative to your requirements includes:

**YOUR REQUIREMENTS:**

- CPA & 12+ YEARS' EXPERIENCE IN PRIVATE ACCOUNTING/MANAGEMENT
- BBA
- MBA A PLUS
- FINANCIAL ANALYSIS/COST ACCOUNTING SKILLS

**MY EXPERIENCE:**

- CPA & 14-YEARS' EXPERIENCE IN FINANCIAL MANAGEMENT
- BBA IN FINANCE
- MBA IN FINANCIAL MANAGEMENT
- STRONG FINANCIAL ANALYSIS SKILL AND CONTROLLER EXPERIENCE

Hallmarks of my professional life have been respect for the diverse needs of my customers, both internal and external, as well as a strong commitment to continuous improvement. Creating a synergy of people and processes with attention to detail is critical to achieving consistent growth and development in an organization.

I look forward to discussing my qualifications with you and how I might contribute to your organization, and will contact your office early next week to ensure that you received this correspondence.

Sincerely yours,

James Kent  
Enclosure

## ■ Parts of a Marketing “Cover Letter”

Header (your name and contact information)	
Date	
Addressee, Title	
Company Name	
Street Address	
City, State, Zip Code	
Salutation	
Paragraph 1 – Explain why you are writing and what you can do for the company.	
Paragraph 2 – Introduce yourself, establish credibility, or use a “grabber.”	
Paragraph 3 – State your key accomplishments, or <i>Your Needs/My Qualifications</i> match.	
Paragraph 4 – Additional Information (optional).	
Closing	Initiate the next move and add a “Clincher” reason to meet with you.
<i>Your signature</i>	
Your Name Typed	
Attachment (if a résumé is attached).	

➤ *The first paragraph is the most important and should “hook” the reader.*

<b>Offer the reader an immediate benefit</b>	Employers are most interested in reading about two things: themselves and their organizations. Your opening must explain what you can do for both parties.
<b>Ask a question</b>	Opening with a query that is relevant instantly raises the employer’s curiosity and prompts further reading for the answer.
<b>Mention a personal referral</b>	Tap into the fact that you share a mutual acquaintance.
<b>Refer to the employer’s ad</b>	This opening allows you to match your accomplishments to an ad’s requirements. Unfortunately, the majority of candidates start these letters the same dull way: “I’m responding to your ad in the <i>Arizona Republic</i> (August 8, 20XX) for a (title of position).”

<b>Refer to news about the employer</b>	Use this opening when there is a plausible connection between the news item and your own story.
<b>Use a quotation</b>	Cite any quotation that fits both your story and the interests of the target employer.
<b>State your objective</b>	Another opening style that is favored for its directness and simplicity is to state your job objective in the first sentence. This technique is especially successful with more conservative companies.
<b>Use the T-Format</b>	This style employs a T-Format with <b>Requirements</b> for the job listed on one side and your matching <b>Qualifications on the other side</b> . This format works well when you are a good match to the requirements. It clearly paints the picture of what your skills are relative to the requirements.

➤ ***Considerations for Subsequent Parts of the Letter:***

**Second Paragraph** – Address the **major need** of the reader. Do not assume the reader knows what your title means or who your company is. Be clear about what you can do for them.

**Third Paragraph** – State **relevant** accomplishments and match them to the specific needs of the company!

**Fourth Paragraph** – This is a great place to discuss your management style or philosophy, education, personality, and any **“added value.”**

**Fifth Paragraph** – Close on a strong note: request what you want to have happen next.

▣ **Some Final Tips**

- ✓ Do not waste time applying for the wrong job.
- ✓ Do not apply if you lack most of what is being asked for.
- ✓ Use research to show interest in the recipient.
- ✓ Avoid sending salary history. If absolutely required, provide no more than a range.
- ✓ Keep buzz words out unless you can substantiate a contribution.

## **Marketing Letter Checklist:**

Use the following questions to critique your marketing letters to ensure that you have created an effective, professional product. This is **IMPORTANT**. **Mistakes can cost you a job!**

- Is it an original letter rather than a mass-produced copy? **Forget form letters** – they come across as junk mail.
- Are all grammar, syntax, punctuation and capitalization correct? Is the letter free of typographical errors? Is every word spelled correctly?
- Have you proofread the letter? Spellcheck does not identify *incorrect word usage*.
- Have you used a font style and printer that gives crisp, solid results?
- Is the letter addressed to someone? It is preferable to identify a name of the HR person or recruiter. If finding a name is impossible, it is better to use a salutation such as “To the Hiring Team,” rather than the outdated phrase, “To Whom It May Concern.”
- The cover letter is like Gabriel blowing his horn. Have you announced that something greater follows – namely your résumé?
  - Tell the employer **what you can do for him/her** rather than what he/she can do for you.
  - Address the recipient’s needs** and tell how you can contribute.
  - Be confident, but not arrogant; be interesting.
  - Be concise and to the point.** (1 page only.)
- Does it project the image of a person you would like to get to know better if you were the employer?
  - Have you read it from the employer’s perspective?
- Have you set a professional, confident tone in the letter by the words and phrases you have chosen?
- Have you listed accomplishments?
- Have you avoided:**
  - Rewriting your résumé in your cover letter or getting too detailed?
  - Using clichés such as, “I have taken the liberty of sending my résumé enclosed herewith?”
- Is it clear where the employer can reach you, and have you ensured that either a person or a machine will take your messages?
  - Make sure your voice mail message is appropriate. **YOU** should record it. (Tell your children **not** to take messages.)
- Have you requested action and told the employer you will call for an appointment?
- Have you signed your name?

## >>>> Presenting Yourself Verbally

*“To be heard, bang your drum on top of a hill.”*

— *Chinese Proverb*

One of the most important and useful steps in your job search will be to develop a presentation, or commercial of **what you have to offer, what value-added you bring** and how your skills and abilities *can help solve a problem* for a prospective organization. This section will provide you with tips on how to organize your thoughts and present yourself effectively.

Firms hire candidates whom they believe have the best qualifications for the position. Whether it’s a good or poor job market, your challenge will be to quickly convey your background and value in a **60 or 30-second commercial**, or through an even briefer exchange conducted over a handshake. And, your ability to clearly and succinctly communicate your key selling points to contacts, agencies, and potential employers can notably increase the success, and decrease the length of your search.

*Today, a professional can expect to work for a number of organizations and change his/her career several times. Therefore, it is important that you articulate your professional identity.*

How do you describe your skills and capabilities? An effective way is by use of one of the following presentation tools:

- I. **Differentiating Statement**
- II. **Marketing Statement/Commercial**
- III. **Elevator Speech**

**These tools are important because they —**

- Serve to **educate others** so they are able to assist you more effectively.
- **Build credibility** when you present yourself to others.
- **Prevent you from rambling**, and provide a framework to ensure that you convey what you intended to say.
- **Allow you to concentrate** more on what the other person is saying and less on what you are going to say.
- Separate the well-prepared candidate from one who is not.

**What does it take to develop successful job search presentations?**

- Understanding your experience, skills, and what sets you apart from others.
- Taking time to write down and refine what you want to say.
- Practice, practice, practice! (**Rehearse saying it.**)

## I. Differentiating Statement

A successful **Differentiating Statement** describes you in a compelling, attractive and memorable way in *one sentence*. It showcases your unique talent, and can be used alone or with other types of introductory statements. Your differentiating statement should clearly define the benefit from the services you provide and stick in the listener’s mind.

**The goal of your differentiating statement is to distinguish you from your competition**, and to crisply indicate how you are different or unique in the way you approach your work. This value statement, also referred to as “**unique sales appeal** or **position**,” is used to create an identity in people’s minds that they can relate to and repeat to others.

Since people do not care much about your title, function or previous company until they have a reason to know how you can be useful to them, provide information that showcases what skills you might have that could be applicable to their needs.

*Example of an ineffective, versus a successful, Differentiating Statement:*

<b>Ineffective Differentiating Statement</b>	<b>Effective Differentiating Statement</b>
<p><i>Hi, my name is Clark Kent, and I’ve spent the last 8 years performing self-directed, functional, liberation activities using de-normalized, non-aerodynamic wind displacement to refute gravitational forces.</i></p> <p>(Language is superficial, jargon-specific, trying too hard, not compelling.)</p>	<p><i>Hi, my name is Clark Kent, and I rescue victims from situations beyond their control by using superpowers, AND I soothe and comfort even the smallest child.</i></p> <p>(Clear, logical and attractive – shows what you can do for others in a way that they can internalize and <b>remember</b>.)</p>

**As you compose your own statement, consider which of the following are more effective:**

*“My name is John Scone, and I’ve spent the last 8 years as chief project manager with the Implez Corporation, heading up their special bio-tech projects.”*

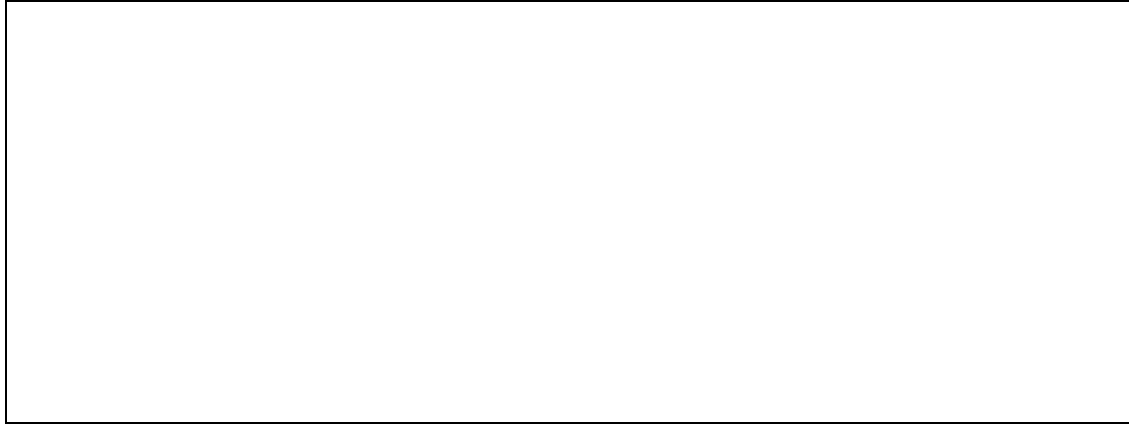
**Or**

*“I use complex project management skills to help companies bring their projects in on time, under budget AND I make project management understandable and usable for everyone in the organization by creating user-friendly systems.”*

The second statement gives your listener something that they can understand and immediately apply toward the current needs of their organization. It paints a picture, rather than providing colorless facts and, best of all, it focuses on outcomes that matter!

## **Your Own Differentiating Statement**

*Use the space below to draft your own Differentiating Statement.*

A large, empty rectangular box with a thin black border, intended for the student to draft their own differentiating statement.

## **II. The Personal Marketing Statement/Commercial**

The **Marketing Statement** is one of the most useful tools you will use in your job search because it presents a brief overview of your experience, describes whom you are, and **details what you have to offer in about a minute**. Essentially, it positions you in the marketplace. The marketing statement identifies your personal brand and becomes your **commercial or sales pitch**. To market ‘you’ effectively, it imparts your:

- Product/service description (**what you do**).
- Features, (**your skills, experience, etc.**).
- Unique appeal (**what makes you stand out from everyone else**).

The Marketing Statement provides an excellent response to, “Tell me about yourself” because it provides a framework to talk comfortably about your value. It can start with a simple introduction such as, “Let me take a minute or two to tell you a little about my background.” – that is, your *professional* background.

Most of us have difficulty talking about ourselves because we interpret it as bragging or self-aggrandizement. Sometimes, we just don’t know where to begin. Preparing a dynamic and well-organized marketing statement that highlights your talents and expertise will ease the discomfort of having to talk about yourself and bolster your self-confidence while helping the listener better understand your capabilities.

*A useful exercise is to prepare a script of about 150-250 words in writing. Practice delivering the presentation several times, until you know it well and can come across as confident and competent.*

### **What does the Marketing Statement include?**

- A short, beginning sentence summarizing who you are professionally (in present tense).
- 4 or 5 key skills, strengths, and qualifications.
- Differentiating Statement (what sets you apart from other contenders).
- Brief summary of your business chronology to show how your key skills have worked for you in the past.
- How you feel your qualifications can best serve an employer.
- Education, certifications, special training that might apply.
- Career goals, ideal job or roles that match your interests and skills (networking).

**Your 1-minute commercial is flexible.** It can be customized to the job for which you are interviewing or modified based on your relationship with different types of contacts – such as a networking contact versus an interviewer.

When presenting yourself, try to use language that is understood at any level. Over-articulation and pretentious words do not work as well as conversational, descriptive and comfortable ones. Use a narrative style that is genuine and natural to you. Select words that highlight your work ethic, energy, interpersonal skills, and unique capabilities and experience. Your goal is to paint a vivid picture of what you have to offer in the minds of your audience.



## Example of a Personal Marketing Statement/Commercial

### HEADLINE

*“As an experienced **corporate executive professional**, I have a broad range of skills that extend from establishing vision statements to negotiating proposals and delegating tasks to appropriate managers.”*

### KEY SKILLS OR QUALIFICATIONS

*“My success stems from my conscious focus on high quality service. I’ve consistently been complimented for my excellent ability to recognize people’s needs, proactively follow up, and smoothly manage multiple demands. I’m also the kind of person who values people at all levels in an organization, as well as its customers.”*

### DIFFERENTIATING STATEMENT

*“In every executive position, I’ve become the ‘go to’ person who can work collaboratively with others and successfully handle tough projects.”*

### ACCOMPLISHMENTS (What qualifications of yours can best serve an employer.)

*“One of my key accomplishments is efficiently engaging the entire organization in order to promote Quality ‘best practices’ in the company. I conducted weekly management and production conferences, as well launching the rollout of Objectives & Achievements for all Divisions and their staffs.”*

### SUMMARY OF BUSINESS CHRONOLOGY

*“My most recent position was Vice President for WEHB Management Co. Prior to WEHB, I was promoted to AVP, from Director at Sugar Bank and Trust Company.”*

### OTHER

*“I achieved an Executive MBA from Columbia University and a Bachelor of Science Degree in Business Administration from Clemson. I have also worked closely with the Superintendent for CMS Schools.”*

### WHAT YOU ARE SEEKING (Your ideal job – most often **used in networking**.)

*“I’m best suited for a leadership or management position or project management positions. Ideally, I’d like to work in a midsize to larger organization in the Andover area.”*

### **Recommended Action:**

Draft a working version of your “commercial,” then work with your Career Coach to refine it into the message that you really want to deliver. Use the blank *Personal Marketing Statement* form located on the following page as a starting point.

## **Your Personal Marketing Statement/Commercial:**

**HEADLINE** (Summarization of who you are *professionally*, in present tense.)

**KEY SKILLS OR QUALIFICATIONS** (4 or 5 key skills, strengths and qualifications.)

**DIFFERENTIATING STATEMENT** (Unique value – what makes you special.)

**ACCOMPLISHMENTS** (What qualifications of yours can best serve an employer.)

**SUMMARY OF BUSINESS CHRONOLOGY** (Brief summary to show how your key skills have worked for you in the past.)

**OTHER** (Language skills, education, certifications, special training, etc., that might apply.)

**WHAT YOU ARE SEEKING** (Your ideal job – most often used in networking.)

### **III. Elevator Speech**

A shorter version of the 1-minute commercial is often referred to as the “**Elevator Speech.**” The idea is that you get onto an elevator with someone at the first floor. By the time you get off at the fifth floor, you have introduced yourself in a way that the person will remember and be able to identify how and where you would be marketable. With any luck, they may even have a great contact for you!

Don’t forget to give them a business card!

**The 30-second (or less) introduction includes your:**

- Function and Level
- Last (or current) Company
- Differentiating Statement (Describes the outcomes of what you do professionally.)

#### **Example of an Elevator Speech:**

*“I have recently held President and Executive Director positions that were undertaken at WEHB Management Co., a firm that serves the realty marketplace. My expertise is in the successful creation and development of key projects that require a zero-error tolerance, a smooth roll-out and efficient on-going operations.*

*One of my key accomplishments was providing highly effective management of that organization; I have received multiple compliments for my ability to achieve business investment objectives through successful service contract negotiations and sustainable strategic initiatives.*

*In every management position that I have held, I’ve become the “**go to**” person who solves problems, diffuses client crises, works effectively with others and successfully completes the **tough projects.**”*

***Use the space below to draft your own Elevator Speech.***

## >>>> Reason for Leaving Your Last Job

Your response to the query, “Why are you looking for work?” or “Why did you leave your past position?” should be prepared before participating in a job or informational interview.

It is critical to have an official answer that raises few, if any questions. Your response should be honest, positive and believable, and it should be expressed in a way that your former employer would agree to verify.

A strong Business Reason for Leaving avoids raising questions by being **non-defensive, brief and using universally understood terms (such as “downsized”)** that demonstrate you understand the business reason for the decision. As much as possible, your answer should lead the listener away from your release reason and toward the type of work you now are seeking and the conversation you want to have.

The best approach is to construct an objective explanation that casts blame on no one. **Some typical reasons for leaving a job include the following examples:**

*“My previous firm, H. L. Dewey Company, was bought recently and went through a major reorganization. My position, along with many others, was eliminated. I am looking at this as an opportunity to pursue my interest in the hospitality industry and am happy to meet with you to discuss how my experience can benefit your organization.”*

*“ABC Company moved its headquarters from Hayward to Denver three months ago and I elected to stay in the Northwest and explore other opportunities in the healthcare field.”*

*“My employer implemented a reorganization program that included the elimination of many positions, including mine. Although I had the option of another job within the company, I elected to leave.”*

*“Due to budget cutbacks and organizational restructuring, my entire unit (department or division) was eliminated.”*

*(Termination) “My manager and I mutually agreed that my skill set was not a good fit and so I decided to pursue other more appropriate opportunities.”*

**Use the space below to draft why you are looking for work.**

## ▣ Some Final Presentation Tips

*The Personal Marketing Statement, Elevator Speech* and *Differentiating Statement* provide powerful statements of who you are and what you can do, and are useful tools in an interview, networking meeting or even a chance encounter.

Before you meet with or speak to your contacts, remember to rehearse each of your presentations. And, as you practice them, test and evaluate each one to ensure that you are relevant, clear and easy to understand.

*Here are some final tips to always keep in mind —*

1. Be brief and easy to understand. (Don't tell your whole life story.)
2. Be relevant to the listener's needs/interests.
3. Be positive. Let others enjoy connecting with you.
4. Headline your narrative with who you are professionally.
5. Highlight your unique value – your Differentiation Statement.
6. Use I, not we statements. “We” and “our” imply that you are still with your former company.
7. Do not use acronyms or jargon.
8. Help the listener conclude. Summarize why you think that you and your level of skill and experience can help them.
9. Avoid negative comments about your previous employer.
10. **Practice, practice, practice your presentation** material and **never “wing it.”** Firms tend to hire candidates whom they *believe* have the best experience for the position.

Remember – the ability to clearly and succinctly communicate with contacts, agencies, and potential employers can substantially decrease the length and increase the success of your search.

***“Everything you need, you’ve got right now. So go. One step at a time.”***

***— Maggie Doyne***

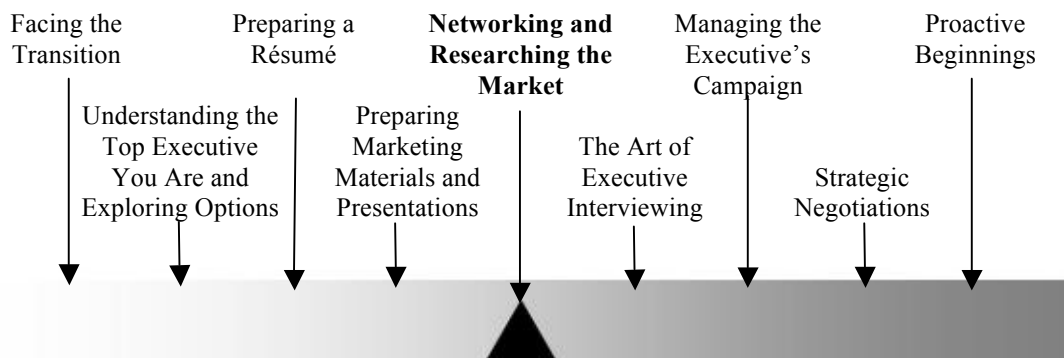
**CHAPTER 5**  
NETWORKING AND RESEARCHING  
THE MARKET

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## Chapter Overview

Establishing a clearly defined targeted market and networking are key skills that you will use to identify and secure your next employment opportunity. In this chapter, you will learn to:

- \* *Develop a strategic Marketing Plan with goals and time line.*
- \* *Identify and tap into the “unadvertised” job market.*
- \* *Create a focused target market list.*
- \* *Research specific target market areas.*
- \* *Utilize networking to gain information about industries and companies that you want to pursue.*
- \* *Limit Internet job searches since only 10% find jobs this way.*
- \* *Following-up with target companies/organizations is critical!*



# Networking and Researching the Market

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*“To know what has to be done, then do it, comprises the whole philosophy of practical life.”*

— *Sir William Osler*

In earlier chapters, you identified features of you – the product. You even created a marketing brochure called a résumé and scripted a personal commercial to highlight your key selling points.

This chapter builds upon the work you have completed and explores methods to define your **target market**, **conduct research** and **use contacts** – all of which will assist you in marketing your expertise and services more effectively.

## I. Target Market

A target market is comprised of industries and organizations that meet your ideal job requirements and align with your industry experience. Your target market is a compilation of potential “customers” who may be interested in what you have to “sell.” Identifying your target market will:

1. Lend focus to your job search.
2. Provide a method to organize your efforts.

Your targets can also be used as *relevant topics* that drive conversations with networking contacts toward information you want to gather. Asking questions about your target companies can elicit key information about the culture of the organization, its hiring practices, and what their needs are now and in the future. It does not matter whether or not your targets are hiring; sooner or later, they will be, and you need to be prepared when that happens.

## II. Research

Good research will identify the job market in your area – and *elsewhere*, if relocation is an option for you. It is also a great way to identify how well you “fit” in a particular culture and where you are apt to be most successful.

Research should provide you with a number of good job leads. You may already know of a few hot prospects just from personal knowledge of your industry, its competitors, its principal suppliers and so forth.

There are many resources – from job boards, meta-search engines, LinkedIn, and other social media – to specific web sites, professional organizations, personal contacts, select business publications, and even the local research librarian – that can help in your search for information.

## III. Networking

This is the **most valuable** way to let others know you are in the job market and available. It also provides an opportunity – both formally and informally – to let a large number of people know what new skills, training and experience you have acquired since your last contact. Finally, it helps locate “insiders” and gain details about unadvertised job openings.



## > **Your Target Market**

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### **□ Job Market – Advertised and Unadvertised Positions**

In job search, there are two basic markets – the open, publicized market and the unadvertised (hidden) market. While there are pros and cons for each, it is important to utilize both to maximize the chances of uncovering all potential job openings.

The “**open**” job market is where most people spend about **75 – 80% of their time**, but where only 20% of real openings exist.

- This represents a **reactive** job search approach because one responds to a published ad that is open to many others – and also subject to intense competition.

The “**hidden**” job market represents available positions that are *not public knowledge* – or about **80% of all professional job openings**, according to some studies.

- These openings are uncovered by **proactive** use of network contacts and thorough company research. The good news is that studies indicate 70% – 85% of job seekers find their next position through networking!

### **□ Target Market Organization List**

It is natural to want to look for immediate job openings. But, it is equally important to explore industries that will value your experience and investigate the many organizations that employ people in your field.

One way to begin is to develop a Target Market List that includes the names of **30 - 50 specific companies/organizations** that you intend to research. Strategically, not all of them will be hiring at the same time, but the odds of your success increase with a greater number of possibilities.

#### **As You Identify Your Targets ...**

- **Define your selection criteria** – Decide what your preferred geographic location or commute time is; size of organization; management style; degree of employee collaboration/teamwork or freedom; work hour flexibility and perhaps, culture. What is a priority for you? Is there a focus/interest that is important to you?
- **Understand why you are interested** in the organization, itself – Is it established, a start-up, global, small, etc.? What is its appeal? Why would you enjoy working there?
- **Determine demand** – What is the potential growth of the organization: up, down, flat? Is the organization addressing a need that isn’t being met? Is it critical?
- **Uncover the skills, knowledge, experience** that you have to offer and what differentiates you from other competition. Quantify your accomplishments.
- **Assess if there are enough openings** over time to gain employment at your target.

**Keep a file on each “potential employer”** that captures all pertinent information, such as name, email and web address, telephone number, contacts, sales, products, number of employees and any other information you discover. Consider dating all data so you know what is current.

**There will be some target companies, industries or situations that are particularly well suited for your skills and career objective.**

- Research these targets *in depth* to uncover any information that can help you present your skills as a solution to their needs. This includes meeting with individuals for background information as well as tapping into the public information available in databases and through the Internet. This also adds people to your personal network.
- Make a point of linking what you have to offer to the specific needs of each selected organization. In other words, understand what your “customers” want to “buy” in relation to what you have to “sell.” How can you benefit them?

Preliminary investigation may quickly identify new options or obvious mismatches to your original list. Research can also provide:

- Information on important **trends** for the future in your field and others in which you might be interested (such as growth versus contraction or need for additional training).
- The **language or jargon** of a new field.
- Names of **leaders** in your field.
- Locate useful **professional organizations**.
- Valuable **advice and direction**.
- Names of **important contacts** for informational interviews or job interviews.

A **Target Market List template** can be found in [Chapter 10 – Professional Resources](#).

*“Better to understand a little than to misunderstand a lot.”*

— *Anonymous*

## **▣ Job Market Information**

There are several sources of information that can assist you in determining what companies or organizations in your area need people with your skill set. Alternatively, you may discover something that is missing in the local job market – a *niche* you may be able to fill.

Analyzing the job market will no doubt identify some opportunities you might want to pursue. More importantly, you will be able to identify companies that impress you and draw you toward them. Your OI Global Partner should be a big help in providing some insight.

Here are some general resources for you to use to explore the overall marketplace and the job market. Depending on your objective, you can scan (both functionally and geographically,) the companies that fit the criteria you have established for your perfect job.

**These resources have been grouped according to how most job seekers often find their next position:** 1) Networking, 2) Advertised Positions, including online postings, 3) Search Firms and Recruiters, and 4) Other Research Venues (i.e., Job Support Groups).

### **I. Business and Personal Contacts**

- **NETWORKING:** It is easy to arrange a meeting with an acquaintance (friend, former co-worker) because your credibility is already established. However, it is usually best to *delay the meetings until you have a little experience stating your objective*. Even the most polished individual can improve his/her presentation. Be clear about what you want.

The best approach is to clearly assure your acquaintance that you are ***not asking for a job, but rather want advice*** as to how you can best explore your options. When approached in this manner, acquaintances will be most open and helpful, rather than feel pressured to find you a job – especially if they cannot do so.

At best, they may be willing to provide you with “insider” information about your targets or know of a potential opening. In all probability, they can suggest individuals whom you should meet and will usually allow you to use their name as a reference. At a minimum, they will be aware of your objective and can serve as an “extra pair of eyes and ears” on the lookout for opportunities which might benefit you.

- **TELEPHONE CONTACT:** The telephone is an effective contact option for “informational” interviews, to gather knowledge or to follow up after an interview. A drawback is that it may be difficult to reach someone. Do not try to relate your purpose in a voicemail message. Leave your name/number or call back later.
- **PROFESSIONAL AND TRADE ASSOCIATIONS:** Search online to identify professional and trade associations. Read their websites and attend a local meeting to connect with people in your field. Be sure to use “*networking cards*.”

## II. Advertised Positions

- **ONLINE and PRINT JOB POSTINGS:** Online and print job postings on various job boards, in newspapers and trade journals are probably the most used source for identifying position openings in the marketplace. *However, in the case of a C-Level Executive, few companies would use this venue for such an open position.* Still, there will be a few that publicly post such an opening.
- This method is often a vehicle used by search firms or recruiters because of the wide range of people who would read such notices, as well as its low cost. However, it is used by almost everyone who is *entering* or *re-entering* the job marketplace. Since online postings and newspaper articles are available to everyone, the competition for each opening can be enormous. **Only a small percentage of executives find their jobs via the Internet.**
- **GOVERNMENT AGENCIES:** For information on government jobs and career development programs, contact the specific agencies. Also, you can view and apply for government job openings via the U.S. Office of Personnel Management site ([www.usajobs.gov](http://www.usajobs.gov)).

The Bureau of Labor Statistics publishes comprehensive information about various jobs, qualifications needed, current demand, and typical salaries listed nationally, by region, by state and/or by city. This information will be particularly useful if you are thinking of changing industries or careers ([www.bls.gov](http://www.bls.gov)).

## III. Search Firms and Recruiters

- **EXECUTIVE RECRUITERS: Retained Search Firms** are engaged by employers to fill vacant or newly created executive positions. They are primarily interested in highly successful, well-qualified, experienced individuals and will contact you if your qualifications match one of their openings. Some recruiters have project assignments that may lead to full-time positions.

**Contingency recruiters** are paid by the employer *only if they fill the opening*. Therefore, they have less power than the retained firm to get you an audience with a company and are less motivated to ensure a good fit between you and the position. In general, recruiters are useful primarily for middle- and higher-level management individuals who have an outstanding performance record and who can command a higher salary.

- **CONTRACT RECRUITERS:** Contract recruiters provide short- or long-term contract opportunities, and an advantage of using them is exposure to a variety of companies. However, as a high-level executive, unless you are unsure of what career path you want, it is doubtful that you will choose to go this route.

### ***Points to keep in mind***

- Identify good search firms and recruiters through referrals or directories.
- Meet with them to evaluate the quality of their services and reputation.
- Present yourself as if you were on a job interview. Dress and behave

professionally.

- Explain your job objective, geographical preferences and salary expectation when you meet with search firms or recruiters.
  
- Give them a salary **range** rather than a dollar figure, and make it clear that you want to negotiate your salary if an offer is made.
- Take copies of your résumé when you interview search firms or recruiters.
- Determine precisely what they plan to do to assist you.
- Insist that they do not send your résumé to any company without your prior consent. If they refuse, do not permit them to market you.
- Always determine up-front who is responsible for paying placement fees if you become employed through their efforts.

**Job Search Support Groups** have multiplied over the past few years due to challenging economic times. Many of these groups have been initiated and developed by community organizations to help their citizens through difficult times. They are usually free and can offer helpful job search tips, as well as some job leads shared by other job seekers and facilitators.

#### **IV. Other Research Methods – General Business**

- ***NICHE or “FOUND” OPPORTUNITIES:*** Particular situations that are especially attractive will come to your attention by reading newspapers, business magazines, professional journals, and through other media, such as joining Groups on ***LinkedIn***. These resources offer insights into growing companies, ones that are moving to your area or that are diversifying. As you read, be on the lookout for situations that could use your skills. Once an interesting situation is identified, approach it via one of the other techniques. This takes initiative – a highly valued trait in business!
- ***BUSINESS PUBLICATIONS AND DIRECTORIES:*** There are many business publications and directories that can tell you almost anything you would like to know about companies, industries, and the job market. Many can be found online and in your local library. These business publications are often more helpful than local newspapers.
- ***NEWSPAPERS:*** By scanning the online or in-print business section, you can find out which companies are prospering and which are having problems, as well as the nature of those problems. You can also find out if any large companies plan to relocate to or from your area. News articles also provide information on companies that have special programs (e.g., training or educational) for employees, and companies that always seem to have turnover and personnel problems (even strikes). Business-focused newspapers include the Wall Street Journal and the local Business Journal.
- ***LIBRARIES:*** A library can serve as an excellent operating base for your job search campaign. Libraries often have a Business Reference section with access to special **online resources**, including business databases like the **Dun & Bradstreet Million Dollar Directories** or **ReferenceUSA**, a robust database of 14 million U.S. companies, accessed from anywhere through the use of your library card. The business or reference librarian can help you find the information you need and also knows what is available at other libraries and branches. Library resources can avoid unnecessary purchases.
- ***CHAMBER OF COMMERCE:*** Your local Chamber of Commerce should have a listing of the area’s major companies, with addresses, phone numbers, key personnel, number of employees, and products or services. If you need to be a Chamber member to receive this information, ask your consultant for assistance.
- ***DIRECT MAILING:*** Direct mail or email is **generally ineffective** unless you have a specific name and a personal referral. Your potential for getting a response will be directly related to three factors: 1) the influence of your referral, 2) whether or not there is a job opening that fits your qualifications, 3) whether or not you get caught in a spam filter, and 4) whether you follow up with a phone call. Otherwise, it can be a waste of time. To bring any substance to this option, **a key step is to follow up with a phone call to the person receiving your inquiry**. Calling to confirm the receipt of the inquiry and then having a conversation about the organization/company can help to gain ground.

## V. Other Research Methods - Internet

Using the Internet to perform research is typical since it offers a wealth of information. Companies use their websites to describe business products and services, provide annual reports, job openings and even more elusive information such as corporate culture. The “tone” of the website can offer hints about the culture

What follows is just a small number of the many sources of information that are available through the Internet. Remember that they change constantly.

- ***OI SOLUTIONS*<sup>SM</sup>**: You have access to a proprietary online research tool as part of your transition program. ***LexisNexis*** is the premier global business and news database, with 50,000 sources. Much of its content is behind a pay-wall so you are not otherwise able to reach it with Google. LexisNexis sources include Dun & Bradstreet, Hoover’s and Edgar, Guidestar for nonprofits, industry-specific directories like Best’s, and the full text of newspapers like the *New York Times* and the *Wall Street Journal*. You will want to use LexisNexis as your primary research tool to make target lists of potential employers. You can combine industry, size and geographic location. Or use it to deep-dive into a particular organization. Or retrieve information about industries and people you simply can’t find elsewhere. ***OI Solutions*** also includes the ***Jobs Database*** where *Indeed.com* aggregates job postings from thousands of websites.
- ***OTHER ONLINE RESOURCES***: In addition to ***LexisNexis***, general company information is available through ***Referenceusa.com***, ***bizjournals.com***, MSN (***msn.com***), and Google Finance (***google.com/finance***).
  - **Search Engines** such as ***Google***, ***Yahoo***, ***ZoomInfo***, ***BING***, ***Ask***, etc., provide access to a broad universe of information about the marketplace and your targets.
  - **Social Media** includes ***Twitter*** and ***Facebook***, but ***LinkedIn*** is the site most used in business because members can network with other professionals in their field, access employees in target companies, and find company profiles for all size firms. You have access to the complete LinkedIn database on your ***OI Solutions*** dashboard.
  - **Salary Information** sites provide average or mean salary data, and include ***Salary.com***, ***SalaryExpert.com***, ***bls.gov/bis/buswage.htm*** and ***wageweb.com***.
  - **Industry-specific Sites** like ***Dice.com*** target IT professionals. ***MarketingJobs.com*** targets marketing, advertising and sales jobs.
  - ***ExecuNet*** provides job openings as well as extensive job search webinars, forums and articles for job seekers at the \$100,000+ level. Interestingly, 70% of their members are currently employed which makes them a great source for networking.

For additional Job Search, Social Media, and other sites, refer to Chapter 10.

**What other Internet resources do you find useful?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## ■ **Effective Use of the Internet in Response to a Job Ad**

When using the Internet to apply for a job, *these tips are imperative*:

1. Combine online tactics with face-to-face networking. Online listings only tell you what type of openings exist, but it is still important to get the name of someone to contact and with whom to establish a relationship.
2. Submit your résumé electronically through the job site. If you are able to identify who the company recruiter or hiring manager is, send a presentation copy of your résumé with cover letter directly to them. Then follow up with a phone call.
3. Use your network and other creative ways to reach the recruiter or hiring manager. Employ your personal contacts and **LinkedIn**. Identify someone you know who may know the person you are trying to reach.
4. Recruiters use “keywords” to search the thousands of résumés that are stored on career sites. To ensure that your résumé will “pop up,” analyze posted openings and **identify specific keywords** that must be included in your résumé to maximize its chances of being chosen. (Note: Software programs will search for nouns such as “strategy” and “international,” not for verbs such as “directed.”)
5. Many recruiters often use a cut-off date to collect and scan only recently posted résumés. Plan to periodically refresh your résumé online to ensure that your résumé shows a *recent* “posted on” date. Be sure to touch base with recruiters occasionally.
6. The list of job sites on the Internet is constantly changing. Since most companies post jobs on their own web sites, it is critical to check each of your target organizations on a regular basis for new openings.
7. Focus your job search on a variety of sources, not just the popular job sites. By researching the web and using your network as well as recruiters, you can develop a list of niche web sites. In addition, as you search job ads on **Indeed.com** or **SimplyHired.com**, remember that they share a linkage/connection with Facebook and LinkedIn as well as the contact networks that you have there.

### **One More Thing to Keep in Mind ...**

Chances of success on the Web are minimal and can consume enormous amounts of your time in relation to other means of sourcing potential jobs. ***Job search success is much more likely when you use your network*** and establish contact with the target executive or manager.

Additionally, time management skills are an important aspect of a job search so, continue to **manage and organize your time wisely**. For an example, spend more time *networking* compared to less time on the Internet.



## >>> Networking

***“It isn’t just what you know, and it isn’t just who you know. It’s actually who you know, who knows you, and what you do for a living.”***

— *Bob Burg*

No one excels at a job by him or herself. Instead, **people depend on a resource network of trusted contacts** to turn to for advice, special skills and access to *additional* resources. They use this network in everyday life. And, when expert networkers need to transition their careers, they have this same resource network to tap into.

*Networking  
is the art of  
building  
alliances.*

Your network begins with **all the people you know**, including those you have worked with – past employers, co-workers, clients, customers, and so forth – but it **expands to include everyone they know**.

You may not realize the extent to which you already utilize contacts in your personal or work life. You might “exchange information” to make decisions on daycare, buy sports equipment, solve an engineering problem or join an organization.

And because of increased mobility, using contacts to collect information has become a way of life. This is not an unfamiliar process; you are just going to apply it in a new way!

### **Reluctance to Network**

Many job seekers fail to let others know they are out of work and seeking a new position because they have concerns such as:

- “I’ve always been successful; I can’t admit I’ve lost my job.”
- “What will people think? What will they say? Will they lose respect for me?”

**Not letting others know is a big mistake** – it hinders others from assisting you, impedes learning about important new job leads, and slows down your progress in finding a new position.

### **Why it Works so Successfully**

**Networking is a key means of connecting to people you would not otherwise have access to and who can provide information that is not readily available elsewhere.** The beauty of using your contacts is that you are apt to **obtain quality information quicker** that will:

- Give you a competitive edge.
- Give you access to decision makers and uncover unadvertised jobs.
- Perhaps inspire creation of a new position if you happen to have skills or experience that fill the special needs of an organization.
- Obtain “insider” information (salaries, benefits, management style, jobs, etc.).

## **The Networking Process**

Networking is the most effective way to take control of your career. It is a process that helps identify and clarify your job search strategy and brings together all of your resources to ensure you reach your goals. To illustrate how networking can be more effective than responding to ads or online postings, imagine that there is an opening for an executive in a large bank.

### **NETWORKING**

#### ***Networking Contact***

You call your brother who has a friend in the financial industry.

→

↓

#### ***Networking Contact***

Your brother's friend refers you to his sister-in-law who is the Vice President of Branch Services for the bank.

→

↓

#### ***Hiring Manager***

She introduces you to the Hiring Manager, who interviews you before the job is posted.

---

### **RESPONDING TO A JOB POSTING**

#### ***Posted Ad***

An ad for a banking executive is read by anyone scanning the online postings. 400 people answer it (at this point, your chance of getting the job is 1 in 400).

→

↓

#### ***Screeners***

400 résumés are sorted through by a screener who passes 10 of them on to the Employment Manager.

→

↓

#### ***Recruitment Manager***

The HR Recruitment Manager sorts through the 10 résumés and passes 5 of them on to the Hiring Manager. The Hiring Manager interviews 3 of the 5.

When your résumé is just *one in hundreds* being shuffled through the process, the odds of capturing the attention of the hiring authority are significantly reduced. You may miss out on an opportunity to have someone 1) speak on your behalf or, 2) point out something distinctive about your qualifications that made you stand out from the rest of the competition – something the recruiter might not have picked up on!

## **Advantages of Using the Networking versus the Job Application Method**

- ✓ You were in control of the process; you did not simply send a résumé and wait for a response.
- ✓ Your résumé moved to the top of the pile.
- ✓ You dramatically increased your chances of meeting the hiring manager.
- ✓ You increased your effort, but saved time.
- ✓ The hiring manager was able to interview someone “endorsed” by someone he/she trusted.
- ✓ The company avoided spending money, time and effort on sorting through the hundreds of résumés received from an ad.

## **▣ Why Others Will Help You**

Successful working professionals realize the reality of the job world – you are not just as good as your skill set – **you are only as good as your network is, *tied to your skill set***. In other words, *who* you know is as important as *what* you know

**You will find many reasons why others are willing to help. It may be because they:**

- Know someone who has referred you to them.
- Appreciate the opportunity to help someone else.
- Have probably been in your place before and may learn information that is useful.
- May be in your position in the future and will look to you to help them.
- Enjoy the ego boost they get from serving as an advisor or consultant.
- Will be doing your future employer a big favor by introducing you.

**When launching a networking plan, visit contacts whenever possible.** Bear in mind that a written presentation of oneself (in a résumé or letter) is seldom as effective as a verbal presentation. This is no time to be shy!

- **Even a mediocre personal meeting is usually more effective than the most polished phone call.**
- However, if the person does not have time to meet for coffee or lunch, ask for a brief conversation via phone, assuring your contact that you can accomplish an effective agenda in 15 to 20 minutes.
- Engage your network often in the process and keep them updated with your progress.

**You will know that your networking is working when others seem to have a good grasp of what you do or what service you provide.** When the members of your network know the “stories” of your career successes and are able to pass them on to others, you have empowered them to be your greatest sales force.

## **□ Create Your Networking Contact List**

A successful job search requires extensive networking. **Everyone you have ever met is a potential networking contact.** You can talk to friends, relatives, business associates – anyone who knows you, respects you, and might help you make an important contact.

**It is not unusual to develop an initial List of Contacts of 50+ people.** At first, consider anyone as a potential contact. Later, you can review your potential list, and determine which people will be most helpful in assisting you at different points during your job search. To avoid missing anyone, search through your memory, address books, gift and card lists, social and business names, directories, and business cards for different types of contacts such as:

Past Employers	Co-workers	Vendors
Friends	Relatives	Neighbors
Teachers	Insurance Agents	Sales People
Religious Groups	Realtors	Volunteer Groups
Service Clubs	Hobbies – Contacts	Professional Associations

A **Template** to develop a robust list of your contacts is provided in [Chapter 10 – Resources](#).

## **□ Networking Starts with Contacting the People You Know and Letting Them Know How They Can Help**

Networking is an organized process that involves contacting “tiers” of people. As you contact your friends and business associates, they refer you to other people, who will also refer you on to others, thus expanding your circle of contacts. For example, **if you begin with ten friends and each one gives you three referrals, your contact base for job leads and information will grow by 30 people!**

### **Use your “ABC List” to Extend your Networking Contacts**

- People you include on your “**A**” list are those you know on a first name basis. These are people you can call and who will be interested in returning your call (usually within 24 hours). Typically these are the people in your “**inner circle**” who know you fairly well and who make you feel comfortable communicating with them. (agreement issue)
- People on your “**B**” list are those you know primarily by last name. Typically, these people are “**acquaintances**,” and you’ll likely communicate with them by both telephone and an occasional email. You may have been referred to these people by those on your “A” list, or you know them through a spouse, friend or through an association or activity.
- People on your “**C**” list are **people you do not know**, but you have been referred to them by people on your “A” and “B” lists. These are “**contacts**” that extend your network. As you reach out to these contacts, try to establish rapport and develop a relationship with each to avoid having him / her feel used. Think of it as a genuine opportunity to build a new relationship, one that will remain important to you for the rest of your work life and more.

**You can also make cold calls to people** to gain useful information about a particular company or industry. This straightforward tactic is surprisingly successful, particularly if you come right to the point and make it easy for them to provide the information. Just remember the rules of networking: 1) respect their time; 2) show appreciation; and 3) keep it businesslike.

## ■ **General Networking Guidelines**

- ***Make a vow to give more than you receive.***
- ***Follow through.*** When someone provides a contact, you are obligated to make the call.
- ***Set up a system*** to record and manage information – A Search Log.
- ***Have an agenda.*** Know what you want to learn from the meeting or phone call and have specific questions to ask.
- ***Use your time well and be respectful of theirs.*** Be courteous and considerate but remember this is business, not a social call.
- ***Ask for information or advice, not a job.*** The purpose is to gather information and build reciprocal relationships.
- ***Do your research.*** Do not start by asking them to tell you about themselves, their jobs, or their industries. This is your show; ask intelligent questions by learning as much as possible beforehand. Have an agenda prepared for the meeting or call.
- ***Remember the names of the people you meet.*** Everyone likes to hear his or her name spoken. Remembering someone's name can often make all the difference in establishing a new contact. Don't rush through introductions when you meet potential business contacts. Repeat the names of persons you meet and associate them with something that will help you remember them. Repeat your name to help others remember you.
- ***Listen.*** Take notes.
- ***Tell your own story succinctly and clearly.*** Be straightforward about your successes, neither bragging nor being falsely humble.
- ***Expect the unexpected.*** Some of the most valuable contacts you will ever make happen when you least expect them. As much as we consciously work at developing and fostering networking contacts, it is often the accidental or incidental meetings that lead to the best results. While you may not be able to plan for these events, you can be alert and ready to respond when they occur.
- ***Don't ignore your competitors.*** Network with them as well. Learn their capabilities and develop a degree of trust that will let you refer business to them or let them refer business to you when appropriate. Why? It is always preferable to play a role in providing high quality support services for a competitor in order to keep them coming back to you instead of going somewhere else.
- ***Leave your résumé or business card*** and ask for suggestions of people you might call for further input. Get exact spellings of names and be sure you get their correct titles.
- ***Express your appreciation*** for their time and send a thank-you note or email.

## ▣ Active Networking with New Contacts

You begin networking by identifying your current list of contacts and **why you want to talk to them**. Whether you are attending an industry-specific conference, a social event, a charity project at church, or even a neighborhood sports event, **go with a plan to meet and associate**. This does not turn you into a shark, intent on taking advantage of any situation. You can offer to help others achieve their goals and perhaps engage a new contact to help you reach them.

**Formal meetings** provide an invaluable opportunity for networking, especially because all the participants typically have overlapping interests and are there to discuss business. **If you are attending an *industry-specific* event**, such as a professional business conference or dinner meeting, it's acceptable to be more “open” or obvious in your job interests.

- You can expect people to be discussing business, rather than their personal lives. They, too, are most likely there to network for professional reasons.
- Research who you might meet there as well as the issues surrounding both their industry and specific leading companies in that industry.

**If you're attending a *company-specific* event**, know as much as you can about it, its competitors, new trends in the marketplace for that industry, its offerings to the market, and its issues.

- With that information at hand, **develop a set of pre-determined questions** that both demonstrate your knowledge and interest in the industry/area, and can help you identify ways to express your knowledge or interest in that industry.
- Use 80% of the conversation asking about the other person and his/her industry, rather than talking about yourself. The most fascinating conversationalist is the one who asks us about ourselves!

### **Common Sense for Networking at Meetings:**

- Be at your professional best; this is business.
- Wear your name tag on the *right* where the person sees it immediately when you shake hands.
- Keep your right hand free, ready to shake hands.
- Be selective when handing out your business cards.
- This isn't your last meal; eat later!
- No flirting, touching, terms of endearment with people you have just met.
- Lose the briefcase.
- Dress appropriately and nicely.
- No smoking, no alcohol.
- Consider your personal charisma. Are you a person you would want to meet yourself?
  - Act as though each person is the most fascinating person you have ever met.
  - Shake hands like you mean it. Smile!
  - Really listen. Really care.

## TARGETED QUESTION METHOD (TQM)

Here are some good questions and a method to engage the person you are networking with:

### **Group A: Questions relating to the new contact's industry or company.**

**(These questions are about business, not employment and discretion is advised. You do not step over the line especially about proprietary information)**

1. How do you see the climate of growth/decline within the industry?
2. Where do you see your company/industry going in the future?
3. What do your primary customers tell you their needs are going to be in the next three years?
4. How competitive is your market? Who are your competitors?
5. What are the trends you see from your competitors?
6. What kind of changes do you see happening in your industry/field?
7. What are the sales/profit trends over the last five years?
8. What factors account for the change(s)?
9. Where/when do you plan to expand? How?
10. What is the greatest challenge you face as a company? As a manager?
11. What new/different types of expertise are necessary in the industry?
12. Can you think of any companies that are growing in your field?
13. Why are they growing? What must you do to meet their competitive challenge?
14. What is the culture of your company/industry?
15. What is your business strategy? What resource(s) will make it a success?

### **Group B: Questions relating to the new contact's background and profession.**

1. Why did you join this company?
2. What is your background?
3. What is your career path?
4. What kinds of professional growth have you experienced since coming to work for this company?

### **Group C: Questions relating to your skills and experience.**

**(Better to ask questions, not make statements.)**

1. How do you feel about my qualifications with respect to the needs of the industry? How can I best use my skills and experience in the \_\_\_\_\_ field?
2. What kinds of positions would I qualify for at this time in this field or in this company?
3. Considering my experience, skills and qualifications, what other fields should I be pursuing? With whom should I be talking?
4. What \_\_\_\_\_ (industry) experience do I need to supplement my present qualifications as a \_\_\_\_\_ (position)?
5. What training or certification(s) do you believe would strengthen my professional profile and enhance my 'hire-ability'?

### **Group C (continued) – Questions relating to your skills and experience**

6. Which of my skills would you suggest that I emphasize more strongly or make more specific as selling points?
7. How would you evaluate my experience and qualifications for a \_\_\_\_\_ position?
8. What qualifications would a \_\_\_\_\_ ideally possess?
9. Here is my list of target companies. Can you tell me anything about them or suggest whom I might call?

### **Here are some questions NOT to ask:**

1. Do you have a job available? Do you know of a job?
2. Is there anybody at your company who is leaving?
3. How do your salary ranges compare to others?
4. Can you list all your contacts for me?

**When you do ask questions, ensure that you keep detailed records** of the interaction. It is essential to keep up-to-date notes on all conversations whether conducted by phone, correspondence or in person so that you can follow up on any actions/next steps, as well as schedule additional conversations at appropriate intervals.

A variety of different **networking/tracking forms** are located in Chapter 10 – Resources. However, you can use these, Outlook or any contact management software to keep your notes.



## ■ Informational Interviews

Informational interviewing is another facet of networking, and its **purpose is to obtain knowledge about a specific job, company, or industry.**

It is generally the result of knowing someone, who knows someone, who is willing to get you into a meeting with a person who has knowledge or contacts that will get you closer and closer to your real goal – a job.

In a large percentage of the cases, the information you receive may be very important – it may clarify the culture of an organization, or someone’s management style or the way employees are treated – and can help you realize you may not want to get that job, or work for that company or serve in a particular industry. In short, the information obtained may prevent you from making a serious mistake later.

Usually, informational interviews are less stressful for you and the person you are interviewing compared to a formal interview for an existing position. However relaxed the conversation may be, it is still important to remain professional because you are still in a business environment.

### ➤ **Telephone Contact**

**Fear of telephone networking seems to know no boundaries.** People are often reticent about being placed in a position where they are not in control of their own reactions, or where they will feel powerless or weak. They may say to themselves:

“I don’t know what to say. I don’t want to sound stupid.”

“I can’t think quickly enough on the phone. I’d rather write a letter so I can figure out exactly what I want to say.”

“It just gives me cold chills.”

Making several calls at a time will be more productive than making one call, then waiting for twenty minutes.

**Using a script** allows you to prepare probable responses and practice your role. Using it as a rehearsal tool will help you **keep your goals in mind** when you actually begin to make networking calls and **take the fear out of them.**

The more you read from the script, the easier it comes out of your mouth *naturally*, and it becomes second nature. For example:

*“Hello, my name is \_\_\_\_\_.  
I am calling on the recommendation of \_\_\_\_\_.  
I am hoping to benefit from your expertise. Let’s schedule a half-hour informational meeting for next week. I can be flexible on place and time.”*

Always try to use phrases that cannot be answered with a simple ‘yes’ or ‘no.’

If the response is that the person is out of town at the time, or otherwise unavailable, **have a follow up script prepared such as:**

*“Steve Henneford (your contact) tells me Ms. Jones is probably the most knowledgeable person in the fiber-wire-connector field, and I would appreciate having a few minutes to answer three or four questions for me.*

*I’ve been in the industry for over twenty years, but it is changing so rapidly that I welcome the opportunity to talk with the people who are the best informed.*

*Other suggestions of people I can contact would be appreciated, plus I would be happy to call back when Ms. Jones returns.”*

This response accomplishes several things. **You have established your credentials**, by making it clear that you respect her opinion. Furthermore, you've explained that you and Ms. Jones have a mutual friend who has already screened you.

Also, it is clear from your response that you are willing to accept the receptionist’s suggestion of someone else who might give you important advice...and who, incidentally, may well get you in to see Ms. Jones later.

Treat everyone you speak to with respect. From the receptionist on up, every person you interact with can impact your access to the decision maker. They can pass your message on... or not.

### **Networking Telephone Tips**

1. **Stand up**, move around, gesture. Your voice will sound energized and animated.
2. **Smile**. It can be heard through the line! Use a mirror and engage that person.
3. **Reference**. Mention the mutual contact, or person who referred you.
4. **Call in the morning** when you and the listener are most fresh.
5. If you need to leave a message, **keep it short** – and no more than one per day. A one-minute message is an eternity.
6. **Don’t assume anyone will call you back**. Always leave your number, but also say that you will try back again. If they want to call you, they will. However, you should always take the initiative. (Whenever you leave a voice-mail, remember to state your phone number at **both**, the beginning and at the end of the message.)
7. **Treat everyone with dignity and respect – whether it is your target or the administrative support person**. You truly never know who can help you, and who has influence. More importantly, it is the right thing to do.
8. Prepare post-it notes with probable responses you will get, and your answers.

## ➤ In Person Meetings

This is a fundamental research and networking technique for exploring potential companies, possible positions, or even a new career path.

- These interviews are about getting information, not getting a job.
- They are about networking, making contacts and developing a relationship.
- They are usually held with just one other person, rather than a group of people.

**In order for people to help you, you must build strong credibility for your professional competence. In addition, you must be clear, brief and build rapport in your meeting.**

Be able to present:

- Who you are (professionally).
- What you want to accomplish.
- How they can best help you.

Your Marketing Commercial, Differentiating Statement and Accomplishment stories will enable you to achieve these objectives.

**Carefully select where you spend your time and energies.** That means selecting contacts carefully and specifically for what you can do for them, and what they can do for you. Be ready and focused, well-rested, at your best, and fully engaged.

**These are *your* meetings, so have a plan complete with an agenda,** purpose and set of questions. By the end of the meeting, what is it specifically that you will want to have accomplished?

- Is your purpose to get your name out there because your contact knows a lot of people?
- Are you performing market research to learn who is doing what in the field?
- Are you trying to reach someone in particular or a company “insider?”

Write this down *before* the meeting. Then keep it in mind in order to stay focused and remind yourself of the importance of this opportunity.

One of the best and most important outcomes of your meeting is to expand your current list of contacts by inspiring individuals to “open the doors” to their contacts, friends, work associates, etc. **The key to being successful is getting people to “go to work” for you.**

## *A Sample Networking Conversation...*

Consider that you may have been “referred” to Ms. Jones through a former colleague.

**Your networking script might go something like this:**

*“Thank you for seeing me today, Ms. Jones. As I mentioned on the phone, Carl Larson thought that it would be beneficial for us to meet.*

*The reason I wanted to speak with you is that I have been considering some career options and felt that you could provide me with some insight about one of them. Let me first take just a minute to give you a thumbnail sketch of myself and what I am attempting to do.”*

**You would then present your Introduction and follow with further information such as:**

*“Although on the surface, the shut-down of my division would seem to be anything but positive, I see it as an opportunity. For some time, XYZ company has been fighting to reduce losses. My rewards come from building markets and I was considered very successful in my last position. As a result, I am looking forward to joining a company in an industry where I can be more proactive. This leads me to my interest in your industry, since I do not have specific knowledge of how it works.”*

**At this point, your presentation is completed and you can get down to the serious questioning.**

- Your questions should be **open ended** to discourage simple yes or no answers.
- **Know what you want to ask before the meeting** and shape the questions to uncover situations which you might pursue in other companies and with other individuals.
- Whenever an introduction to another person (**referral**) is offered, accept it.
- If it is not offered, say, *“Would it be inappropriate for me to mention to Mr. Smith that his name came up in our conversations?”* Very often, this will be fine, but when it is not, respect the wishes of your contact.

**Remember to express interest in them.**

- Questions such as *“What challenges do you face in this position?”* or, *“What influenced you to take this position or change careers?”* will make it more of a two-way conversation.
- Remember, you are there to primarily gather information for your future although answers to their questions can be very insightful to you.

**As you bring this short meeting to a close,** acknowledge how much you appreciate the information provided and that you will keep them advised of your progress. Then do it!

## ■ Informational Interview Tips

- ***Be on time*** to the interview and ***be sensitive to your contact's time***. If you asked for 20 minutes, keep it to 20 minutes unless he/she explicitly says more time is available than originally planned.
- ***Be self-assured*** yet honest in your request for help. Keep the situation informal, if possible, and on a first name basis.
- ***Build rapport***. This is an essential part of connecting successfully with people. Keep current on a variety of topics including sports, movies, music, economy issues, culture, people, etc. (This can also help develop future networking opportunities.)
- ***Do your homework*** and find out all you can about the field and the company in advance.
- ***Develop some intelligent questions*** from your research ***in advance of calling or meeting*** one of your personal resources (or use the **TQM Questions** as an outline).

### **Generally questions will center around five topics:**

1. The field as a whole.
  2. The company.
  3. The person you have contacted.
  4. You.
  5. Your request for referrals.
- ***Ask for their help***. Be specific.
    - ✓ Ask for **their ideas**, advice and names of companies you might target.
    - ✓ Ask for **referrals** who can tell you more about these targets.
    - ✓ Ask **“How can I be of help to you?”**
  - ***Always remember that your primary interest is to obtain information*** about potential employers, not to get an interview. Use the **TQM Questions** as an outline.
  - ***Find out about the different problems in the industry***, the latest developments, new products or services, and the qualifications employers are looking for in their employees. Present yourself as a person who is capable, interested in the field, and well-versed in its day-to-day problems.
  - ***Listen***. Listen to the intent of what the person is saying. The best way to do this is to minimize adding your comments into the conversation.
  - ***Maintain an “other-centered” conversation***. This is a strategic way to make the person feel good about the conversation and to build trust.
  - ***Learn about Multi-cultural Issues and suspend Value Judgments***. The best networkers see the larger perspective, possess cultural sensitivity and are curious about differences, not judgmental.

- ***Be Aware of your effect on People.*** Tune in to non-verbal cues of the person with whom you are interacting.
  - **10%** of communication is actual words used.
  - **40%** is tone of voice.
  - **50%** is body language. (Learn to read body language cues to determine your effect on others.)
- ***Keep asking personal contacts for additional names*** of people to see. Continue adding to the list.
- ***Don't ask outright for a job*** until you are certain there is one. Use a more general approach, such as,
 

“Bill Wright suggested that I talk with you. I’m trying to get a picture of what’s going on in the sportswear business.”
- As soon as it ends, find a place to sit down and ***write a summary of the interview.*** These notes, fresh from the interview, can provide valuable reminders for future interviews or action. Add contact information to your database **within 24 hours.**
- ***Stay organized.*** Keep a card, sheet of paper or spreadsheet on each contact. Alphabetize according to last name. List referral source, contact, and follow-up. A home computer is an excellent organizational tool. Also, your **OI Solutions** kiosk will help to keep your campaign organized.
- ***Send out well-written letters*** or emails (as appropriate) after each meeting with a personal contact, enclosing something that adds value.
  - Send a **thank you** for their time, the meeting, a contribution or comment.
  - Offer a solution, assistance or information – emailing a link to a website of mutual interest or an article is a great way to attain a ‘next meeting.’
- ***Keep each contact updated*** and involved in your search and make sure you let each person know **when you land your new position** and thank them for their help.

## **Social Media Networking**

Professional online networking has mushroomed dynamically in recent years with the explosive growth of social networking sites like **LinkedIn**, **Twitter** and **Facebook**. Other popular online sites that are widely used include **Google+ Plus**, **Pinterest**, **Tumblr** and **YouTube**. What these all have in common is that they allow people quickly – and sometimes, instantly – to connect with others around a topic of mutual interest.

Online networking allows you to connect with others in specific companies, professions, geographic areas and group affiliations (e.g., alumni groups).

- There are thousands of online groups and various forums where you can leverage shared interests to expand your network.
- This is a medium where you can widely advertise your credentials, business / personal background, and clearly show what differentiates you from others.
- It can shorten the time to find contacts and referrals in industries and organizations that you are targeting, and strengthen your connections to potential employers.
- You can directly contact someone who may be a gate-keeper for your next position.
- You can choose to gather information or to directly engage others, as you wish – all from the comfort of your home office.
- And, of note: many employers and recruiters mine social networking sites to find the best people to hire – in addition to reviewing résumés posted to their company websites and to job sites like Monster or Career Builder.

**OI Solutions** is an excellent vehicle to learn more about the key social networking sites of **LinkedIn**, **Twitter** and **Facebook**. It provides easy-to-understand descriptions, key highlights and a link to each of these sites.

## **Important General Guidelines for Social Media Networking**

- Your email address and screen name(s) should be professional.
- Include all your contact information (e.g., social networking URL, cell phone number, website, if applicable) in your e-mail signature so employers can easily reach you.
- Consider separating your professional and personal communications by creating a dedicated email address, LinkedIn profile and Facebook screen name that you use just for job search.
- While it might seem easy enough to “jump right in,” **always go through the online, site-provided tutorial before using any networking forum.**
- In all of your postings, be polite, positive and relevant. State your message concisely and, once you begin posting, do so regularly. This is a commitment – be active.
- Remember that **everything on the Internet is *never* really private, nor does it ever go away.**

## **Potential Downside**

A recent survey reveals that **50% of employers and as many as 75% of recruiters use some sort of online technology to screen candidates.** These percentages are growing rapidly. (This practice is common place, even though technically illegal when the information gathered is outside the bounds of formal job-related hiring criteria.)

Whatever you or anyone else has posted about you on the Internet could impact your chances of landing your next position. That information may be inaccurate, incomplete, or even fabricated by someone who for some reason is targeting you. *(If you have been ‘libeled’ in this way, there are IT professionals who specialize in deleting such disinformation).*

Because your on-line information is instantly available to anyone doing a search, it is wise to periodically “Google” your name to see what is there.

### **Other Potential Disadvantages:**

- Understand that it usually takes longer to gain the trust of an online business contact than someone you meet face-to-face. Therefore, make your responses genuine.
- First impressions count just as much, if not more. Be very careful with all your public postings. Make sure your messages are professional in all respects: carefully edited, respectful, and to-the-point.
- Your online behavior matters more than many realize. When communicating with others in real time, honor the ‘rules of the road’ (for example, avoid broadcasting untailored e-mails to large groups of potential contacts).

## **Using LinkedIn**

Currently, **LinkedIn** is the most widely used professional social media site. If you haven’t already done so, join LinkedIn and create a Profile carefully crafted to highlight your professional experience. **Be aware that this profile functions as your on-line résumé.** Many LinkedIn tutorials are available. Begin with those on the LinkedIn.com website.

**Those familiar with navigating LinkedIn often find that it is by far the shortest path to locating a person they need to contact,** perhaps only two or three intermediaries away from their own network. Today, it has more than 300 million registered users with one-third in the U.S., spanning all industries, across 200 countries, and available in 20 languages.

A few small tips on using LinkedIn follow.

- Make sure your Profile is consistent with your résumé and post a business **headshot.** It is 11 times more likely that your profile will be viewed if it includes a headshot.
- Target **85** or more **Contacts.**
- Try to have **six** or more **References** that span your career.
- In the **“What Are You Doing Now”** insert, try posting a new, informational message every week. This is sent automatically to your **Contacts.**
- Use the **Search** box to find names and companies; then ask your **Contacts** for an introduction or information on the person or company you want to be introduced to.



### Tips on using LinkedIn (*continued*)

- Search the **Jobs** tab regularly. Many employers and recruiters only post on LinkedIn.
- Be aware that there are different versions of LinkedIn which give you different levels of functionality. Most networkers do very nicely with the **basic version**. Versions with extended functions currently require a fee.
- And, by all means, be sure to join LinkedIn **Groups** that align with your professional purposes, including your former company’s alumni group and any other “Group” that might be useful.

## **Facebook, Twitter and YouTube**

Many people are completely comfortable online, exhibiting a level of self-disclosure that has become unprecedented. **Facebook.com** is perhaps the most popular personal social networking site used by millions of people to share their leisure activities, preferences, foibles, exploits, etc., among their “Friends.”

Job seekers need to be aware that potential employers frequently trawl for information about candidates on social media sites, easily gaining entry through college student children, employees, and friends. Be sure to carefully edit whatever information you may have on your social networking profiles and limit access to your profile information (except for LinkedIn or your professional website) to trusted friends. **Remember – whatever you post is public domain.**

**Twitter.com** is a “real-time” social media tool that is used by millions to share information on a “now” basis. Though its primary purpose is for the exchange of short (140 characters) personal messages called **tweets**, it has gained acceptance as a secondary tool for professional networking that can enhance a person’s credibility as a subject matter expert with their ‘followers.’ Technical professionals should explore this option to see if it works for them.

Use Twitter to communicate on a real-time basis with people who share a mutual interest, to follow people, industries or companies that are on your job search target list and to connect with individuals who you might not otherwise meet. Be genuine, share accurate information and build trust. Also, consider using your personal name as your twitter name to increase your social media presence.

**YouTube** is an increasingly valuable venue for posting professional videos that can be linked to online professional portfolio websites like **Homestead.com**. (But, if you happen to be in the wrong place at the wrong time, it can become the source of unwanted notoriety!) Today, one of its growing contemporary uses is to share an active, animated, dynamic “video résumé.”

Employers use search engines and other Internet sites such as **PeopleFinders.com** and **ZoomInfo.com** to gain personal information on such things as a candidate’s residence (from satellite images) to political persuasion (by accessing public campaign contribution records).

### **To Blog or Not to Blog...**

Blogging can be a great way to demonstrate your subject matter expertise and an enjoyable way of connecting with others. If you blog, never post negative about employers, past or present, or any other person, for that matter. Posting negative comments about someone, no matter how distant from a prospective new employer, could effectively sabotage your efforts with that and other organizations.

## Second Life Networking

For the tech-savvy, virtual world sites such as **SecondLife.com** (with over 10 million registered users) can lead to a new job. But first, you have to be willing to create an ‘avatar’ (a new, ‘virtual’ you), ‘attend’ an orientation and then begin to create your ‘second life.’

*An example of Second Life professional application:* TMP Worldwide Advertising & Communications has created TMP Island, a space where recruiters can network with candidates and host events, including virtual job fairs. Fortune 500 companies that use Second Life include Microsoft, Amazon, IBM, Toyota, Dell and Reuters.

## Popular Social Media Networking Sites

While LinkedIn is indispensable, your professional objective, social characteristics and personal preferences will determine the usefulness of others. Here are a few of the more popular sites.

**LinkedIn**, <http://www.linkedin.com/>

**Twitter**, <http://twitter.com/> (currently gaining in popularity)

**Facebook**, <http://www.facebook.com/>

A broader list of **Professional Social Media Networking Sites** is available in Chapter 10 - Professional Resources, at the back of this manual and e-learning tutorials are available in **OI Solutions**.

**CHAPTER 6**  
**THE ART OF EXECUTIVE INTERVIEWING**

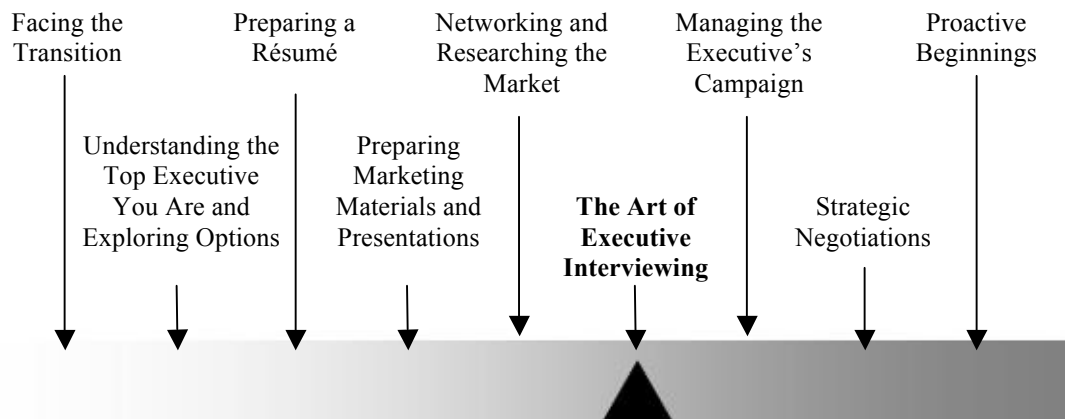
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## Chapter Overview

The art of interviewing is not about getting a job; it is more about getting the *right* job – making sure that you are as well suited for the job as the job and company are for you. In this chapter, you will learn to:

- \* *Recognize different interviewing formats and the best strategy for succeeding in each.*
- \* *Identify the communication style of others so that you can “speak their language.”*
- \* *Learn the S.P.I.N. interviewing technique.*
- \* *Turn what can seem like an interrogation into a conversation.*
- \* *Preview sample interview questions.*



# The Art of Executive Interviewing

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*“Winning isn’t everything; wanting to win is.”*

— *Catfish Hunter*

Getting the interview means you have been given permission to compete in a contest where there are no second prizes, your competition is unseen, and your judge is probably quite skilled in interviewing. At some point, the process is likely to include a panel or group interview, and its focus could be more at looking for reasons *not* to extend an offer.

Unless you have a personal contact with someone within the company, your first interviewer may be a senior person at an **executive search firm**. Most C-Level and higher searches are given to an executive search firm to streamline the process, locate candidates (especially those from competing organizations) and to complete the first screening of potential candidates.

**If you have advanced past the executive search firm, you may be scheduled to meet with a:**

- Senior executive or a panel of executives
- Search committee comprised of the company’s board of directors
- Top Human Resources executive
- Venture capitalists or other investors
- External advisors

**Most C-Level and above opportunities will usually include several interviews over a period of days or even weeks,** and may also include your spouse or significant other at some point.

The best advice is to be prepared. Each interview will be as unique as the person or persons interviewing you and you must prepare for each, depending on the situation. You will only have one chance to make a good first impression, so it is critical to be in top shape and well versed for these important meetings.

**The following is a list of questions to assess your interview readiness.**

- **Do I have a positive mindset?** Do I feel confident and ready to go?  
Do I feel energized and enthusiastic about my potential future?
- **Do I know my product (me)?** Have I gone through an extensive self-assessment process with my career coach? Do I know what skills and experience I have to bring to the table and how they relate to the position, company and industry? Do I have a deep reserve of experience and am I ready to effectively communicate this experience?

## Questions to assess your interview readiness (*continued*)

- **What about the marketplace?** Have I researched my field, potential industries and companies? Am I cognizant of what is happening in the global market? What problems can I help solve? How can I contribute to this organization and its viability in the marketplace? Am I creative and resourceful?
- **Do I know specifically what I have to offer (differentiators) in comparison to other candidates?** Have I identified quantifiable accomplishments, any honors/awards that I have achieved, additional education/training, how I have excelled, etc.?
- **Does my résumé tell my story in a convincing manner?** Does it highlight my skills, accomplishments and competencies? Does it differentiate me from the competition? Does it state why I am an asset?
- **Have I reviewed the profiles on LinkedIn of everyone with whom I will interview?** Do I understand each's background? Have I integrated that into how I will interview, the questions I will ask and my assessment of what they will be interested in?
- **Have I practiced the tough interview questions so I feel comfortable?** Is my delivery smooth, convincing and clear? Have I prepared specific examples of my skills, knowledge and experience in action that demonstrate my qualifications?

People often fear interviewing because they feel as if they are in front of a tough jury. In truth, it is a two-way process; ***you are judging the company as much as they are judging you.***

If you are concerned about having the communication skills to convey your expertise effectively, this chapter will provide useful tips and strategies that will make it easier and perhaps, even make the interviewing process enjoyable! Your coach will be pleased to rehearse interviews with you.

## > **Types of Interviews**

### □ **Interview Categories**

There are three categories of interview that you are likely to encounter during job search.

1. **Informational** – networking conversation.
2. **Screening** – preliminary evaluation prior to a formal interview invitation.
3. **Selection or Hiring Interview** – formal interview.

#### ✓ **Informational Interview**

The informational interview was noted in Chapter 5. As you learned in that chapter, this is a research and networking technique, and these interviews focus on getting information, networking and making contacts rather than getting a job. Still, the questions can include important topics. Each phase helps to eliminate candidates.

#### ✓ **Screening Interview**

The screening interview is used to determine if the candidate possesses credible experience, skills, knowledge and personality to meet the demands of the position requirements. It determines if you have the basic or technical skills to perform the job.

- An early screening interview will likely happen on the phone and, rather than select the perfect candidate, this type of interview is often used to screen people out of the running for a position.
- You may have more than one screening interview, especially if the first one was via phone or if the position is particularly strategic or high-level.
- An executive recruiter or human resource interviewer often conducts this type of interview, and though they are most concerned that you exceed all of the minimum criteria, they leave the selection step up to the decision maker.

Do not assume the first interview will be routine. The same preparation is required for all levels as you can be eliminated at any time. You need to be at the top of your interview game at all times. **Just because you may know some of the top executives or board members don't assume that you can let your guard down. It is all about business.**

#### ✓ **Selection or Hiring Interview**

This is the type of interview you will have if 1) you have determined that *this* company and job are right for you and, 2) the company representatives have determined that *you* are an excellent candidate.

You will be one of a select few – one of three, perhaps. Typically, you will interview with the person to whom you will report (decision maker/owner), or an individual who has responsibility for the selection.

✓ ***Selection or Hiring Interview*** (continued)

- In this interview, your tactical goal is to demonstrate your qualifications, experience, strategic capabilities and “fit” for the position.
- Your strategic objective will be to keep the process going until you receive an offer, and your success is based on convincing others that you are capable of meeting their needs.
- Because the decision maker is the most critical interviewer, you will want to develop a good *rapport* with this person, exhibiting a positive chemistry in your list of qualifications.
- Board level and top executive positions sometimes will involve a meal or other social event and could include your spouse or significant other. **Your partner should be as prepared as you are for these interviews and this includes the ability to reinforce your strengths and be engaging.** Senior executives are often rejected because their spouse or partner is perceived to not fit the company culture or exude the same social skills as the executive.

**Different Interview Formats**

Several formats of the basic interview have evolved in order to better assess candidates for different skill sets or to meet organizational constraints. As a result, you might experience any of the following formats:

<b>Formal Telephone</b>	<b>One-on-three</b>	<b>Video/Live Conference</b>
<b>One-on-one</b>	<b>Panel</b>	<b>Group</b>
<b>One-on-two</b>	<b>Marathon</b>	

There was a time when interviewing was a fairly straight-forward, one-on-one, uncomplicated activity. Today, the interview process has become longer – usually several conversations as opposed to one – and it uses a variety of different formats.

When invited to an interview, ask how it will be conducted. Knowing the type of interview you will encounter provides insight into the corporate culture and decision making process of the firm *and* helps you to know how to prepare ahead of time.

It may also encourage you to *decline* an interview because of the clues it provides about the corporate culture and potential fit with your personality.



## **I. Formal Telephone Interview**

### ***Format:***

1. The telephone interview is generally short (20 – 30 minutes). Though primarily used to screen candidates, it is sometimes employed for *follow-up* interviews with individuals who would have to travel a great distance to appear in person.
2. Usually the caller has some specific questions to ask that will help determine whether or not you are invited to a face-to-face meeting. Your answers and the over-all impression you make are factors that influence the outcome.

### ***Strategy for the interview:***

**Your voice is a key asset.** Since the caller will receive all of your answers verbally, it is important that you demonstrate both confidence and vitality in your voice. You lose all energy, passion, enthusiasm when sitting; **conduct your interview standing and only sit to take notes.** Refer to your marketing materials and résumé when answering questions.

- Give brief, concise and confident answers and avoid *negative* or *superfluous* information that can be distracting, making it difficult to get beyond this interview.
- Before the telephone call ends, get information about the person who will conduct the next interview: name, title and telephone number and confirm next steps.
- If you have determined that you *really* want this job, be sure to **clearly state that you are interested in the position!**

For example:

*“Thank you for taking the time to listen to my qualifications and contributions. Based on our conversation, I am very interested in this position and am confident I can add immediate value when I am selected.”*

Be sure to follow up with:

*“What is the next step?”* and, *“Please let me know if I can provide any additional information to assist you in your decision.”*

## **II. One-on-One Interview**

### ***Format:***

1. This interview is most often carried out by an “action oriented” person who makes quick and definitive decisions, and does not need the input of anyone else. In this type of interview, you are likely to be interviewed by the person who will be your superior and could be a member of the executive committee, president or a member of the board of directors.
2. The interview will be clearly focused on the details of the job, and the goal is to determine if you have the required skills and the personality to be a good fit with the organization and the top executive group. **Cultural fit is sometimes as important as background and experience.** Many truly qualified executives have been rejected because of a perceived lack of cultural fit.

### **One-on-One Interview** (continued)

3. Because the interviewer will likely be your superior, typically the time between the interview and next step in the process will be short, since they most likely will make the decision and move the process along.

#### ***Strategy for the interview:***

If you are dealing with an “action oriented” person, the most effective way to develop a rapport is to answer questions succinctly and avoid wasting time. Convince the interviewer of a good match, show confidence, remain personable and do not try to out-intimidate the interviewer! Nor, be overly complimentary.

### **III. One-on-Two Interview**

#### ***Format:***

1. In this situation, you may be interviewed by the person who is a top executive *along with* a representative from the human resources department or others mentioned previously. Right away, you are likely to assume that your potential boss is a “data oriented” person who has brought along a human resources representative to ensure that everything is handled correctly from a legal and process perspective.
2. Or, you might be interviewed by your employer and Board representative. In that case, you may suspect that the employer may want the input/observation of the Board representative. This may make you less comfortable with implications that you could be micro managed and cause a very difficult work environment.

#### ***Strategy for the one-on-two interview:***

If interviewed by a top executive and a representative from the human resources division, expect a somewhat formal, “by the books” interview. Prepare for a set of common, predetermined questions with little room to branch out into exploratory areas. That strategy ensures that each applicant is given equal opportunity.

- A good strategy is to answer questions succinctly, but provide a good deal of data and statistics to satisfy the person who is your potential boss. Dress formally and professionally, and keep emotion and loud voices to a minimum.

In the second scenario (a top executive and board member), it is best to keep the person to whom you would report included in the conversation but, remember that the board representative would be looking for the answers too, and will recommend the final decision.

- Since the employer will likely be in charge, it may be wise to take a supportive, but backseat approach, assuring the top dog that you will make him/her more successful.

#### **IV. One-on-Three Interview**

***Format:***

This format also may have two different scenarios. Either, you may be interviewed by your employer and two of his/her executives, or you may be interviewed by a “people person” and two key executives.

1. In the first case, you can expect a straight-forward, formal interview among professionals really seeking to exchange information.
2. In the second, the employer wants to make sure that everyone likes each other. The second format may not ensure that the most qualified candidate is hired. Instead, the most *likable* candidate may be chosen, or perhaps the one who will be least threatening to the positions of the current staff members. Regardless, the interview is likely to be congenial and inclusive.

***Strategy for the one-on-three interview:***

The first format may be very enjoyable if you are confident of your abilities, skills, and employment history. It may even remind you of most other business meetings, with an agenda and goals.

- It may be advisable to treat the interviewers with respect and as professional equals rather than try to “impress” them, and err on the side of formality with your choice of attire!

For the second format, a people person and the two executives are not necessarily looking for the most qualified candidate. Rather, they want the best personality fit and will not hire someone who upstages them or may clash with the team.

- Understate your abilities and concentrate on assuring all that you will fit into the executive group and dress in a non-threatening manner, generally understated.

#### **V. Panel Interview**

***Format:***

**This is perhaps the most common, and the most *disliked*, interview format.**

1. It is characterized by a number of people at different levels representing a range of departments hoping to bring a high degree of objectivity to the process.
2. It can be viewed as a somewhat intimidating format, with a formal design and specific time limits.
3. Questions are typically predetermined. In addition, the time limits and formalized structure of the interview generally do not allow for follow-up questions.
4. This format is focused on giving equal treatment to all candidates.

### ***Strategy for the panel interview:***

If you know that you are going into a panel interview which could include a panel of senior executives or even the executive committee of the board, you are less likely to feel “on the stand” or defensive. Be formal and precise with this format, but not intimidated. Be aware that questions may come at you from different areas in the company by people *who may not be familiar with your field of expertise*. This group is likely to include risk, and non-risk-takers, so it may be wise to be decisive but avoid appearing as if you make decisions too rapidly or are wishy-washy or looking for change.

## **VI. Marathon Interview**

### ***Format:***

**Often, this is considered the interview format that results in the selection of the best person;** it will typically be composed of a series of interviews that take place over the course of two to three days, but could even extend over a couple of weeks.

1. Be prepared to meet with your employer and/or Board members for a couple of hours, then with a variety of representatives from other departments and levels.
2. Though overwhelming, it is rewarding and provides an excellent sense of the company and the people. If you are awarded the position, you will begin your work already knowing a number of the major players.

### ***Strategy for the marathon interview:***

In this scenario, be prepared to feel exhausted, but find a way to hide it! No one will be impressed if you appear to lack energy, regardless of the fact that you have been through a marathon!

- Be yourself and remain up-front and gracious in your responses.
- You can take notes to remember what you have said to whom, though it will not matter if you repeat yourself as you meet *additional* people.

### **A Word of Caution:**

If you feel the need to write notes, take them sparingly. **Writing notes eliminates eye contact**, causes brief interruptions in the processing of information and highlights the top of the head – which is not a particularly flattering part of the human body!

This type of interview tends to indicate a good company that is comfortable with itself. It values and trusts its people, and is comfortable with the decisions they make. In this format, you are likely to be interviewed by people of all communication style, so it is important to **be sensitive and flexible**.

If the interview process includes a **lunch or dinner** with company officials, it is important to realize that you are still “on stage,” and not let your guard down. If others order an alcoholic beverage, feel free to join the group. However, since one is never at his or her best after having a cocktail, it might be better to pass altogether if it would not be considered rude.

**When ordering a meal, order something light** and not numerous courses. Using proper table etiquette is important. As most executives are expected to entertain, you will want to convince the group you are comfortable in social situations and will make a favorable impression on clients, vendors and company officials.

## **VII. Video/Live Conference**

### ***Format:***

A firm may ask you to prepare and forward a taped video or to attend a live conference – generally a panel interview – using a webcam medium, such as **Skype, GoToMeeting**, etc., to avoid travel and accommodation expenses.

### ***Strategy for the video/live conference interview:***

You will know in advance that this interview format will be used, and will receive instructions regarding what needs to be done and how. Nonetheless, do ask what questioning format will be used.

- Prepare as if you were going to an on-site meeting: dress professionally, have your answers ready and the questions that you need answered, organized.
- Plan for about 45 – 60 minutes, try to keep your responses to two minutes and expect to answer as many as 20 questions.
- Throughout the interview, **be especially aware of your non-verbal, body language!** (Smile now and then, do not fidget, maintain a composed demeanor.)

## **VIII. Group Interview**

### ***Format:***

A group interview is one in which you are **interviewed simultaneously with other candidates** competing for the same position. While this is very rarely done at the “C-Level,” it can happen and you should be prepared.

This is true competition!

1. You will typically face a series of situations, which may include solving a challenge you would face on the job, or work together in a group on a strategic plan for an imaginary company.
2. Throughout the interview, you will be observed by a team of people who will be observing you to determine if you are the best candidate for the job, based on their sense of **your leadership potential** and **style**, as well as your **personality**.

For example:

- Do you immediately take the lead, or do you sit back and observe?
- Do people seem to turn to you for leadership?

***Strategy for the group interview:***

In this format, all candidates will appear to be equally qualified, so a good strategy may be to employ a nice balance of stepping forward and leading, while also engaging the rest of the group in the process and in finding solutions.

- Observe the interviewer carefully and try to discern any important clues or hints that will assist you in determining what he or she is after.
- Look for clues that will help define the rules of the game.
- Treat all participants with respect, but try to take the lead without seeming bossy, arrogant, or argumentative.
- Avoid any power battles, which may give the impression that you are uncooperative or inflexible.

***It is all about clues!***

*There are no hard and fast rules about interviewing. Rather, it is about positioning yourself as advantageously as possible.*

*Even though a one-on-one interview is often conducted by an action person, or a one-on-three interview by a people person, this may not always be the rule.*

*The likelihood of the occurrence, however, is just another “clue” to help you determine the situation you are entering. Be sure to combine this with all other clues!*

## >> The Value of Understanding Others

Good communication skills can influence the outcome of an interview. Because interviewers look for someone who appears natural, enthusiastic, qualified and who can fit into the position with a minimum of disruption, anything you can do to enhance this perception of yourself will definitely be in your favor! To improve this proficiency, a logical next step is to discuss *interpersonal communication skills*.

Study after study agrees that **only 13 percent of our communication is in the words we use. *How we say something accounts for the rest.*** For example, the following elements express much more of what the listener “hears” than the content of our conversation.

- ✓ **Vocal tone**
- ✓ **Body language**
- ✓ **Words chosen** (soft words or aggressive words, grammar quality, etc.)

**There are four different communication types** that you are likely to encounter when dealing with others. These styles can be described as:

1. **Action person**
2. **Idea person**
3. **People person**
4. **Data person**

Each of us is primarily characterized as one of these types, though some might have a “close second.” (For example, some people change styles dramatically in crisis situations, while others remain relatively consistent.)

*The ability to identify types, “speak the language” of the person to whom you are talking, and understand how to communicate with each style is a true key to success and an immediate advantage.*

To be most successful when talking to someone, try to identify his/her style and *adjust your style* so that it relates to that person’s communication style.

There will be *definite clues* regarding the communication style of your interviewers that you will notice the minute you enter a room. Identifying those clues gives you an immediate advantage, for you can instantly begin to speak the appropriate language. Look for clues in the following areas.

- Appearance of the person and their office, such as items on the desk or walls.
- The way you are greeted; including verbal statements and questions.
- Their non-verbal communications and manner, such as posture, head position, eye contact, etc.

You may even notice several of these clues in the administrative assistant, as people often surround themselves with similar communications styles. **The following table provides quick hints and general characteristics of the different communication types.**

## Communication Type “Hints”

<p><b>Action Person</b></p> <p><i>Characteristics:</i> Action oriented, “make it happen,” abrupt, direct and forceful. Makes quick decisions and strong sense of responsibility. Can fit 12 hours into every 8 hour day.</p> <p><i>Favorite phrases:</i> “Spare me the details.” “What's the bottom line?” “Make it happen!”</p> <p><i>Typical dress and surroundings:</i> Haphazard, moving too quickly to care how they look. Sleeves rolled up, ties askew. Desk is piled with papers and Yesterday’s sandwich crumbs. However, can typically find what they want.</p>	<p><b>Idea Person</b></p> <p><i>Characteristics:</i> Enthusiastic, bounces from one idea to another, creative, flexible, idealistic. Loves creativity, brainstorming, thinking toward the future.</p> <p><i>Favorite phrases:</i> “What if we..?” “Leading the competition.” “Let’s brainstorm this.” “What does the future hold.” “What if we looked at it this way?”</p> <p><i>Typical dress and surroundings:</i> Either “avant-garde” and stylish, or the “absent-minded professor,” with nothing really going together. Desk is eclectic, containing gadgets, puzzles, and strange things that float on oil or defy the laws of gravity.</p>
<p><b>Data Person</b></p> <p><i>Characteristics:</i> Slow, pedantic, measured and precise. Makes very few errors and can be relied on for accuracy. Has all the data and facts to support his/her decisions.</p> <p><i>Favorite phrases:</i> “Measure twice, cut once.” “Where is the data on that?” “The facts show...” “Let's think about that again.”</p> <p><i>Typical dress and surroundings:</i> NEAT, immaculate, perfectly groomed, on the formal side. Desk is clean. Awards, certificates, diplomas, or engraved pen sets obvious.</p>	<p><b>People Person</b></p> <p><i>Characteristics:</i> Caring, sharing, genuinely likes people. Appreciative, considerate, sensitive, intuitive. Sometimes overly personal. Friendly, warm, likes personal discussions.</p> <p><i>Favorite phrases:</i> “How do you feel about that?” “How will the staff react?” “Our greatest strength is our people.” “I remember when we used to...”</p> <p><i>Typical dress:</i> Warm, cozy, soft fabrics. Pastels or soft prints. Ties with scenes or children's drawings. Desk is full of motivational plaques and family pictures. Cute knickknacks and fun mementos.</p>



## ▣ Interviewing Strategies for the 4 Communication Types

### 1. Action Person:

If you find yourself interviewing with an action person, you may encounter someone with a short attention span who may not be interested in hearing you belabor your past accomplishments. These individuals are frequently in senior positions and you will encounter them in the interview process at some point.

1. This person will want to hear what you can do for the company in clear direct words.
2. He or she will also allow interruptions to take place during the interview, such as phone calls and/or people coming in to get a signature or ask a question.
3. Your most effective strategy will be to emphasize your own ability to take charge and get things done.
4. Avoid too many details and specifics – save these for an interview by a data person.
5. Do not take *what appears to be abruptness* personally.

### 2. Data Person:

Expect a formal interview from a data person. Dress formally and be prepared with your facts and figures. Avoid chitchat beyond initial pleasantries.

1. Expect to follow a structured agenda for this interview, and do not rush through it before the data person is ready to move on.
2. Use numbers and percentages to verify your accomplishments.
3. Data people are not risk takers and will want to be absolutely sure before they make a decision. The more specific information you can provide, the more comfortable the data person will feel.
4. Above all, be cautious of appearing to make quick or hasty decisions; emphasize that you will analyze and review the “data” with a number of people before you take action.

### 3. Idea Person:

This style is all about ideas, not people. Your value will be reflected in your ability to spark ideas!

1. The idea person has little or no interest in your past accomplishments. This type will want to know what you see for the future, your vision of things to come. Brainstorming is a favorite pastime.
2. This individual is often too wrapped up in ideas and brainstorming to focus directly into the eyes of others. Yesterday is over, today is a necessity, but tomorrow is what it is all about.
3. Idea types are not interested in facts and data, and you will have to work to keep them on track in the interview. A good idea is to brainstorm about where this position could go.
4. Do not press for an immediate decision. Your best chance of being hired is to be seen as the person who shares the “vision” for the future.

#### **IV. People Person:**

This is the person who will most likely give you a warm, two-handed handshake. A people person values others and wants them to feel comfortable and included.

1. Never badmouth past employers or peers. (This is good advice, regardless of the communication style.) Refer to pictures of their pets and feel free to talk about a cat you once owned. However, do not be phony; this person will see through that.
2. Your interview is bound to be very conversational; the people person will enjoy hearing about your crazy morning getting ready for the interview. Save your facts and figures for the data person; the people person does not care.
3. This communication style is more likely to focus on your family and theirs, the company picnic and long stories about people who work at the company in addition to strategic business issues. The difficulty here is to keep the interview on track, dealing with the job at hand, rather than warm stories.
4. You will no doubt enjoy this interview most, but you will be the least likely to know how you have done. (A people person loves everyone, but unfortunately cannot hire everyone.) Everyone leaves feeling sure they have been chosen.
5. End on a personal note with a reference to a common friend or activity.

#### **Which style is most typical of you?**

Knowing how to ‘read the territory’ and being able to accommodate different communication styles is a talent that can be developed.

Think about your own style. What can you do to make yourself more comfortable with others, especially those whose manner of communication is very different from your own?

*Being forewarned about communication styles can help you make the interviewer comfortable and make it easier to present your case.*

It is not a matter of making yourself into someone who is not genuinely **YOU**. It is more about becoming attuned and sensitive to how others express themselves. People express themselves in unique ways and your ability to “tune in” and connect with all types gives you a competitive advantage and makes you a stronger candidate for any organization you choose to pursue.

## **□ Pre-Interview Preparation**

There is no aspect of successful interviewing more important than preparation. This takes many forms, several of which are **described here**.

### **1. Learn as much as possible about the company, the position, the individual and, most importantly, the needs that exist.**

- “Needs” are those both stated and unstated (often called the “hidden agenda”).
- Authorities cite research as the single most under-utilized tool in job search. With the enormous amount of resources available today, there is literally no limit to the information that can be obtained from public sources. By conducting appropriate research (“due diligence”), you build your knowledge, business image and self-confidence.

### **2. Determine ahead of time how best to handle those “awkward” questions.**

- Everyone has shortcomings, so it is important to understand and practice how to handle these delicate subjects to ensure your effectiveness in the interview.
- Take time to list any and all questions that could be difficult to answer and, if asked, could hurt you. Often, these questions are approached in subtle ways, so prepare for them and avoid being caught by surprise.
- Anticipate the question, have a very simple response prepared and then move immediately to a positive subject. *Long, complicated explanations almost always backfire.*
- As a former senior executive at another organization, it goes without saying that you should **be careful not to discuss trade secrets, former company's strategic issues or other sensitive matters** even if encouraged to do so. You probably have signed a confidentiality agreement and you do not want to violate the terms of this legal document. Additionally, prospective employers do not want to employ an executive who is not discreet.
- The one who appears *unflustered* is thought to be the stronger candidate – even if his shortcoming is significantly more serious than the one who is *flustered*.

### **3. Decide what information YOU want to gather during the meeting.**

- Prior to the interview, you will usually identify topics for which you wish you had more information. If unable to obtain it ahead of time, ensure that you create a plan to identify it during the interview or explore where it can be found.
- The interview process will likely be conducted in several meetings. Use each meeting to prepare for the next.
- Do not allow the time to be consumed by your answering only the interviewers’ questions; ask them to answer some of yours.

## **Pre-Interview Preparation (continued)**

- Try to create an atmosphere where you are on an equal footing – one in which you are having a **two-way conversation** regarding a subject of mutual interest. This will improve your chances of getting the offer; but, if that does not happen, you have presented yourself in a professional manner that might prompt a call-back for another opening in the organization later.
- 4. Determine what accomplishments in your background can be used to highlight selected skills that you possess.** (Keep in mind that an accomplishment that meant so much to you *may be boring to the listener* and the only purpose in recalling it is to build your credibility.)
- Practice describing these situations in a brief manner to illustrate the skill.
  - Interject an example after the interviewer has mentioned a need or a concern; then it appears as a natural response.
- 5. Work out a strategy.**
- Think through, not only the interview, but also all the things that must happen between “now” and when you will receive the offer.
  - Prepare a plan that reflects how you want the process to unfold, and how you can best influence it.
- For instance, if you have a choice in the scheduling of your interview, is it at the beginning of the employer’s search or toward the end? Usually it is better to request the later time for two reasons: at the point of decision-making, your impression will be fresher in their minds and they likely will have refined their specifications since they talked to the first candidates.
- 6. Demonstrate enthusiasm; it is a key psychological tool.** It shows you have a “can do” spirit and will motivate others.
- Enthusiasm is the ability to show lively interest in a subject or a task. It is not the same as eagerness or aloofness; eagerness is not as positive and may be misconstrued as anxiousness or overzealous behavior.
  - Aloofness is almost always interpreted as detachment or indifference and creates a negative impression that makes the interviewer wonder if you approach your job the same way.
- 7. Select clothing that is appropriate.** Prepare before the interview to ensure that your clothing is updated and in the best possible condition.
- ***The interviewer will form an opinion within the first 90 seconds of meeting you,*** and thereafter skew his/her questions to support it.
  - If the interviewer’s opinion is positive, the tendency is to ask easier questions to support that opinion; if negative, more difficult ones will be asked.

- 8. Pay attention to personal grooming.** Few things improve your self-esteem as well as appropriate dress, shoes and well groomed hair.
- Take the time and spend the money; you will feel better about yourself and it will show in the way you act.
  - **Avoid cologne, perfume or aftershave lotion**, and make sure clothing is free of the smell of cigarette/cigar smoke, the aroma of which can spell *interview disaster*.
- 9. Arrange your schedule so there is no chance of a delay.** If necessary, visit the building or neighborhood before the interview date so you know the location and how long it takes to get there.
- On the day of the interview allow 15 to 30 minutes extra. You will have time to stop, gather yourself, and review in your mind how you want the interview to be conducted. An added benefit is that – should you run into some unexpected delay – there is a built-in safety factor that ensures you will not arrive late.
  - Should you find yourself running late, take time to stop and call to leave word as to when they should expect you and why you are detained.
  - When you arrive, understand that everyone including the guard at the front desk may have the opportunity to weigh-in. Use the same courtesy at the front desk as you do on the executive floor. Good impressions at every point of contact will be communicated and be assured that bad impressions will be noted as well.
- 10. Turn off your cell phone or any other electronic device - IMPORTANT!**

*“Nothing great was ever achieved without enthusiasm.”*

— *Ralph Waldo Emerson*

## **The Value of Soft Skills**

Interviews are often conducted by a team or the owner/employer – people who may not be professional interviewers. While they can usually determine if the applicant has the “hard skills” necessary for the position – such as engineering, programming, leading, motivating, creating business strategy etc., they often find it difficult to measure the soft skills.

If most people fail in a position, it is not because they lacked the technical skills to perform the job, but because they lacked the soft skills to *succeed*. A major value of the interview is to identify and confirm the soft skills that will make you successful in the position.

### **The following are examples of soft skills:**

Problem Solving	Communication	Work Ethic
Team Work	Interpersonal Skills	Conflict Resolution
Stress Management	Flexibility	Integrity
Decision Making	Responsibility	Ability to Delegate
Willingness to Learn	Ability to Initiate	Professionalism
Creativity	Persuasion	Leadership

Soft skills are significant to success in any job. When it comes down to three candidates with equal technical skills (which happens more often than not), the final decision is almost always based on soft skills. The truth is **people do not hire someone they do not want to work with – regardless of his or her expertise!**

To assure a good interview experience for both you and the potential employer, consider these tips.

- 1. First impressions are important** and they are usually based on your physical appearance (dress and grooming), your confidence and vitality, your eye contact and your handshake.
  - Walk with calm confidence as you enter the interviewer’s office.
  - Maintain eye contact without staring at the interviewer.
  - Speak with animation, but do not rush your words. If you do, you will appear flustered and you may not be understood. Take a deep breath if you need to slow yourself down. Remember to **smile** now and then.
  - Ask for a business card from everyone you meet; give them one of yours.
  - Do not sit before you are offered a chair or the interviewer sits down.
  - Unless you have an existing personal relationship or instructed to do otherwise, use last names, “Mr. Jones / Mrs. Smith / Ms. Drew, thank you for the opportunity to meet with you.”

## 2. Create a situation both of you will enjoy.

This will cause the interviewer to remember you favorably and subconsciously credit that to your soft skills.

- During the interview, consider yourself the host. Put the interviewer at ease. The more the interviewer enjoys the experience, the more you will as well!
- Keep in mind what the interview means to the employer. The interviewer, who could be the employer, is taking time away from his/her regular tasks. Be punctual, express your appreciation for the time and opportunity, and keep your conversation on point – do not waste anyone’s time!

*“The meeting of two personalities is like the contact of two chemical substances; if there is any reaction, both are transformed.”*

– Carl Jung

## 3. Focus on the needs of the interviewer.

This is the time to show what you can do for them. You are here to solve their problems; this is not the time to talk about the salary you want or other terms and conditions that you might need. Instead, focus on the company's goals, vision, and how you can help the company succeed.

## 4. Help the interviewer.

Is the interviewer having trouble coming up with the right questions? Help him/her by asking, “Would you like examples of my management style?” If the interviewer is glancing at his/her watch, make your answers shorter, or ask if he/she has another appointment.

## 5. Neither under-sell nor oversell yourself.

Your goal is to demonstrate that you are the best “fit” and will add immediate and long term value by helping the organization achieve its goals.

## 6. Express interest in the company.

This may seem obvious, but interviewers will appreciate your interest. Before the end of the interview, remember to *clearly express* that you are interested in the position and look forward to hearing from them regarding next steps!

## 7. Make sure you have researched the company well in advance, and have intelligent questions prepared about the company and the industry – demonstrating your knowledge of the field and your interest in the company.

8. **This is neither a test nor a jury.** Often, job seekers confuse an interview with an interrogation. An effective interview is a two way conversation in which relevant information is shared in an effort to assess a candidate's viability and the company culture as part of determining a good fit.
- View the interviewers as new acquaintances – people with whom you are discussing something of interest to all of you, versus a formal trial where you are about to be charged and convicted.
  - Use the interview to demonstrate how your personality and soft skills fit the culture and needs of the company.
  - Do not be either defensive or submissive. Remember, you are offering as much to the company as they are offering you.
9. **Your “homework assignment”** during and after the interview is to discern the top two or three criteria the successful candidate must have to be selected for the job.
- Write a follow-up **thank you note** and be sure to include a reference to the criteria as part of the note (“close the sale!”). A hand-written note is best!

### **Reflections**

Every interview is slightly different. Expect a wide variety of questions.

- Some will be simple, surface questions.
- Others will be more penetrating and are intended to find out who you really are, how you operate, what your goals are and whether you are reliable, motivated and hardworking.
- The interviewer may be searching to discover your inner traits, leadership ability, operating style, stress patterns and even your sense of humor.

Regardless of the interview format or style, it is your job to create a positive impression with the potential employer – including the information and the personality characteristics you want them to know about you, in terms of the requirements of the job and the potential employer's needs.



## **How to Handle Various Types of Questions**

Depending on the position you are seeking, the interviewer will use a variety of questioning approaches to determine your skill set. Some will seek to obtain basic information from you, while others will attempt to actually test your skills.

**The following are the most widely used interview questioning methods:**

<b>Traditional</b>	<b>Behavioral</b>
<b>Stress</b>	<b>Action</b>

The most common types of interviews are the *traditional interview* (used to get straight information from you), and the *behavioral interview* (used to test your skills). Below, you will find information to help you identify interview types and strategies for dealing with each.

### **I. Traditional Interview Questions**

**The traditional interview uses broad, open-ended questions as well as questions that require a specific answer such as:**

1. Tell me about yourself.
2. Why do you want this senior executive position in this company?
3. Why did you choose this career?
4. How much experience do you have in leading large complicated business units or divisions, driving profitability or developing and executing strategic plans?

**Success in this interview is based more on your ability to communicate and answer succinctly than on the content of your answers**, or even your skill set. The goal here is primarily to establish rapport with the employer.

**He or she will seek to learn three things about you:**

1. Do you have the required abilities and skills?
2. Do you have the enthusiasm and work ethic the employer is seeking?
3. Do you fit the corporate culture?

**To succeed in this type of interview**, give specific examples when answering questions; this helps the interviewer develop an overall impression and will give him/her more to go on than gut instinct in making a determination.

- Unless specific examples are provided, the “most polished” candidate will often get the job, rather than the most qualified since the interviewer cannot easily determine the truth of answers using this line of questioning.

## II. Behavioral Interview Questions

Today, many employers use behavioral interviewing. **A behavioral interview is based on the premise that past behavior is the best indicator of future performance.**

**Questions asked are more probing and usually require an answer based on your own unique experience.** As a result, you will want to prepare thoroughly for this type of interview – develop answers carefully and go into more depth in the stories with which you choose to respond.

**You will recognize a behavioral interview when you hear questions such as:**

1. *Provide a specific example* of a time when you needed to take a difficult or unpopular position with the board of directors. What was the outcome?
2. *Describe a time when* you were faced with a critical decision that had long-term consequences for the company. What was the result?
3. *What is* your typical way of dealing with conflict? Give an example.
4. *Tell me about* a difficult decision you made regarding an under-performing executive in the last year.

When answering these questions, describe the **situation**, discuss the **actions** you took, describe **outcomes** from your actions and explain what you learned from the ordeal.

- Be specific and detailed in your responses.
- Expect several follow up questions during this type of interview.

**A behavioral interview attempts to identify soft skills** that the interviewer has determined are necessary to succeed in the position – for example, the ability to contribute to a team, being a self-starter, problem-solver or having self-confidence. Practicing for such an interview is difficult because there are so many potential questions that can be asked.

**The following tips may help you prepare for behavioral interview questions.**

- Research the company online; read the mission statement, review job descriptions to help you identify the skills the company values.
- Be prepared with a short list of example stories that have wide applicability that you can use.
  - Some of these stories should focus on **negative** experiences that you turned into something positive.
  - The other stories can focus on the **positive**, such as when you reached your goal or accomplished something admirable.

**Undoubtedly, behavioral-based questions represent the most common style of questioning.** Once you understand what the interviewer is trying to assess, it will be much easier to choose the appropriate response.

Review the following sample questions and consider your response now that you understand what it indicates.

<i>Question</i>	<i>Indicator</i>
Describe a time you worked with a group or team to determine project responsibilities. What difficulties did you encounter? What was your role?	Teamwork/Collaboration
Describe a situation in which you saw a problem and took action to correct it.	Initiative
Tell me about a situation in which you had to adjust quickly to a change in organizational, departmental or team priorities.	Adaptability
Describe an idea or change you implemented that affected other areas of your organization.	Organizational Awareness
Describe a project, situation or assignment that challenged your skills as a _____. What did you do to effectively manage the solution effectively?	Technical/Professional Knowledge
Work interactions can be difficult at time. Describe a highly stressful interaction you have had with your senior management and how you handled it.	Tolerance for Stress
Sometimes we face unreasonable deadlines on our projects. Tell me about an important project you were working on that had an unreasonable deadline. How did you handle it?	Work Management/Planning
Every job has its disappointments. What was one of your biggest disappointments at _____? How did you cope?	Resilience

### III. *Stress Interview Questions & Assessment*

**The stress interview is a deliberate attempt to test how you handle yourself under difficult or even unpleasant situations.** It is used to determine if you “have the mettle” to join the company. Only you can decide if a company who uses this technique is a fit.

- You may be kept waiting for an hour before this interview, or be greeted by long silences during the interview.
- The interviewers might be sarcastic or argumentative.
- You might be asked to complete an impossible task, or be on the receiving end of a barrage of rapid questions.

**Remember that these are all attempts to make you lose your cool.** The interviewers are trying to identify the “real you” by catching you off guard and revealing something of your true character.

- Remain calm and patient; keep in mind that it is a game, rather than a personal attack.
- Answer each question directly, and do not rush your answers.
- As a senior executive, you will have to face many situations in the “real world” that call for these skills

**Typical questions in this type of interview might be:**

1. You have 5 minutes. Tell me why we should hire you?
2. With your background, what makes you think you can perform in this position?
3. I really do not think you have what it takes for this executive position.

Some types of jobs are more likely than others to involve stress interviews – for instance, **sales and marketing positions**. If the questioning gets to be too much, push back by telling them that, if they want to stress you realistically and then provide you with a few of their problems, you will be happy to discuss how you would handle the issues with them.

### IV. *Action or Audition*

**An action or audition interview places the job candidate in a real world situation to determine how he/she would actually perform on the job.**

1. Another example is asking the candidate to **analyze a problem or situation** and present a solution. Senior IT professionals are often asked to work their way through a simulation or brief exercise to evaluate their skills.
2. Frequently persons seeking “C-level” positions will be interviewed by a psychologist or other professional and be asked to take one or more assessment instruments. These will be used to determine cultural fit and emotional intelligence.

**To prepare for an action interview: brush up on those skills that are likely to be tested.** Make sure you understand the directions or instructions for the task and **take the exercise seriously – perform as if you were already on the job.**

## >>>> Influence Your Interview

### SPIN

An interview can sometimes be likened to a card game. You want the interviewer to identify his/her needs first, before you correlate your past accomplishments to those needs. To achieve this, you have an opportunity to influence the interview in a very subtle, but highly effective way simply by asking the following “opening” question:

*“I know you have a number of questions to ask me, but would it be helpful if I took a moment to tell you about myself?”*

This is a “staging” response. It stages, or allows you to explore next, the most important aspect of the interview...*the critical needs and challenges of the interviewer.*

You can gain the information you need, while at the same time demonstrating your strengths as a candidate, by applying the following **question-answer approach** that is often used in consultative selling.

### **S – Situation**

**Focus on the hiring manager’s situation. Ask him to take a moment to tell you what his most pressing challenge is.** What is the bigger picture from his perspective? Don’t only focus on immediate needs, but on the organization’s strategic (e.g., 3 year) goals. Begin with questions about long term objectives then, move to the current situation. Prove you are not ‘just interviewing for the job’ by *illustrating how you can help make the organization more successful.* Show that you think strategically.

### **P – Problem**

Next, **ask some questions about specific problems** he needs help with. Use the “drill down” technique of asking defining questions. The hiring manager will often volunteer information about current challenges during the interview. If not, ask – for example, what high-priority projects the successful candidate will need to work on first.

### **I – Implications**

Now that you know something about his challenges, you can pose questions to better understand exactly how this is adversely **impacting the organization** in terms of *lost revenue, time or other bottom-line metrics.* Such **implication questions** reveal exactly where the manager’s ‘pain’ lies.

This also sets the stage for you to discuss how your capabilities can be leveraged to resolve those issues.

### **N – Need**

Finally, seal the deal with **need-payoff questions that link your talents** and strategic prowess to credible solutions for his problems. Ensure you save this discussion for last in order to avoid the appearance of a ‘hard sell’ (an impression given when you try to sell your suitability for the position *before* the hiring manager’s needs have been revealed).

## Example of 'SPIN' Interviewing Discussion

### 1. SITUATION:

**Interviewee:**  
(... after sitting down and answering the interviewer's first questions.)

*"Could you tell me how you see your upcoming acquisition of Widget, Inc., playing out?"*

**Interviewer:**

"As I mentioned in our phone conversation, we're looking for the successful candidate for this position to help us choose between Widget's automated cost estimating system and our ACES system. Each system has its strengths and deficiencies."

### 2. PROBLEM:

**Interviewee:**

*"What particular challenges do you see in assuring that the best system is selected?"*

**Interviewer:**

"Our decision will be based in part on which of these two systems would interface most efficiently with our existing systems."

### 3. IMPLICATION:

**Interviewee:**

*"Do you foresee any possible downtime in this transition?"*

**Interviewer:**

"Any lost time will be costly. For each day of system downtime we'll lose \$2 million dollars in revenue."

### 4. NEED-PAYOFF:

**Interviewee:**

*"My understanding is that you use H-type system architecture. Is that correct?"*

**Interviewer:**

"Yes; do you have experience with it?"

**Interviewee:**

*"Yes! We had a similar challenge at Digital several years ago. I led a team that successfully implemented a new inventory control system for two plants to replace two separate systems that had been implemented years apart. We experienced no downtime in installing the new integrated system (which was based on the more reliable architecture of the older system) and quickly achieved metrics for improved inventory tracking and distribution."*

**Interviewer:**

"OK, we have a number of specific concerns regarding each of these two cost estimating systems that is making our decision difficult. First, how would you assess...?"

## ▣ Taking the Interview Where You Want it to Go

Skilled interviewees are talented at creating opportunities to convey the information they want “heard.” That is, **they build a link from *where the conversation is*, to where they *want it to be*** – a place where they can showcase their best features.

This is a method that can be used to turn a conversation from what might seem a negative direction to a positive direction, or to put a positive slant on what might at first seem a liability. (Some interviewers pride themselves on difficult questions, hoping to discover bits of information you might not have intended to share.)

**Learning how to re-direct questions is important because you may be on the ‘hot seat’** to provide quality answers to potentially difficult questions. Consider the following dialogues, noting how the interviewee is able to present positive information in response to apparently negative questions.

**1. Question: You seem to be overqualified for this position.**

**Answer (*the redirect*):**

*“I don’t believe there is such a thing as being overqualified. I certainly have a breadth of relevant experience that makes it possible for me to evaluate issues quickly. For example, the new SEC regulations appeared to require significant changes in our processes and procedures. However, with my extensive experience in the field, I was able to quickly direct our finance staff to incorporate the important points without undue time and effort.”*

**2. Question: Your record of advancement is impressive. However, it’s our policy not to hire anyone at this level without an MBA.**

**Answer (*the redirect*):**

*“I have great appreciation for a solid academic background. It certainly provides a jump start to understanding the complexities of business and finance. In fact, Portland State University has done some interesting studies on the advantages of teaming MBA grads with professionals who have extensive real life experience in a field.”*

**Redirecting can also be useful in responding to improper and even illegal questions that you might want to watch out for.**

Illegal questions provide a new dilemma because you are not obligated to answer them. But then again, refusing to answer questions may make you appear uncooperative, confrontational, or as if you are hiding something.

## □ Typically Asked Questions and Ways to Handle Them

Following, is a collection of frequently asked, but sometimes difficult, questions **to assist you in preparing effective answers.**

### 1. **Tell me about yourself.**

This is the only question where you have total control and it is a wonderful opportunity for you to convey information about yourself that you may otherwise not have a chance to provide.

- Use your personal Market Statement/Commercial.
- Do not use too much time answering (no more than 2 minutes).
- Avoid too many details or a rambling monologue.

### 2. **What do you know about this company?**

(This is where your research pays off.) Tell what you know, but avoid sounding like an expert; ask for more information.

### 3. **Why do you want to work for us?**

Give an example of the kind of contribution you would like to make. Tell them you like what you have learned about the company regarding culture, policies, etc.

### 4. **What would your previous employer say about your strengths, weaknesses?**

If you have a direct quote from a performance review or a conversation that you had with your previous employer, refer to that. Be realistic; avoid being either too grandiose or negative. (This question has been used as a “quote from you” in running it past your past employer.)

### 5. **What do you believe are your strengths?**

Present two or three that relate to this particular career opportunity. Frame the answer by using a testimonial, a powerful tool to create credibility. For example, you could say:

*“If you asked my former board chair, he would say my greatest strength is my ability to bring people together to create consensus; in fact, he mentioned this trait more than once in my performance review.”*

OR

*“If you asked my peers, all of them would say I am the team ‘problem solver.’ If they have a problem, they know they can come to me and I will help them find the solution.”*

Also, use examples from customers, vendors, subordinates and comments from your



performance evaluations to add credibility to your answers.

### **Typically Asked Questions and Ways to Handle Them (continued)**

**6. What do you believe are your weaknesses?**

Give only one, and position it in such a way that it is positive. For example, “*Sometimes I am impatient with people who procrastinate, and need to pace myself to other people’s style.*” Or, share an area that you are currently working to improve or add a talent.

**7. Why should we hire you?**

Relate your past experience and how you can contribute (value) to the company.

**8. How long would it take you to make a meaningful contribution?**

Respond with an answer such as: “*I believe I could begin making a meaningful contribution almost immediately. My experience, transferable skills and ability to learn will allow me to ‘hit the ground running.’*”

**9. What would be your compensation expectations if we offer this position to you?**

**Caution!** Return the question by saying that of course you expect a fair salary based upon job responsibilities, your skills, experience and the market value of the job. Then, ask what salary range has been set by the company.

Often the first person who mentions a salary figure loses. Don’t forget incentive compensation, signing bonuses, options, perquisites, cars, club memberships, etc.

**10. What are you doing to reach your career objectives?**

Talk about formal studies, seminars, workshops, individual pursuits. If applicable, mention professional memberships, mentors, advisors, related volunteer work, etc.

**11. How would your co-workers describe you?**

Elaborate on your strengths and skills, but keep it brief.

**12. What do you think of your previous company president?**

Keep it positive. If you like her or him, say so and tell why. If you do not like her or him, find something positive to say anyway.

**13. Did you ever have to fire anyone? For what reasons, and how did you handle it?**

Briefly explain your experience. DO NOT NAME NAMES!

**14. How have you helped to increase sales or profits? Reduce costs?**

Again, refer to your accomplishments. If your job duties do not seem to directly increase sales or profits, consider how you have inspired, led or contributed to others positively in a way that helped them to increase sales or profits.

## **Illegal and Improper Questions**

Blatant discrimination does still exist, but sometimes illegal (often personal questions) are more often asked out of ignorance by the interviewer, rather than to identify reasons to rule you out. For example, the interviewer might be trying to establish rapport or may just be a people person who likes to talk about personal aspects.

It might be unwise to respond by “asserting your constitutional rights;” instead, give the interviewer the benefit of the doubt.

- If you feel comfortable doing so, answer the question briefly and move onto another topic.
- Try to reframe the question into what you believe was really being asked. For example, a question about your having children might really be concern about a job requirement – that of having to work overtime when necessary.
- Another way to respond is to seek clarity, in a poised manner, about how the subject relates to the responsibilities or requirements of the job.

Try to look behind the words of an improper question in order to provide the most appropriate, professional response that you can. If possible, convert the personal question into an opportunity to speak about one of your strengths – such as your multi-lingual skills and how that can help the organization reach its customers better.

### **Illegal questions include issues related to:**

- Location of birthplace, nationality, ancestry or descent of an applicant, an applicant’s spouse or parents.
- An applicant’s sex, sexual orientation, marital status, race or color, and religion.
- Physical disabilities or handicaps, health or medical history, pregnancy, birth control and child care.

**Illegal question:** Are you a US Citizen?

**Rephrased legally:** Are you authorized to work in the United States?

**Illegal question:** Do you plan to have a family?

**Rephrased legally:** Are you free to travel?

**Illegal question:** How old are you?

**Rephrased legally:** Are you over 18?

**Illegal question:** What is your native tongue?

**Rephrased legally:** What languages do you read, speak or write fluently?

## **▣ Typically Asked Questions for Which You Can Prepare**

This list provides additional questions that you may encounter. Develop answers and practice out loud with a partner or voice recording device to be prepared with a smooth, concise response.

1. Why did you leave your last position?
2. How would you describe your prior company?
3. In what way did your last job prepare you for greater responsibilities?
4. In what areas would you like to develop further, professionally?
5. Which is more important – completing a job on time or doing it right?
6. What were three significant accomplishments at your most recent company?
7. What aspects or duties of your job did you least enjoy?
8. Describe how you plan and organize your work.
9. Describe a few situations in which your work was criticized?
10. What are some of the difficult decisions you have made?
11. Describe two unpleasant or stressful situations at work and how you dealt with them.
12. What kind of relationship and atmosphere do you prefer to maintain with colleagues and subordinates?
13. What is it about your current company that you don't particularly like or agree with?
14. Who is the worst boss, subordinate, colleague with whom you have worked? Why?
15. If you could begin your career again, what would you do differently?
16. Describe the company environment best suited for you.
17. What kinds of people do you find it difficult to work with? How successfully have you worked with them?
18. What are the most important skills that you would bring to this position?
19. What would your colleagues or boss say about you?
20. How long would it take you to make a contribution to our firm?
21. Describe a high pressure situation you encountered.
22. Are you a better planner or implementer?

23. Describe how you allocate your time during a typical day. How do you set your priorities?
24. What are your short and long-term career objectives?
25. How would you describe your impact on your company?
26. Do you work better under pressure, deadlines, etc., or with time to plan and organize?
27. What has been the greatest disappointment that you have experienced in your career?
28. What is your reaction when your boss puts pressure on you?
29. Tell me about the poorest management decision you have made?
30. How do you assign a task and what controls do you use?
31. What type of tasks do you feel you cannot delegate?
32. Could your team carry on without you? How?
33. How do you define the essence of success?
34. Which subordinates of yours have been promoted?
35. How do you communicate with individuals who work for you?
36. How do you communicate with others within the organization?
37. Describe your management philosophy.
38. What are your salary requirements?
39. Do you have any questions about the job or the organization?

## **Questions For You to Ask at an Interview**

You have an opportunity to have your own questions answered in an interview, and one of the worse situations to be in is when interviewers ask if you have any questions, and you have nothing to say. Because that can imply that you either do not know enough about the job or position, or simply do not care about it, select a few here that are important to you.

1. What are the main responsibilities of the position we are discussing?
2. Where does this position fit in the organization and why is it open?
3. What are you personally looking for in the successful candidate?
4. Who sets the priorities for this position? How will my performance be evaluated?
5. What would be the extent of my authority in carrying out these responsibilities?
6. What are the major problems that need addressing in this position?
7. What capabilities do you feel have the most importance?
8. What are the key results you would like to see produced in my first six / 12 months?
9. Will I face any resentment or problems if I were offered and accepted this position?
10. Is there anything I should know that is unusual about this job?
11. Am I telling you the things that are of the greatest help in making a decision?
12. How much authority will the board of directors or executive management allow me to have?
13. Whom would I supervise?
14. What are the capabilities and limitations of the subordinates who would report to me?
15. What budget is available to me? Who has final approval for expenditures?
16. What is the leadership style of your best managers (directors, officers, etc.)?
17. Since the company is to continue making acquisitions, how have they gone so far and how do you qualify companies for acquisitions?
18. How would you describe your organization's management style?
19. What do you see as the strengths of the leadership team?
20. What significant changes do you foresee in the near future?

## **Some Final Interviewing Tips**

By now, you should have a good idea of what to expect and how to prepare for several types of interviews. Knowing the interview format and what questions you may be asked will allow you to prepare brief, organized, compelling answers in advance of the meeting.

### **Having your answers ready allows you to:**

- Remain more relaxed because you are prepared and can enjoy meeting the person “across the table.”
- Listen to the interviewer’s questions and select responses that illustrate how you can add value to the organization.
- Keep in mind that this is *not a trial*, but a business meeting between people who are having a *two-way* conversation about a shared, *mutual interest*.

### **When you are invited to an interview, remember the advantage of asking:**

- Who will be doing the interviewing: name(s), title(s), etc.?
- What type of interview will it be and what is the interview process?
- What is the location and how long will the interview last? Where is the best place to park?
- What would be appropriate attire? What is the telephone number of an on-site person in the event an emergency occurs (flight delay, accident, etc.)?

**One of the most difficult challenges is to know what to wear to an interview**, and you may wonder if the traditional suit and tie, or skirt / pant suit are still appropriate. There is a great deal of difference between companies, industries and areas of the country. The best advice is:

- Ask the person who called you for the interview or discuss this with your coach.
- Dress one level above the position you are seeking.
- Pay attention to personal grooming – and *never wear a fragrance*.

**Close the interview by saying that you are interested in the position.** *Do not assume that it is clear that you want the job.* Let the interviewer know before you leave.

- Ask when a decision will be made, and ensure that you have the interviewer’s business card so that you can follow up with a thank-you note.

**Following an interview, send a separate thank you note to each person with whom you spoke.** It is both a gracious gesture, and the correct and right thing to do – whether it is a

letter, email or both. Moreover, it reminds the interviewer(s) of you again and provides an opportunity to recap important information about you.

A sample thank you letter can be found in Chapter 10 – Resources, as well as **Planning and Debriefing forms**. Remember to **always de-brief yourself immediately after every interview** so that you are able to take pleasure in the ways that you did well, and to perfect things that you want to improve.

### **Sending a Value Proposition**

After an interview and in addition to a thank you note, you can distinguish yourself from other candidates by preparing a Value Proposition which **articulates in a short, but graphic way, what you bring to the table for the position for which you have just been interviewed.**

It can also be used as a “leave behind” after the interview. It is a great way to make a lasting impression.

This document can be a one-page summary of what you bring to the company or a multi-page document where you can elaborate more fully on specific skills, experience or expertise. The length and format is a judgement call based on the culture of the company and the type of executive position for which you are applying.

A **sample** of a **value proposition** is included in Chapter 10 – Professional Resources, page 54.

**CHAPTER 7**  
**MANAGING THE EXECUTIVE'S CAMPAIGN**

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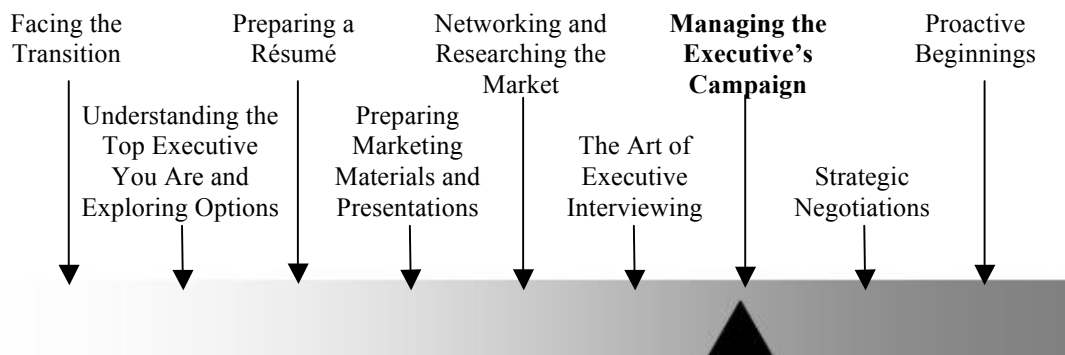
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## Chapter Overview

A successful job search campaign begins with a clear understanding of your career goals, commitment to manage your time, priorities and resources effectively. Creating a structure will help you maintain your focus, understand your game plan more clearly, and assist in establishing goals that will lead to a positive outcome – a new career. In this chapter, you will learn to:

- \* *Develop a marketing plan to structure your job search.*
- \* *Develop an Action Plan in which you, your time, and accomplishments are accountable.*
- \* *Track your progress.*
- \* *Manage your priorities based on both importance and urgency.*



# Managing the Executive's Campaign

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***“Have a bias toward action – let’s see something happen now. You can break that big plan into small steps and take the first step right away.”***

***– Indira Gandhi***

Moving from fairly structured work days that you had in your past job to one with few or no assignments can be a significant career transition challenge. However, as most *entrepreneurs and business leaders* know, **it is up to you to create the structure you need to successfully accomplish the new job of marketing YOU.** Treat this effort as if it is a “job.”

How much structure you need is dependent on your personal work style and requirements. Be honest – you need more structure if you find yourself asking questions such as:

- *“Why do I feel like I’m not making much progress?”*
- *“What should I be working on today?”*
- *“How can I stop wasting so much time?”*
- *“I just can’t seem to get started.”*

To avoid feeling that you are not making progress or you are wasting time, put together a good **Market Plan** and job search **Action Plan**. Together, they create:

1. **A structure** to complete your job search project successfully.
2. **A method** to track your progress.

## ➤ **Market Plan**

Job search is one of the most challenging marketing endeavors you will ever face. It demands your full effort to develop a **strategically-focused market plan** designed to launch and market your product: YOU. The components of a Market Plan are described in this chapter and a **blank a template** for your use is located in [Chapter 10 – Professional Resources](#).

## ➤ **Action Plan**

A plan of action identifies *what* has to be done as well as *when*, and *how*. It serves as the driving force to move your search forward, and it includes a process for tracking progress toward your goal – a new job.

To implement an effective plan of action, have a “bias for action,” as well as a clearly defined process for follow through and regular assessment of your progress. By establishing a plan and setting measurable goals, you will know what you will be doing each day and each week of your search.

## > **Develop a Market Plan**

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Launching and marketing a product successfully starts with developing a comprehensive Market Plan.

### ➤ **To Develop an effective Market Plan:**

1. **Define the Market Place.** Determine what industry, geographic location, size of organization, management style, corporate culture, values, etc., you need or want.
2. **Describe the Product: YOU!** Define yourself – identify the skills, knowledge, experience you have to offer and what differentiates you from the competition.
3. **Assess Demand.** Determine the growth potential of an organization to make sure you are targeting companies that are vibrant.
4. **Identify the Decision-maker(s).** In this case, the Decision Makers could be a Board of Directors, Selection Committee, or Owner who is directly involved in the screening process, hiring decision and decision endorsement.
5. **Determine the Best Ways to Reach Prospective Employers.** Uncover ways to reach the “buyer” as well as the most effective approaches to identify job opportunities in your target industry/organizations.
6. **Evaluate Resources and Budget.** Identify the time, people and expertise available that will be beneficial to you in achieving your goal. Understand your finances as they relate to the amount of time you will need to complete your search.
7. **Establish A Timeline.** Create a schedule and decide what needs to be done, when it will begin and when it will be completed. Hold yourself accountable to this.
8. **Review and Modify the Plan.** Anticipate changes to your plan; conduct a regular review of actual performance against the objectives and make modifications to accommodate changing priorities.

## ▣ **Define Your Marketplace**

### **Example:**

“The marketplace I am targeting is a **pharmaceutical, medical device or healthcare firm** that adheres to “**Good Manufacturing Practices**” (**GMP**) and has at least **500 employees**. This is large enough to make my manufacturing background an attractive function and one that is well-paid. Because of family, housing and lifestyle considerations, I will approach companies in the **Washington to Boston corridor**.”

Since **I place a high value on planning**, I am seeking companies with a similar outlook. I would be *uncomfortable*, probably unsuccessful, in a **corporate culture** that ‘leaps before it looks.’ **My values** also include the belief that products should be clearly beneficial to customers. Since I do not feel that widgets are beneficial, I will not be looking at widget manufacturers.

With two children entering college during the next five years, I am concerned about job security. I want to work for an **established firm whose future looks solid.**”

## **Describe the Product (You)**

### **Example:**

“The competition includes an abundance of experienced, well-connected executives.

However, manufacturing employers are always better off with experienced manufacturing executives who can improve the bottom line and product quality. **The breadth of my GMP experience at all levels of union and non-union plants, plus my advanced degrees may provide a competitive edge.**

**My specific relevant experience includes** success in removing bottlenecks in two different operations and a proven decision-making track record. In addition I have accomplished...

**One of my personal attributes** is that I can involve others successfully in a team effort.

Since the manufacturing function is moving in the direction of more participative management, I believe that I can expect high job satisfaction – a stimulant to hard work and challenge.

**My services are competitively priced.** I am aware that \$XXX,XXX is a reasonable beginning salary given my background. Also I can be flexible if the fringe benefits include \_\_\_\_\_, \_\_\_\_\_, and/or \_\_\_\_\_.”

## **Assess the Demand**

### **Example:**

“From conversations with a half dozen manufacturing and other management executives, plus a review of current literature, **I gather that the long-term trend is flat.**

Plant organizations are becoming flatter, but this is offset by a general upward growth trend for healthcare products that is expected to continue. A worrisome possibility is that the rise in generic pharmaceuticals may lead to insecurity within the firms that market branded or ethical products.

While concerned, **I will proceed with caution by looking at** their portfolios of products.”

## **Identify the Customer or Decision Maker**

### **Example:**

“My assumption is that hiring decisions for positions I am seeking are made by **senior management (VP of Manufacturing or VP of Operations)** with considerable screening input from the senior human resources officer.

**I will verify** each industry segment that I have targeted, with the help of my networking contacts, and adjust accordingly.”

## **Determine the Best Ways to Reach Prospective Employers**

### **Example:**

“The following seem to be the best approaches for uncovering job opportunities in the marketplace:

- **Networking**, including informational and exploratory interviewing, selectively visiting appropriate professional associations, and other high-level / executive organizations / forums.
- **LinkedIn** is a must to connect with other high-level executives – not just increasing the number of connections but to get acquainted with them.
- **Classified ads** online, the *Wall Street Journal*; and industry-specific publications.
- Executive **search firms** that are either specialists in my function or industry or which are local to the geographic area where I would prefer to work.
- **Targeting specific companies** which meet my requirements and can be identified through employers or executives with my background.”

## **Evaluate Your Resources**

### **Example:**

“**After analyzing my severance package and liquid assets, I find that I can sustain a nine-month search** before having to touch my fixed assets. Therefore,

- I will maintain my present standard of living for the first six months of the search.
- At the end of six months, I plan to cut back on frills and any discretionary spending which will stretch the time to one complete year before touching fixed assets.

**One of my key resources is my time**, so, I will forestall vacations until the job search is fully underway and I have defined the progress that has been made.

**Another key resource is** the marketing consulting and outplacement services that I have been afforded. I plan to make the maximum use of these services bearing in mind that they have considerable experience and facilities that can advance me toward my goal. In particular, I will make use of the high quality of research capability that my outplacement firm offers.”

## □ **Employ Effective Time Management and Establish Specific Goals**

**Example:**

**“I will take the time to set daily and weekly objectives, be accountable and stay focused. My job is now to carefully search and locate my next position.**

**Within two weeks** I should have a strong resume in place and a specific career goal in mind, as well as be prepared to relay to others my career goal, as well as have a professional looking network card to reflect the message in my superior résumé.

**Within three weeks**, I will confirm my availability with appropriate search firms and have identified at least **80 potential networking contacts** and the **50 companies** that are my best prospects. I will prioritize these contacts and companies based on my and my consultant’s strategy.

**Within six weeks** I will have located the state-of-the-market and be familiar with the major players.”

## □ **Next Steps – Develop Your Own Market Plan**

With the above framework in mind, consider developing a personal *Market Plan* that will launch and promote **YOU**. Elements that you can draw from include the work you have already completed. Some of these are listed below.

- Focused and Effective Resume
- Networking/Business Card that reflects your resume
- Personal Marketing Statement/Commercial
- Differentiating Statement
- Key Skills/Areas of Expertise
- Target Positions
- Target Market Organization List.
- Networking Contact List

Other useful components include market research information, ideal job requirements, professional job search support venues and search firm connections. **The objective is to develop a tactical plan that allows you to focus on organized and productive activities in an efficient manner.**

Although you must launch the product yourself, you will have the added benefit of a sophisticated and supportive marketing consulting organization. Together, you and your consultant will develop a strategy that includes all of the elements of a successful job search.

Put all your energy into creating and completing this plan. The more you put into it, the more success you will have marketing **YOU!**

## >> **Develop Your Action Plan**

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### **▣ Set up a Regular Schedule**

**Maintain a regular schedule of activities.** Make a list of activities you want to accomplish each day and stick to it. This will help you stay focused on your goals.

- Develop a structure for your job search; it provides a sense of control and organization.
- Create a daily schedule of activities and goals. Most people are used to this, but it is even more important during the transition phase to create a “regular routine.” It gives you a feeling of purpose and accomplishment. Working at home may be too distracting.

**Pursue your top targets** by setting weekly and monthly goals.

- Prioritize your key organizations and select target companies for making new contacts, meeting with your personal network and gathering information on target companies.

**Place all your calls first thing each morning.** This is the best way to catch your target in the office. If this is a task you dread, you have the added bonus of completing your calls by 10:00 AM. Plus, it leaves the rest of the day for Internet research, social media networking and in-person interaction with others.

**Consider planning networking meetings** every other day for lunch or coffee.

- This may be with a fellow executive or associate, someone who is currently looking for a job as are you, a new contact or even taking a walk in a park and using that opportunity to talk to others. Networking/talking with others is critical!

**Keep track of the time you invest in networking meetings, informational interviews, networking groups or job interviews.**

- Set new goals each week for the number of opportunities you can create to “share your message” and obtain key information to assist you in your job search.
- **The more you get out of the house and meet with other people, who can help you, the greater the chance of obtaining information that will further your search and bring you closer to your goal.**

### **▣ Set Goals**

You may be in the job search business for a month, six months or even longer, depending on your skill set, location, time management and organization skills, as well as your personal agenda. ***Setting goals and following through*** will help you find the most desirable company and job match in the shortest amount of time.

Because it is easy to become distracted without realizing it, it is important to **establish specific (number) goals for each day.**

- \_\_\_ Phone calls to obtain **information** per day or week
- \_\_\_ Calls to obtain **appointments** per day or week
- \_\_\_ **Networking meetings** / **Networking Group Meetings** per week
- \_\_\_ **Follow-up** on networking meetings / referrals per week
- \_\_\_ **Correspondence to targets** per week
- \_\_\_ **Response to job postings** per week
- \_\_\_ **New leads** per week
- \_\_\_ Participation in seminars, etc. to enhance or **keep current your expertise**
- \_\_\_ **New contacts** per week (e.g., Networking, Hiring Manager, Target, etc.)
- \_\_\_ **Interviews** per week

## **Track Your Progress**

**Perform a weekly review to analyze your progress to date.** Conduct a review of actual performance against the objectives you established for that week and assess areas of strength and weakness.

- **Track your progress to ensure you are spending your time/effort in the right place.**
  - Seeing progress in your job search by keeping a record of your efforts serves as a positive reinforcement and encourages you to maintain your level of commitment.
  - If insufficient progress has been made, examine where and how you have spent your time, identify what was most and least successful and adjust as needed.
  
- **Develop a well-organized physical system to manage your project.** This includes a calendar and tracking forms to monitor where you are, *or are not* spending your time. **Set up a system that you can follow.**
  - Use a system to track all applications to recent responses.

When you receive a response to an online application or résumé, or a call for a telephone screening or interview, you can more quickly and appropriately respond to the inquiries because *you know where to find your information* about the position.

If you do not remember the position, you may not sound prepared and may not be given serious consideration as a candidate.
  - Make a copy of any printed job postings and annotate it with the information you sent (résumé, references, cover letter). Note the particular “diamonds” you used to sell yourself to the company.
  - File email messages instead of deleting them. For those who are poor at keeping records, email files keep your records for you as long as you don’t delete them.

A **sample tracking template** is provided in Chapter 10 – Professional Resources.



## >>> Manage Your Priorities

The job search process demands attention to various tasks. Some require immediate attention, based on urgency and/or importance, while others can be delayed until later.

- It is important to recognize what is a priority, what is a “nice to do,” and what might be non-essential **busy work** that distracts you from the important tasks that move you closer to your goal.
- Avoid becoming bogged down in non-essential things that make you appear to be productive, but in reality are **moving you nowhere**.

Working on items other than those of greatest importance and urgency can create frustration and stress. Learn to recognize that there may be items low in “urgency,” but high in “importance,” and vice versa.

For instance, consider the following grid:

	High Urgency	Low Urgency
High Importance	I	II
Low Importance	III	IV

**Items in Quadrant I** are both high in Urgency and Importance.

**Items in Quadrant II** are high in Importance, but low in Urgency.

**Quadrant III** includes items high in Urgency, but low in Importance.

**Quadrant IV** has items low in both Urgency and Importance.

Often, we are good at getting to items in Quadrant I because they are at the forefront of our minds in both urgency and importance. But, why should this quadrant carry more weight than II or III, which have items of high importance and urgency, respectively?

### What carries more weight, urgency or importance?

It depends on your priorities and what needs to get done. High urgency refers to an item that needs to be accomplished *immediately*, though it might not have importance either to you or others. (Filling out an industry survey might be high in urgency if it must be done by a certain hour, but this task may be low in importance compared to other, more significant work that you want to accomplish.)

**Items high in importance, but low in urgency** might include writing a cover letter for a position that is opening up in the next week. It has high importance, but low urgency since it is not due until next week. Another example of *conflicting priorities* is spending time trying to expand your network of contacts on the day of a scheduled interview.

**Urgent items take precedence** because there is by definition, an immediate deadline on them. For instance, you have until this evening to make that networking call or send in your references before your contact leaves the country.

An effective technique to help organize and prioritize your job search tasks is to **identify and list all of your goals and tasks, regardless of how insignificant** they seem (insignificant things today may rise in urgency later).

- Include all the things you might have to address during daylight hours, even if not job-search-related. (Try to keep your evening hours to yourself and your family!)
- For instance, if exercising during the day to keep your sanity is important (and it is!), list that. The tasks you identify will probably be either maintenance or progress tasks.
- **Next, prioritize all of these items, and place them accordingly in the grid.** This, in essence, becomes your “to-do list.” Keeping this grid on your computer makes daily updating very convenient! Be sure to address the items in Quadrants I and II, but keep an eye on the items in Quadrants III and IV. They could move up in level quickly.
- Finally, **keep your quadrants up to date**, removing items as they are accomplished and adding other items as they come up. **Use the grid below for maximum capacity!**

	High Urgency	Low Urgency
High Importance	<b>I</b> Crises Pressing Problems Deadline Driven Tasks	<b>II</b> Prevention of Crises Relationship Building Recognizing New Opportunities Planning Recreation
Low Importance	<b>III</b> Interruptions Some Calls Some Mail Some Reports Popular Activities	<b>IV</b> Trivia Busy Work Some Mail/Calls Time Wasters Pleasant Activities

Try to spend as much time in Quadrant II as I. Quadrant I can increase your stress level if you do not have the assurance that you are addressing and getting ahead of other items as well. Avoid getting stuck in the ever-present reactive stage; **be proactive as much as possible** – it is much more self-empowering!

## ■ Some Final Thoughts

During a job search, it is easy to lose yourself in numerous diversionary tasks which alleviate your anxiety temporarily. The problem with doing this is that *anxiety relief* can turn into *depression* when you realize that nothing is getting accomplished.

If you are conducting the search from your home, you may find mowing the lawn, washing dishes and balancing your checkbook more welcome than calling strangers to generate contacts. **Look at yourself and your habits, and document where you are spending your time and ask yourself these questions:**

1. **Am I doing something that would be better delegated to another?** Are you picking up other people's kids from school, or running errands for others – even your spouse?

If you worked before and you are in job search now, **dedicate the same amount of your time to the search as you did when you worked at your job**, rather than taking on more household duties. *Finding a good job opportunity is a full-time job!*

2. **Are you doing something that could be done more efficiently?** Are you spending more time diagnosing your own computer problems, rather than calling an expert to get it done? Are you hand-typing items that could be more easily scanned?
3. **Are you doing something that really doesn't need to be done?** Are you using this time to attack long overdue house maintenance chores or completing "Honey Do" lists?
4. **Are you wasting the time of others?** Just as you consider the wise use of your own time, it is equally important to determine if you are wasting the time of others. Simply stated, are you respectful of others' time when you meet for an informational interview or network session? Have you prepared in advance so *you can lead* the interview to obtain useful information and additional contact names?

**Here are some additional techniques to assist you in staying organized and productive.**

- **Set aside a place in your home as your control room.** It may be a separate room or just an area in a room. This place is designated as your office, the place where you can concentrate on your search.
- **Organize your time**, beginning with a checklist of objectives for the week and day. Keep to your schedule, whether it is 4 hours or 8 hours a day.
- **Maintain and update detailed records of your contacts** – written, telephone, and in person. Keep track of who referred you to whom and how they know each other.
- **Enlist the help of others in your family.** A spouse or partner may be the person to proofread correspondence and role-play interviews. Sons and daughters may assist you in computerizing your networking file and typing final drafts.
- **Reward yourself.** When you accomplish everything on your weekly list, take some time off, go to a movie, enjoy an extra exercise class, etc. Building in a reward system can be the incentive to keep the activity going if the search hits a lull.

**In spite of all the good time management and project planning tools** you have, you may still seem to be running out of time getting to the items on your job search action plan. If this happens, here are some final considerations that you might need to assess.

- First of all, did you set up your plan realistically?
- Is there really enough time to complete the goals you set for yourself each week?
- Have you put more time into *planning*, than actually *doing*?
- Does it make sense?

Plans can be revised, objectives can be re-set. The important thing is for you to take positive action and to monitor your progress toward your goal.

***“Be not afraid of going slowly; be only afraid of standing still.”***

***– Chinese Proverb***

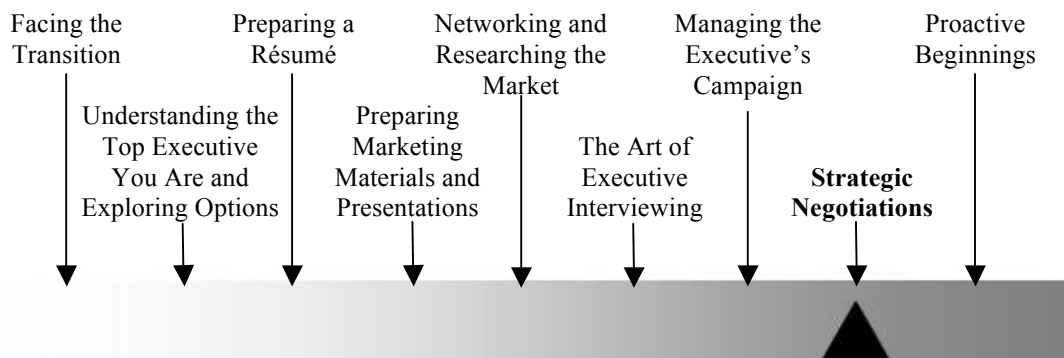
**CHAPTER 8**  
STRATEGIC NEGOTIATIONS

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## Chapter Overview

Negotiation is a process that provides each party a “win-win situation.” It is not a one-time event, but a process that starts with your first contact and ends in a job offer in which you have as much to gain as the employer throughout the process. In this chapter, you will learn how to:

- \* *Begin positioning yourself for final negotiations from your first contact with the company.*
- \* *Understand what is typically negotiable.*
- \* *Discuss salary history and requirements with a potential employer.*
- \* *Logically analyze offers.*



# Strategic Negotiations

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***“Whether you think you can or can’t, you’re right.”***

**— Henry Ford**

Negotiation in a career transition is the art of turning a job offer into the *perfect job*. It is not an event; **it is a process that starts with your first contact with an organization.**

Negotiations are in play from the letter you write, the call you make, the résumé you submit, and the application form you complete. Whatever the form your *initial* contact may take, it sets the stage and creates the framework for future job negotiation.

**If you have reached the stage of negotiating an offer**, it means you have successfully sold yourself to the company. Your résumé, marketing materials, references and interviewing skills have placed you in the top position, and you are ready to negotiate from strength.

The organization wants **YOU** and would like to have you accept the employment offer and start work as soon as possible. From their perspective, they have spent significant time and money to reach this point and are anxious to make the deal; in other words, they likely want this process to be over as much as you do!

**As hard as it may seem, DO take time to consider an offer.** As a top executive, you have probably interviewed and negotiated with other top executives in your former positions. As a result, you know how important it is to get everything on the table and agreed to before a formal commitment is made and an employment contract executed.

You will probably not take the first offer the employer puts across the table without additional negotiation. **Agree to a response date for your decision and reply by that time.** Do not be afraid to ask for enough time to make an informed decision.

**Think “win-win.”** Win-win negotiation is based on creating synergy, with two minds sincerely focused on long-term solutions. It sets the stage for your future and the firm’s, and it is critical that you both feel you have gotten the best deal.

**Negotiating is at least 50% attitude.** Keep in mind that you are going to live with these people for at least forty hours a week for the foreseeable future, so it is imperative that the negotiation process creates a *positive* relationship.

Employers spend an average of 8 to 12 weeks to fill lower to mid-level positions; and sometimes several months for higher-level positions such as yours. When a new executive comes on board, there will be an orientation period. But, most employers expect new executives to immediately take charge and make an impact as soon as possible.

**Your negotiation discourse should be respectful.** Be prepared, assertive (rather than aggressive) and tactful, not only because you are more likely to gain concessions if you act reasonable, but also because these conversations set the tone for the honeymoon period that will begin on your first day of work.

## ▣ The Offer

**Upon receiving an offer of employment, ensure that you are clear about the details:**

- Your official title.
- Responsibilities/expectations.
- Salary / incentive compensation.  
(Comparable in the industry?)
- Benefits.
- Start date.
- Work address.
- Reporting structure and relationships.
- Other items: relocation, temporary housing if necessary, sign-on bonus, etc.

‘Before you accept the job’  
is when you will enjoy the  
highest “leverage” that you  
will ever experience in the  
position.

**Then, take some time to consider the impact of the offer in relation to your needs:** financial, career aspirations and personal/lifestyle expectations. Here are a few to think through.

### **I. Financial**

- Can you live on the salary offered? Is there a sign-on, an end-of-year bonus or deferred compensation?
- What is the benefit package? When does it start, and do you have to contribute?
- Is there reimbursement for education, licenses, certifications or professional organization memberships and attendance at industry meetings?
- If you travel, will you have a gas card, communications equipment (laptop/phone), etc.? Also, will you be eligible for first/business class air arrangements?

### **II. Career Aspirations**

- Is there room for growth or the potential to attain the next higher level?
- How will this position further prepare you or advance your career progress?
- How will this improve your future marketability?

### **III. Personal/Lifestyle Expectations**

- Will you have to relocate, travel farther or have a longer commute time that will reduce family or personal time?
- Can you adjust to the working conditions such as substantial travel, a more structured routine, a weekend/holiday work schedule, a noisy (or quiet) environment?
- Can you accommodate your new manager’s style and that of the organization that you will be joining? Are *you* “like them” and do you *like them*?
- How does your business philosophy match to the organization? Do you expect there will be many differences in business practices and ethics?



**If there are any blank spots, you may need to ask additional questions**, research what other companies/organizations provide or speak with your personal contacts in order to conduct an informed evaluation.

## **▣ More Research!**

Before you agree to an offer – and perhaps, even prior to the interview – perform a little more research. The more you know about yourself, the company and the industry, the better you will be positioned to know what you can expect in relation to what you want.

### **Understand your value to the employer.**

- What do you have to offer the organization? (Experience, effectiveness.)
- What is the going rate for a person with your qualifications? (Research carefully.)
- Are your skills in particular demand, or are there many others who could do what you do? (Note difference in knowledge/experience verses effectiveness in role.)

**Talk to people who are currently or previously with the company.** For someone with your skills and experience, ensure that you know:

- What the current market value is for this position.
- What is the pay posture of the organization? The industry? In other words, how is this type of position normally compensated? With a low salary but significant stock options? Commission-based? Other long- and short-term executive compensation techniques? You may want to request a plan document(s) to review.
- Is there a lack of good candidates so that hiring or other bonuses are typical in this industry?
- How does their compensation system work? Yearly wages, bonuses, commission? Do they use bonuses, profit-sharing or stock equity *as part of* their compensation programs?
- How and when do they budget? What time of year are budgets developed to include raises and extra compensation? How are they funded? Are they stable?

**You may also find that the following sources for salary information can be very helpful in determining your market value.**

### **➤ Sources of Salary Research**

- Crystal Report on Executive Compensation
- SEC filings available via EDGAR
- BusinessWeek.com and Forbes.com (“What the Boss Makes” articles)
- The company or organization’s annual report and 10-K
- Salary Information - <http://www.salary.com>
- Glassdoor Salary Information- <http://www.glassdoor.com>

- JobSmart Salary Information - <http://jobsmart.org/tools/salary/index.htm>
- The Occupational Outlook Handbook - <http://stats.bls.gov.oco>
- The Salary Calculator - <http://www.homefair.com>
- Yahoo Hot Jobs - <http://hotjobs.vahoo.com/salary>

## **Negotiation Strategy and Evaluation**

To help you evaluate and determine the salary and other factors that you want and deserve, a set of **Negotiation Strategy Worksheets** is provided on the following pages. Use these to develop a well thought-out, researched and validated *expectation guide* of what you deserve based on your skills, expertise, years in the field, the urgency of the company to fill the position, etc.

**One of the biggest mistakes people make is basing the decision to accept or reject an offer solely on annual salary.** As the easiest and clearest variable to evaluate, salary is certainly important! However, several other factors may impact you more in the long term depending on your needs. For example, you may be willing to accept a lower salary if:

- You are radically changing career fields and “working your way up.”
- You have the opportunity to take on a highly visible job that will pay out in future self-marketing.
- You have the opportunity to move from a second-tier company to an industry leader.
- You have a chance to “run the business,” which has been your dream.
- You are offered a benefit package. (Every detail should be carefully considered because poor benefits could easily cost you more than an increased salary base might cover.)

**It is important to review the whole compensation picture because there are many non-monetary, though financially advantageous, components that you could overlook.** Here are some **typical negotiable items** – other than salary, bonuses, 401k, profit sharing, etc.

- Reporting structure. (You want to report to the highest-level person possible or perhaps the board of directors.)
- Title, expense accounts, parking and added transportation costs.
- Work hours, flexibility to work in your home office.
- Holidays, vacation, personal days, carry-over time (number of/paid and unpaid).
- Medical plans, deductibles and % reimbursed or contributed for self and family.
- Insurances (e.g., accident, disability, life), Employee Assistance Program (EAP).
- Relocation assistance and spouse/partner relocation support (career, etc.).
- Educational programs, % funded for a degree, advanced training or certification.
- Company perks: onsite child care, health club memberships, discount on purchases, discount cafeteria, company car or car allowance, etc.

**Typical negotiable items (*continued*)**

- Workspace, computer equipment, etc.
- Professional memberships and paid time or expenses for professional affiliations.
- Money or vacation time instead of benefits.
- Employment contract.

**NEGOTIATION STRATEGY  
WORKSHEET 1  
(WANTS + RANK ORDER)**

Package Components	Previous Position	Want	Rank (H,M,L)	What is Offered	Difference
Start Date					
Salary					
Bonus					
Profit Sharing/401k					
Stock Options					
Empl. Stock Purchase					
Car or Car Allowance					
Location / Relocation					
Temporary Housing					
Vacation					
Holidays					
Sick & Personal Days					
Medical Insurance					
Life Insurance					
Disability					
Role Title and Responsibilities					
Salary Review					
Severance Package					
Non-compete Clause					
Technology: Smart Phone, Laptop, Tablet					
Training & Education					

**Note:** Salary is often, but *not always* a negotiable item. Use this sheet to:

1. Determine what is most important to you and assign each item a **high, (H) medium, (M) or low (L)** rank value.
2. Select your top eight items and prioritize them on Worksheet 2 (WS-2).
3. As you receive offers, compare what you want versus what is offered and use your “justification” from WS-2 to negotiate a better offer.

**NEGOTIATION STRATEGY  
WORKSHEET 2  
(WANT + JUSTIFICATION)**

Rank Order	What You Seek	Justification for What You Seek
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

## **The Salary Question**

**Salary is the largest benefit you will receive as an employee, so naturally it will take center stage in negotiation.**

No employer posts a job without first deciding what they are able to pay, and your salary history should have absolutely nothing to do with what they are able and willing to pay. However, the question is bound to be raised and it is not unusual, particularly for professional recruiters, to use salary history as a way to screen applicants.

**BE AWARE: The first person to mention money invariably loses.**

➤ **When asked what you are presently earning**, it is best (but often impossible) to duck the question. You might reply,

*“I was compensated fairly for the responsibilities in my last position, and if an offer is extended, I assume that it will be competitive with the marketplace.”*

Or, you might respond by saying that you are very impressed with what you have heard and are sure that you can come to terms, but you have some additional questions about the position. Then change the subject by asking the questions, one of which might be, “When do you plan to make your decision?”

The purpose of this approach is to maximize your knowledge of the job and delay the discussion *until they are committed to you*. **If pressed further, give a range**. Then quickly move from the **defense** to the **offense** by asking what their guidelines are for the position in question. The more and heavier responsibilities that are included, the higher the wage should be.

➤ **Another possible way of addressing the request** for salary history is by simply saying,

*“My previous companies required that salary information not be disclosed and I would, of course, respect that requirement.”*

This generally reminds recruiters of their own rules and the impropriety of asking someone to disclose confidential information.

➤ **The following, are some phrases you can consider to avoid getting into the salary discussion too early in the process.**

*“I’m sure you have a range in mind and I’d be happy to consider that.”*

*“I need a detailed and clear understanding of expectations, challenges and opportunities before I can address specific salary. Besides, I’m sure this company offers competitive compensation packages, and we can discuss that when we both feel comfortable that we can work together.”*

*“I am more interested in finding the right opportunity. This job really interests me. I’m sure that you’ll be fair and that the money will be appropriate to the job challenges.”*

➤ **When you get down to discussing salary, regardless of who raised the question, be prepared with information on:**

- The current demand in the job market for your expertise.
- The urgency of the company's need to fill the position.
- The degrees to which you feel your skills and experience meet the employer's needs.
- The size and financial strength of the organization.
- The trade-off between salary, benefits and potential equity.
- The company's internal flexibility to "buy what they need."

## **Negotiation**

In general, it is up to the company to give you an offer and **up to you to determine if it is satisfactory or not, and to initiate the negotiation process.**

In these talks, it is best to get them to lay out what they are considering before it becomes a firm offer so that you can negotiate around it, if necessary. In this way you can discuss the elements and attempt to **build a case for improving the package.**

- For instance, you might mention the need for a car or club membership as consistent with what the job requires and, if possible, mention how useful you have found that item in your current or previous position.

75% of job seekers do not negotiate their offer. Are you among the ranks?

### **As a general rule, companies can:**

- Go up from their original offer.
- Consider a "hiring bonus." (This may be moderated by industry/employer policy and current economic realities)
- Be willing to give you a six-month review and consider raising your salary by that year's annual raise percentage.
- Negotiate such things as options, bonuses, cost-of-living differences, cash in place of health benefits, etc.

- Try to always negotiate based on items that give you more influence and ability to do a better job – a higher title, reporting to someone higher in the structure, as well as salary level and office accoutrements.

These elements give you increased visibility and credibility inside the organization – and outside with customers, vendors and the community. Recognize that both you and the company will benefit.

- If time permits, consider contacting anyone who, without jeopardizing your position, can advise you as to what precedents there are in the company for each of the important elements of your compensation package.

- **These are decisions that will affect the quality of your life** so it is important to bring to bear any information or technique that can improve the package without harming your potential for success in the new position.

Once an “official offer” has been approved, it becomes more difficult to obtain additional concessions. *You will not usually have more than one chance* to add to the package, so exercise care to cover all points before the re-approval is obtained.

- **The most important factor to remember is to negotiate the position to fit your strengths.** It is the fit that counts. When you accomplish this, you automatically leave your competition out in the cold and increase your chances of success enormously. And, it is this same match that will determine your ongoing value and your ability to continue creating a high negotiating stance.
- **Take as much time as you need to consider the offer, but don’t procrastinate.** As a mature executive or professional, you are expected to make decisions promptly; to suggest otherwise will jeopardize your position.

**Once you are comfortable with the offer, make your acceptance known.**

- If you have a verbal offer, **ask for a confirmation letter** prior to informing your current employer and any other companies with which you are negotiating.
- Then wait until the arrival of the confirmation letter before taking any action. It is not unusual to have a “good faith” *misunderstanding*.



## **Negotiation Guidelines**

**Be practical about what it is that you really want and need from the offer. Know the absolute minimum that you can accept, and be prepared to be flexible in your negotiations and alternatives you would consider.**

- Never discuss compensation until the company has made an offer.
- Express strong interest in working for the company. Be enthusiastic about the potential of the company and what you can do for them. Do not appear negative about the offer or company during negotiations. Be careful about suggesting a lot of changes. There is a delicate balance between being constructive without being critical.
- Never accept the first offer, or an offer that's made at an interview. Though it may on first glance seem perfect, you need a little time and distance to review and evaluate what's on the table.
- Always ask for extra time to consider the terms (over the weekend, until Friday, etc.) before accepting an offer.
- Start negotiations with items that have immediate consensus between the two parties; save the tougher items for later. The longer negotiations go on, the more likely the candidate, not the company, will win. This is because the company is so invested in the process, has spent valuable time and money, needs someone in the position and quite frankly, won't want to lose face.
- Do your negotiating in person. Avoid telephone conversations unless long distances are involved.
- Get the employer to state the first compensation figure. Avoid the "range" problem: The low end of your range becomes the employer's high.
- Be careful about considering the salary others in your field make, if they do not live in your area. A chief financial officer in Washington, DC will no doubt make much more than one in Billings, Montana. **Caution:** a salary survey can sometimes be no more than a snapshot in time with variables and standard deviations affecting your data.
- Do not divulge past salaries, especially prematurely. It is too easy to be screened out based on your recent earnings. If you are asked about the salary you expect, you may want to answer with a response like, *"I would expect to be adequately and fairly compensated for my skills and experience. What is the salary range for this position?"*

## **Negotiation Guidelines** *(continued)*

- Affirm your interest in the job (validate!). Let the potential employer know your enthusiasm and what contributions you can make to the company.
- Strong tactics, such as “take it or leave it” will not work for you or the company, regardless of who makes the statement. Stay away from extremes. It is not a competition, but it is a bit of a game.
- If you cannot negotiate for the present, negotiate for the future. If the salary is not what you would like, ask if your review cycle can be shortened.
- Ask for an offer letter detailing the terms of employment, reporting relationships, compensation package, etc. If the company hesitates to write an offer letter, it is appropriate to write a letter outlining your understanding of the offer. Bottom line is: get it in writing!
- Be alert if asked the question, “*What is/was your present/last pay?*” This should really have no bearing on the current job or their needs. They have a range in mind. If your last total compensation was lower than their range, they will use that to offer you a lower salary. If your last pay was higher, it is your issue to negotiate their range up. Executive compensation is all about the total package in terms of value. Consider all component parts to make a decision on the adequacy of the offer.
- If you have several items to negotiate, it sometimes is a good idea to put them all on the table. This way, the employer may agree to give you what you want at the time, without fear of you introducing ‘one more’ item. (No one wants to feel they are being “played.”) You might want to set the agenda yourself, by saying something like, “*There are four items I would like to discuss.*” This is a risky strategy, so you will have to play it by ear and decide if it fits the situation and the players!
- Do not tell others about your new job until the offer is finalized and you actually have a signed agreement in place. When you do, make sure to let everyone who helped you in your search know about your new firm and job title.
- If you have been presented by an executive recruiter and negotiations have been channeled through him or her, they may be able to assist you in getting a better offer. Most will communicate your requests to the proper parties and frequently know what compensation and terms/conditions are customary and normal within the industry. This can be enormously valuable. But remember that recruiters work for the employer and not you; they should keep an arm’s length distance between the two parties.
- Do not be afraid to say “no” to a final offer that really does not feel right to you. You will not perform well in a position in which you feel you are inadequately compensated and respected.

## Looking at Offers Analytically

If you have done well in your job search, **you may find yourself in the fortunate position of evaluating more than one offer!** To decide between one offer and another, sometimes it helps to have a formula to compare them with an analytical eye.

Try this exercise, which you began early on during self-assessment. Imagine your ideal job. Where are you working? What activities are you doing? With whom are you working?

**Consider the work factors that are most important to you:**

Long-term opportunities for advancement	Daily contact with many people
Opportunity for challenges	Educational opportunities
Higher pay and benefits	Regular working hours
Convenient location	Opportunity to make an impact
Recognition	Stability/security
Employer culture and strength of co-workers	Small company
Support from other senior executives or board	Fast-paced
Varied activities/open to alter tasks	Positive work environment
Environment conducive to family life	Use of management skills

A	B	C
Must Have	Want To Have	Icing on the Cake
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Review your list and **determine your top 10 desired work factors. Prioritize them** (giving the most important, a score of 10) and enter them in the left column of the *Job Analysis* form.

You will likely need to make some decisions about what you would sacrifice to gain another benefit. **For example:**

Would you take a job that was closer to home even if the pay was lower than your goal? What is more important for you: Flexible hours or opportunity to grow within the organization? Variety of tasks or a sense of stability? An open mindset about making suggestions or changes?

Utilizing this **Job Analysis form**, your list is now ready to be evaluated for: 1) Potential positions you may be considering...*OR*, 2) Actual jobs for which you have interviewed. As you consider different positions, measure the position's qualities against your original scores:

Orig. Score	Future Job Qualities	Job #1		Job #2	Job #2
		Rating Score	Multi-Score	Rating Score	Multi-Score
10					
9					
8					
7					
6					
5					
4					
3					
2					
1					
Total:					

Rate each quality for each job on a scale of 1-10, 10 being the highest.

- 1) Multiply the **Rating Score** by the **Original Score**.
- 2) Total the “multiplied” column.
- 3) **Compare the totals**.

The numbers should give you a clearer picture of which job has the most of what you want.

***Example Job Analysis: 550 highest possible score***

Orig. Score	Future Job Qualities	Job #1		Job #2
		Rating Score	Multi-Score	Rating Score
10	Use Management Skills	10	100	
9	High Pay	5	45	
8	Challenging	9	72	
7	Conductive to Family Life	2	14	
6	Close to Home	5	30	
5	Daily Contact with People	10	50	
4	Small Company	8	32	
3	Recognition	5	15	
2	Fast Paced	10	20	
1	Educational Opportunity	8	8	
Total:			386	

**Your success in handling multiple opportunities** includes not only evaluating your best option, but also in pushing the firm you prefer to make the offer.

Consider a situation in which you have been made an offer with one organization, but prefer to work at another that has not invited you on board. There is not much you can do; however, the following actions may help:

- Talk with the preferred company to see if they can fast-track their process.
- Alert the preferred organization that you have been made an offer by another firm.
- Buy as much time as you can from the first firm within which to respond to their offer.

## **Final Thoughts**

As you reach this stage of your search, you have many things to gain and some to potentially lose. Remain polite and professional, know what you need, ask for it and avoid the mistakes commonly made by many who enter negotiations. Also, since duties of senior executives frequently involve the spouse or significant other, make sure that this individual is on board and up to the task.

### **The Most Commonly Made Mistakes When Negotiating**

1. Talking about money too soon.
2. Believing, “If I want the job, I’d better take what I’m offered.”
3. Not finding out what matters most to your employer/interviewer.
4. Allowing potential employers to tell you what is fair (instead of you researching the issue).
5. Focusing on salary alone, rather than the whole package.
6. Thinking, “I’ll get more later, when they see how good I am.”
7. Thinking that you should get more because you “need” more...a weak rationale.
8. Abandoning negotiations when you feel uncomfortable.
9. Negotiating without any practice beforehand.

***“So figure out what you want. And then ask for it.”***

***— Gail Collins***

**CHAPTER 9**  
**PROACTIVE BEGINNINGS**

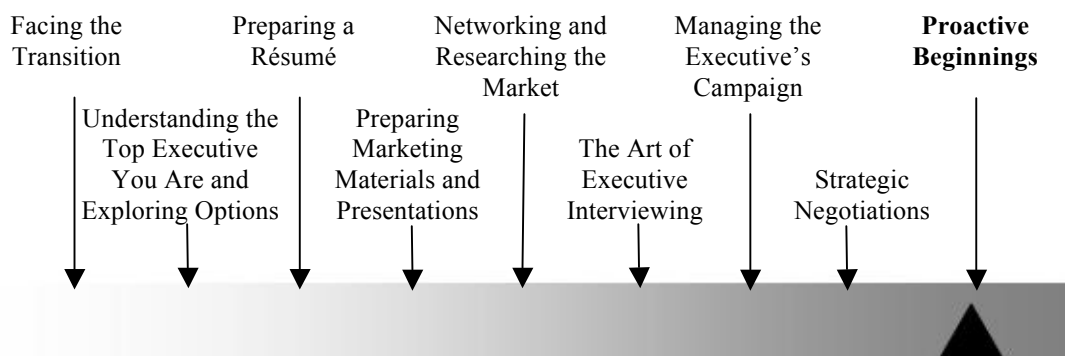
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## Chapter Overview

You've made it! You've achieved a new position, and your career-transition phase is over ... or is it? You want this new job to be a success, but that will depend on your attitude and strategies as you start your new position. In this chapter, you will learn to:

- \* *Bring closure to your job search.*
- \* *Prepare for a good first impression.*
- \* *Establish expectations, goals, and understand the corporate culture.*
- \* *Develop and grow alliances.*
- \* *Create action plans.*



# Proactive Beginnings

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*“What we call the beginning is often the end. And to make an end is to make a beginning. The end is where we start from.”*

— *Thomas Sterns Eliot*

Congratulations! You’ve reached a new beginning! It’s an exciting time, as well as a great relief to have completed the job search. To put yourself in the right frame of mind for success, keep a positive, optimistic outlook, re-read your résumé and remind yourself of the strengths you are bringing to your new position, which is a new chapter in your life.

Also bear in mind that the more you know, the better armed you are to succeed. You already have a great deal of awareness about the company based on your extensive research and your interview experience. Now it is time to get down to work, which is as true for your new colleagues, as it is for you.

## ▣ **Bringing Closure to the Job Search**

Wrap up your career transition by retaining the mentality that carried you through the job search process. You have put a great deal of time and effort into establishing leads, making contacts and receiving assistance from your references. Maintaining contact with these individuals will be helpful for professional growth and future job searches. **After all the time spent networking, do not forget about those you met and those who helped you along your way.**

- **Continue your campaign activities** until you are actually in the new position. Do not stop networking nor inform any prospective employers about your new position until you are on the job or up to 90 days after your start date.
- Upon starting your new position, **contact the companies** with which you have had serious discussions or negotiations to inform them of your decision. Also, contact **recruitment firms and agencies** with which you interfaced, informing them of your news. Try to do so in a manner that will allow you to comfortably work with them again, should the need arise. Think of it as a courtesy.
- **Call and write thank you letters** to each of the individuals who agreed to provide **references** for you. Let them know of your decision and how much you appreciate their support. Include **your new business card** when you have one.
- Write a personal letter or email to each of your **networking contacts** informing them of your new position and thanking them for their interest and assistance. (This helps to build goodwill, and that is a resource without a price!)
- **Be sure to update your LinkedIn profile with your new position.**
- **Set up a method to stay in touch with your network.** As you read articles or spot news about any of your contacts or their companies, write to them. They will be glad to hear from you and you *will have continued* to establish a positive relationship with them.



## ▣ Those First Few Days

Success in your new job can be greatly impacted by the events of the first few days, weeks, and months. As the saying goes, you never have a second chance to make a first impression. You obviously made a good impression with the people who were instrumental in your hiring, but now it's time to meet the rest of the company.

First impressions can significantly impact your future success with the organization so this is the time to be on your best behavior.

- Visualize how you plan to meet people.**
- Begin to identify the culture of your new organization.**
- Establish jointly with the employer what your responsibilities, expectations and priorities are, using what you were told during the interviewing process.**
- Develop effective working relationships with others.**
- Develop a plan, establish visible goals, and set timetables for both organizational achievement and personal growth.**

## ▣ Visualize How You Plan to Meet and Work with People

- In your mind, walk through the initial meeting, imagining what you will say, your body language, your eye contact, your handshake, walk and posture.
- Even if your company has a casual dress code, dress in the manner in which you want people to perceive you, as you would meeting an important client or executive. Your attire should reflect your position – as a leader.
- Arrive early and leave late. Do not take any days off, if at all possible.
- Do not take long lunches or choose to work at home. Accept all invitations to lunch. **Be very PRESENT** in your new position.
- Never speak badly of past employers or associates.
- Move carefully and cautiously during your first few weeks. Do not refer to your previous position in terms of, “**This is how we used to do it.**” or, “**That never worked in my old job.**” *That was then, and this is now.* If you have those thoughts internally, keep them to yourself!
- Show an interest in committees and group projects. It is a great way to get better acquainted. Remember names and titles and demonstrate your support and experience. Look for opportunities to make a special contribution without stepping on anyone's toes.

## **□ Begin to Identify the Culture of Your New Organization**

This is fundamentally the working and relational behaviors of the organization, your executive team, associates and your own staff.

You probably acquired an initial idea of how the firm operates when you first interviewed. Upon entering the new environment, you need to fully understand its culture and language to be successful. A secret language, even a particular sense of humor, is part of every organization. *Until you are more familiar, it might be wiser to just listen and observe.*

Ralph C. Medley was right: “Whatever your grade or position, if you know how and when to speak, and when to remain silent, your chances of real success are proportionately increased.”

**Every organization has a hidden culture that can only be identified through experience.** You have to live the culture to discover it. Following are some of the important questions that may help you to identify the hidden, though *eventually apparent*, culture.

- What is valued in this organization?
- What work ethic and thought processes are valued?
- What are employees rewarded for?
- Your work ethic might be exemplary, but is it one that is valued in this organization?
- Are people valued for getting things done, or are they valued for teamwork?
- Is getting along the key, or are those people who take a radical stand and delve into new opportunities valued?

**The leading reason new Presidents/CEOs fail in a job is because they don’t take time to get to know the company, its people, and its culture.** They know how to do the job; the problem is they leave bodies scattered in their wake as they move through the company like a torpedo.

## **■ Understand Responsibilities, Expectations, Priorities**

Establish what your responsibilities, expectations, priorities and timetables are to be. While your boss is clearly established in the organization, you are the new kid on the block and your position is fragile at this point. Do you really know what your employer expects or needs?

- **One good strategy is to ask your employer for regular meetings** throughout the first three months to ensure you are on the right track.
  - **It is as much *up to you*** as it is to your employer to determine and firmly establish expectations. (While you may have a job description, these are often wish lists rather than a practical, measured or logical description of what really needs to be done.)
  - Understand expectations in both immediate **short-term and long-term** outlooks and make sure they are as quantifiable as possible.
  - Make sure you clearly understand your employer's priorities and make them yours.
  - When you meet with your employer to clarify your responsibilities, make sure you are as organized and prepared as you were for your interview!
  
- **Figure out what kind of working relationship your employer prefers:**
  - How your employer likes to receive communication and how frequently:
    - Detailed, regular updates or information only when something is completed?
    - Verbally? Electronically? Face-to-face? Immediately? At project check points?
  - How you are expected to handle situations: for example, take charge and make decisions on your own, ask for advice/permission or get project team consensus?
  - Which projects and subject areas are most important to your employer.
  - What his/her communication style is (e.g., their Myers-Briggs or I-Speak type) and understanding that, how will you be able to communicate more effectively?

## **■ Establish Contacts and Credibility Early**

**You will need to connect with all levels of employee, customer and supplier to build productive alliances and to establish your credibility** as quickly as possible. (If you successfully employed your network of contacts to locate this job, you already understand the power of relationships.)

Alliances can serve as a key component in your ability to successfully contribute to the organization. In addition, developing positive working associations can cement others' on-going cooperation and future support. **However, take a few weeks to get to know everyone before you make alliances.** By then, you will have had the opportunity to observe people in action, learn the history of past associations and determine the direction you want to take. For now, be friendly to everyone; just don't pick favorites. Play the political game, shaking hands on both sides of the aisle.

To build effective relationships, try to find answers to the following questions as quickly as possible:

- Who are the key people that you need to align with?
  - Who are the people in your new organization who seem to be leaders – not necessarily by title status, but by who carries influence? Where is the hidden power?
  - Who seems to be *thought* leaders in the organization?
  - Who carries the most weight with the organization's customers?
  - Who seems to get things done?
  - Who are the individuals who are always networking within and outside of the organization?
- Is there anything happening in the organization that you should be aware of?
- How does your work fit into the overall goals of the organization? To what degree do you have to rely on cooperation from other departments and people? Are there any resource constraints?
- Do you understand the level of freedom or support that your reporting staff assumes? What are they working on, what are their commitments, what are their backgrounds and what assistance (if any) do they require?
- How about your board members and immediate subordinates – what working relationships can you build? How do your responsibilities fit in with theirs, and are there any ways in which you can collaborate for mutual success?

***Keep in mind*** that success in a position often rides less on what you know in terms of concrete skills than on your ability to get along with others, establish trustful working relationships, and to give your employer and the company what they need to be successful.

## ▣ Develop a Plan

**Create a life and career plan.** Decide where you want to go and how you plan to get there. Use your imagination to envision the possibilities for your life and realize that your work is a means of moving you toward those possibilities.

If you do not yet have one, you will be glad that – down the road – you invested this time creating a life and career plan. Now more than at any other time, you will be able to keep the whole picture in clear view. Set long range goals with strategic points along the way and you will never grow tired or bored as you witness your progress toward achieving them.

***Right now is the time to set goals for yourself***, particularly in this position, but also as you see yourself going forward in the future, as well. What are reasonable and attainable goals?

- **Though you cannot always depend on your employer or the company to take responsibility for your professional growth**, you should identify and select additional education or training from which you need or would benefit.
- Set goals that are **SMART**: Specific, Measured, Actionable, Realistic and Time-based.
- Make sure your goals move you forward professionally or provide a more comprehensive foundation for future opportunities.
- Review and update your career goals on a consistent basis.
- Research *possibilities*.
- Establish **time lines and guideposts** for recognizing when you have reached each step toward your goals.
- **DO ESTABLISH GOALS!**

**Set your goals high.** A goal must be worth the extra effort it takes to achieve it in order to feel that wonderful sense of accomplishment when you get there.

If your goals are just a little beyond what you believe you can achieve, you will be stretching your limits to attain them – with results that will be that more meaningful. Each goal should show a real sense of growth as it provides a stepping stone for the next.

Finally, in starting this new phase of your life, you are also being offered an **opportunity for important self-discovery** – to examine where you have been and what you have learned. Reflect on things that you could have done differently in your past position and decide ...

- Would you do things differently if you had it all to do over again?
- What lessons did you learn and are you keeping them in mind as you start your new position?

## **□ Keep Your Goals Viable and Visible**

It is very important for you to make the effort to grow personally and professionally on the new job. **Maintain your network** of contacts and **focus on personal and professional development** – three of the most important activities you can do to remain in charge of your career and continue its momentum.

Before you choose to leave your position in the future to search for a new one, or “the needs of the business,” eliminates your position, engage in the following activities:

- Give serious consideration in having an **Executive Coach** – someone impartial – who will help keep you focused and accountable for your growth and success.
- Be aware of your **current capabilities** and how best to utilize them.
- Identify **new skills or knowledge** that you need to learn.
- Enroll in a **professional development** program; attend a seminar, go to a meeting, etc., to improve in this area.
- Follow a long-term career path with **specific goals** in mind.
- **Keep up with changes in your profession and industry.** Develop an awareness of the global implications of your career field.
- Engage: **join professional organizations**, attend regular meetings, offer to write articles or volunteer to speak at meetings.
- If **community service** is valued at your new employer, or if it is helpful in leveraging community contacts for business reasons, join and actively participate.
- Establish a plan and schedule for maintaining **regular contact with your references and professional contacts.**
- **Keep your résumé up-to-date** and recent accomplishments documented.

If you have participated in these activities, you will have far less to worry about when your next career transition and job search occurs.

**Life and Career Plan templates** are provided for your use in Chapter 10 – Professional Resources, including:

- Six Month Start-Up Plan.
- Your 1-Year / 5-Year Action Plan.
- Life Action Plan.

***“Of course there is no formula for success except perhaps an unconditional acceptance of life and what it brings.”***

**— Arthur Rubinstein**

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# **CHAPTER 10**

## **PROFESSIONAL RESOURCES**

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## PROFESSIONAL RESOURCES

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## CAR (Accomplishment Story) Worksheet

**Exercise directions:** Think of an experience that would be transferable to a new position, and use this template to define one of your proudest accomplishments. Focus on action verbs to introduce each of your accomplishments. Upon completion, review these with your coach.

<b>CHALLENGE / PROBLEM OPPORTUNITY</b> <i>What was the problem?</i>	<b>ACTION</b> <i>What actions did you take?</i>	<b>RESULT</b> <i>(\$, %, ##) What were the results?</i>
<b>SKILLS USED</b> <i>What skills did you use?</i>		

## ACCOMPLISHMENT STATEMENT EXAMPLES

- Overhauled an obsolete control system by incorporating end-user ideas, eliminating expensive production delays.
- Creatively maximized a limited budget to successfully organize a series of monthly up-scale networking dinners for groups of 20.
- Improved on-time shipments from 67% to 81% in less than one year by helping client discover, measure and resolve unnecessary costs.
- Managed a successful project for 80 prominent business leaders; customized schedules, handled all event logistics and details, hired caterers, maintained media support, completing on time and on budget.
- Led a cross-functional team to implement a new production line methodology that significantly increased production volumes, required fewer personnel and improved inventory control.
- Reduced inventory from \$60M to \$44M in two years by converting an antiquated inventory system into a state-of-the-art process that also improved customer fill rates and was instrumental in maintaining sales growth.
- Initiated a solution to an ongoing production bottleneck by cross-training key employees in proactive equipment maintenance that significantly reduced expensive on-call service expenses and dramatically reduced downtime.
- Recovered over \$10M in outstanding accounts receivable by forming a high-level team and devising / implementing a streamlined collection process and installing a preventive procedure for continuous collection.
- Streamlined an antiquated manual time and attendance system into a user-friendly computerized process that saved up to 120 hours per week, while eliminating input errors.
- Initiated / led the introduction of an aggressive and comprehensive sales and marketing strategy, generating company recognition and increased product awareness in an untapped market.
- Originated, developed and recommended a unique solution to product consolidation that reduced manufacturing expense and was projected to deliver additional annual revenue of \$42M.
- Devised/implemented an innovative process that improved response time to global customers by 95%.
- Revamped an expensive gear-replacement process by using recycled materials that saved 15-40% per gear for an annual total of more than \$25K.
- Collected more than \$1.3M within eight months by initiating a process to review/monitor past due accounts that was implemented in other divisions and was adopted as a corporate best practice.
- Maximized company's profitability by recommending / implementing a "just-in-time" inventory system, increasing turns from 2.5 to 7, in a single year.
- Chaired two original United Way fundraising events, which motivated a 9% participation increase and a 300% increase in contributions. Both events exceeded company records / expectations and provided a platform for future corporate fundraising events.

## ACCOMPLISHMENT STATEMENT EXAMPLES

- Successfully diagnosed / resolved a complex software challenge, ensuring retention of a key new customer.
- Created a team to leverage a creative workstation design in a tight space that satisfied a high-profile client's needs, utilized all usable space, met functional requirements, solidified the business relationship and ensured future orders.
- Negotiated a satisfying resolution to a breach of contract claim, avoiding high-risk litigation costing potentially \$40K-60K in legal fees.
- Reduced cost of benefits administration by 75% by launching/managing an online enrollment process that provided self-service functionality.
- Re-engineered / improved an outdated procedure for the check-writing and reimbursement process, resulting in more timely payment to vendors.
- Led an extensive cost-saving program from inception to implementation, utilizing LEAN manufacturing principles that could save up to \$2M in raw material costs annually.
- Conceptualized, planned, and managed the consolidation of two separate medical offices into one five-physician practice, generating 6,000 new patients and \$1.8M in revenue.
- Initiated/designed a simplified process that provided a seamless enrollment experience for new clients, improved retention rates and dramatically enhanced customer satisfaction.
- Executed a first-of-its-kind system that tracked over 100 advertising agency contracts with greater accuracy and significantly minimized potential liability.
- Expedited a demanding talent selection process that cut standard hiring time in half, and met 100% of quality metrics/ sales goals for all 12 new hires after six months.
- Reduced reported control deficiencies by 90%, structuring and implementing new control matrices in an environment where none previously existed.
- Sponsored / promoted end-user training of new operational software, achieving 100% classroom attendance and overall end-user acceptance of new program.
- Successfully developed / implemented a comprehensive Risk Assessment Program in an aggressive 30-day timeframe that met all Federal requirements and exceeded expectations of the Board of Directors/senior management.
- Partnered with a key client to cleverly diversify their product portfolio, designing and negotiating a creative plan which increased visibility by 3 – 5%, and increased revenue by 10%.
- Reduced annual operating costs by more than \$200K by initiating/implementing a strategy to centralize eight separate accounts payable departments into one standardized division with a centralized reporting process. Collaborated with key stakeholders to successfully overcome cultural objection to the new structure.
- Reduced overall report preparation time by 75% by replacing a manual, error-prone reporting process into an automated system of Microsoft Excel that enabled spreadsheets to import data directly from mainframe and improved reporting accuracy by over 95%.
- Increased sales by over 150% within six weeks by transforming a generic, lackluster email blast campaign into a highly-effective initiative, specifically targeting profitable clients that purchased within the last 90 days.

## ACCOMPLISHMENT STATEMENT EXAMPLES

- Executed a spectacular and unique dinner event for 56 board members, cultivating harmonious working relationships with vendors and staff to ensure a seamless evening.
- Initiated an efficient plan to convert data files to a new Account Management System, saving up to five times what the cost would have been without this plan.
- Motivated plant personnel to resolve receiving and pricing issues quickly that resulted in successfully and consistently reducing monthly payables to the minimum standard.
- Maximized learning and facilitated relationship building opportunities by planning/executing a focused national sales meeting that was delivered on target and without unnecessary distractions.
- Identified/investigated a \$4.6M accumulating loss in State Aid reimbursements; designed a metric and proposed a solution which elevated the importance of the problem and resulted in a \$2.1M reduction of accounts receivable within 90 days.
- Improved productivity and saved time by stepping up to guide a new outside consultant through a complicated network scanning feature process.
- Led a team of internal executives, outside legal counsel and business people to acquire a \$1.4B competitor. Managed SEC negotiations, union contract issues and financing requirements and closing the deal in record time without shareholder issues, regulatory concerns or litigation
- Led high-level team to migrate parent company and all subsidiaries into a common accounting system with consistent reporting, reducing time for month-end reports by 8 days saving over \$2.5M in staff costs and outside audit review expenses in the first year of operations.
- Negotiated the sale of a 450K square foot corporate headquarters in Philadelphia, PA to a real estate investment trust realizing a gain on the sale of over \$32M.

# RÉSUMÉ TEMPLATE – PREPARATION WORKSHEET

Full Legal Name: \_\_\_\_\_

Address: \_\_\_\_\_

City / State / Zip: \_\_\_\_\_

Home Phone #: \_\_\_\_\_ Alternate # \_\_\_\_\_

Email: \_\_\_\_\_ Web URL \_\_\_\_\_

**Objective** *(This is generally used for career changers)*

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## Summary of Qualifications Statement

Remember to include:

- Areas of expertise: key skills, knowledge, talent, experience
- Types of industries in which you have worked
- Business characteristics
- Adjectives and phrases that best describe how you work

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### *Technical Skills*

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◆	◆
◆	◆
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# RÉSUMÉ WORKSHEET – CURRENT WORK EXPERIENCE

For: (Your Name) \_\_\_\_\_

**Name of Company 1:** \_\_\_\_\_  
(Most recent company)

City / State \_\_\_\_\_

Type of Industry \_\_\_\_\_

Original Hire Date (year) \_\_\_\_\_

**Job Title (most recent position)** \_\_\_\_\_

Start Date for Last Position \_\_\_\_\_ End Date for Last Position \_\_\_\_\_

## Duties & Responsibilities:

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## Major Accomplishments:

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# RÉSUMÉ WORKSHEET – CURRENT WORK EXPERIENCE

For: (Your Name) \_\_\_\_\_

Same Company: \_\_\_\_\_

*Previous Position Job Title* \_\_\_\_\_

Start Date for Previous Position \_\_\_\_\_ End Date for Position \_\_\_\_\_

## Duties & Responsibilities:

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## Major Accomplishments:

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# RÉSUMÉ WORKSHEET – PAST WORK EXPERIENCE

For: (Your Name) \_\_\_\_\_

Name of Company 2: \_\_\_\_\_  
(Previous company)

City / State \_\_\_\_\_

Type of Industry \_\_\_\_\_

Original Hire Date (year) \_\_\_\_\_

**Job Title (previous position)** \_\_\_\_\_

Start Date for Previous Position \_\_\_\_\_ End Date for Position \_\_\_\_\_

## Duties & Responsibilities:

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## Major Accomplishments:

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# RÉSUMÉ WORKSHEET – PAST WORK EXPERIENCE

For: (Your Name) \_\_\_\_\_

**Name of Company 3:** \_\_\_\_\_  
(Previous company)

City / State \_\_\_\_\_

Type of Industry \_\_\_\_\_

Original Hire Date (year) \_\_\_\_\_

**Job Title (previous position)** \_\_\_\_\_

Start Date for Previous Position \_\_\_\_\_ End Date for Position \_\_\_\_\_

## Duties & Responsibilities:

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## Major Accomplishments:

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# RÉSUMÉ WORKSHEET – PAST WORK EXPERIENCE

For: (Your Name) \_\_\_\_\_

**Name of Company 4:** \_\_\_\_\_  
(Previous company)

City / State \_\_\_\_\_

Type of Industry \_\_\_\_\_

Original Hire Date (year) \_\_\_\_\_

**Job Title (previous position)** \_\_\_\_\_

Start Date for Previous Position \_\_\_\_\_ End Date for Position \_\_\_\_\_

## Duties & Responsibilities:

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## Major Accomplishments:

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# RÉSUMÉ WORKSHEET - EDUCATION / OTHER

For: (Your Name) \_\_\_\_\_

**Type of Degree / Major** \_\_\_\_\_  
(Highest Degree Earned)

Area of Concentration \_\_\_\_\_

School Name \_\_\_\_\_

Location (City / State) \_\_\_\_\_

Scholarships / Awards \_\_\_\_\_

Memberships / Assoc. \_\_\_\_\_

**Type of Degree / Major** \_\_\_\_\_  
(Next highest degree earned)

Area of Concentration \_\_\_\_\_

School Name \_\_\_\_\_

Location (city / state) \_\_\_\_\_

Scholarships / Awards \_\_\_\_\_

Memberships / Assoc. \_\_\_\_\_

## OTHER

Continuing Education: \_\_\_\_\_

\_\_\_\_\_

Professional Development / Training: \_\_\_\_\_

\_\_\_\_\_

Awards / Special Recognition: \_\_\_\_\_

\_\_\_\_\_

Professional Associations: \_\_\_\_\_

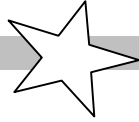
\_\_\_\_\_

Community Leadership Roles: \_\_\_\_\_

\_\_\_\_\_

Military Service: \_\_\_\_\_

\_\_\_\_\_



## WILLIAM R. JONES

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[wrjones@hotmail.com](mailto:wrjones@hotmail.com)

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### PROFESSIONAL SUMMARY

**Executive Vice President - National Sales Director** managing a nationwide team of 10 regional sales managers and over district 450 sales representatives. Deep knowledge of products and processes to foster supportive relationships that leads to customer satisfaction and profitable opportunities. Out of the box thinker with complete support of Board of Directors and whose results have increased profits and pioneered effective new techniques.

*"Develop customer acceptance through industry knowledge and relationships."*

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### PROFESSIONAL EXPERIENCE

**Shiplely Unlimited** Portland, OR 2006-2014  
*Produce specialty materials/chemicals for electronics, industrial coatings, and plastics. \$5.7 billion annual sales; 18,000 employees.*

#### EXECUTIVE VICE PRESIDENT - NATIONAL ACCOUNT DIRECTOR

Handled manufacturing accounts and distribution throughout the Pacific Northwest including Merix, Tyco and TTM; up to \$18 million annual sales.

- Increased regional sales 21% within first two months by using industry knowledge and process techniques to improve quality at region's second largest customer.
- Performed controlled process change tests to understand how quality would improve / decrease through use of higher technology product designs – as a result, stayed ahead of competition and increased customer quality levels.
- Managed daily purchase orders and deliveries during a corporate wide SAP software conversion and maintained a delivery status above 95% during the conversion.
- Analyzed customer order patterns and set-up weekly JIT deliveries directly from the manufacturing facility which lowered warehousing costs by 75%.
- Formed a cross-functional team to implement a new product version and achieved a 20% customer process yield and process latitude improvement.
- As District Manager, guided region's Technical Engineers in maintaining the quality of processes and determining how to benefit customers with other products.

**GF Plastic** Chicago, IL 2005-2006  
*Leading global manufacturer and distributor of plastics resins and shapes. \$126 billion annual sales; 300,000 employees.*

#### SENIOR VICE PRESIDENT - TECHNICAL ACCOUNT MANAGER

Managed high technology manufacturing accounts throughout Midwest Region, including Honeywell and Litton Industries, while collaborating with Market Development to have high end product applied to design specifications; resulting in up to \$4 million annual sales.

**SENIOR VICE PRESIDENT - TECHNICAL ACCOUNT MANAGER (CONTINUED)**

Rebuilt strained customer relationship through daily status reports and updated specification documents at manufacturing facility. Corrected repetitive errors, opened opportunities, decreased rigidity when expectations were not met, and kept competition at bay.

- Collaborated with Field Market Development team to specify GF's product on Original Equipment Manufacturers project blueprints; provided sales team inside track on blueprint specifications and volumes, resulting in accurate project quote and increased sales.
- Lobbied for higher customer inventory levels and requested future order information to accurately estimate product and volume levels for 13 week period, which significantly reduced late shipments and gained up-front manufacturing time.
- Improved customer satisfaction and supported lower technology business by training Sales and Customer Engineering staffs in process control and defect analysis at customer site.
- Guided customer and supplier team into making process changes that enhanced product quality and reliability; revealed microscopic reactions that occurred from their procedures and steered them toward a better process test plan / thought methodology.

**Tapco Associates**

Chicago, IL

2003-2005

*Distribution / repackage of consumables for the printed circuit and metal finishing industries. \$80 million annual sales; 1,250 employees.*

**VICE PRESIDENT - TECHNICAL SERVICES MANAGER**

Managed over 30 small and midsize manufacturing accounts throughout Chicago and provided technical resources to remainder of sales staff; up to \$4 million annual sales.

- Increased sales from \$1.8 million to \$4 million over 18 months through use of process knowledge, product capabilities and strong relationships in the industry.
- Initiated customer quality meetings: reviewed defective products and successfully identified what process / product failed, decided what change to implement / tests to perform to keep the defect from reoccurring.
- Organized training sessions for client Quality, Manufacturing and Engineering Departments on updated product process parameters and techniques that empowered division to improve processes and reduce defects.
- Streamlined customer purchasing by placing a set amount of unbilled material (based upon historical needs,) in their warehouses; quantity levels were checked biweekly for speedy billing and replenishment.

**EDUCATION**

**BS - Chemical Engineering, University of Illinois**



## WILLIAM R. JONES

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Portland, Oregon 97444

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(503) 999-0320  
wrjones@hotmail.com

### PROFESSIONAL SUMMARY

**Executive Vice President - National Sales Director** managing a nationwide team of 10 regional sales managers and over district 450 sales representatives. Deep knowledge of products and processes to foster supportive relationships that leads to customer satisfaction and profitable opportunities. Out of the box thinker with complete support of Board of Directors and whose results have increased profits and pioneered effective new techniques.

*"Develop customer acceptance through industry knowledge and relationships."*

### SELECTED ACCOMPLISHMENTS

#### *Sales and Marketing Leadership*

- Increased regional sales 21% within first two months by using industry knowledge and process techniques to improve quality at region's second largest customer.
- Rebuilt strained customer relationship through daily status reports and updated specification documents at manufacturing facility. Corrected repetitive errors, opened opportunities, decreased rigidity when expectations were not met, and kept competition at bay.
- Collaborated with Field Market Development team to specify our product on Original Equipment Manufacturers project blueprints; provided sales team inside track on blueprint specifications and volumes, resulting in accurate project quote and increased sales.
- Increased sales from \$1.8 million to \$4 million over 18 months through use of process knowledge, product capabilities and strong relationships in the industry.
- Initiated customer quality meetings: reviewed defective products and successfully identified what process / product failed, decided what change to implement / tests to perform to keep the defect from reoccurring.

#### *Technical Support*

- Performed controlled process change tests to understand how quality would improve / decrease through use of higher technology product designs – as a result, stayed ahead of competition and increased customer quality levels.
- Organized training sessions for client Quality, Manufacturing and Engineering Departments on updated product process parameters and techniques that empowered staff to improve processes and reduce defects through individual contributions.

#### *Distribution and Purchasing*

- Managed daily purchase orders and deliveries during a corporate wide SAP software conversion and maintained a delivery status above 95% during the conversion.
- Analyzed customer order patterns and set-up weekly JIT deliveries directly from the manufacturing facility which lowered warehousing costs by 75%.
- Streamlined customer purchasing by placing a set amount of unbilled material (based upon historical needs,) in their warehouses; quantity levels were checked biweekly for speedy billing and replenishment.







**WILLIAM R. JONES**

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Portland, Oregon 97444

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(503) 999-0320  
wrjones@hotmail.com

**PROFESSIONAL SUMMARY**

**Top Sales and Marketing Executive** who uses knowledge of products and processes to foster supportive relationships that lead to customer satisfaction and profitable opportunities. Out of the box thinker whose results have increased profits and pioneered effective new techniques.

*“Develop customer acceptance through industry knowledge and relationships.”*

**PROFESSIONAL EXPERIENCE**

**Shipley Unlimited** Portland, OR 2005-2014  
*Produce specialty materials/chemicals for electronics, industrial coatings, and plastics. \$5.7 billion annual sales; 18,000 employees.*

**EXECUTIVE VICE PRESIDENT - SALES & MARKETING**

Handled manufacturing accounts and distribution throughout the Pacific Northwest including Merix, Tyco and TTM; up to \$90 million annual sales.

***Sales and Marketing***

- Increased worldwide sales 21% within first two months by using industry knowledge and process techniques to improve quality with company's 25 largest customers.

***Technical Support***

- Charged Technology Partners to conduct controlled process change tests to understand how quality would improve / decrease through use of higher technology product designs – as a result, stayed ahead of competition and increased customer quality levels.

***Distribution and Purchasing***

- Authorized Project Team to improve daily purchase orders and deliveries during a corporate wide SAP software conversion and maintained a delivery status above 95% during the conversion.
- Created team to analyze customer order patterns and set-up weekly JIT deliveries directly from the manufacturing facility which lowered warehousing costs by 75%.

***Management and Leadership***

- Formed a cross-functional team that implemented a new product version and achieved a 20% customer process yield and process latitude improvement.
- Guided region's Technical Engineers in maintaining the quality of processes and determining how to benefit customers with other products.

**GF Plastic** Chicago, IL 2004-2005  
*Leading global manufacturer and distributor of plastics resins and shapes. \$126 billion annual sales; 300,000 employees.*

**SENIOR VICE PRESIDENT - DIRECTOR OF SALES AND MARKETING**

Managed a team of 10 Regional Marketing Managers selling product to high volume technology manufacturing accounts nationwide, including Honeywell and Litton Industries, while collaborating with Product Development to have high end product applied to design specifications; resulting in up to \$80 million annual sales.

**VICE PRESIDENT - DIRECTOR OF SALES AND MARKETING (CONTINUED)**

***Sales and Marketing***

- Rebuilt strained customer relationship through daily status reports and updated specification documents at manufacturing facility. Corrected repetitive errors, opened opportunities, decreased rigidity when expectations were not met, and kept competition at bay.
- Collaborated with Field Market Development team to specify GF's product on Original Equipment Manufacturers project blueprints; provided sales team inside track on blueprint specifications and volumes, resulting in accurate project quote and increased sales.

***Distribution and Purchasing***

- Lobbied for higher customer inventory levels and requested future order information to accurately estimate product and volume levels for 13 week period, which significantly reduced late shipments and gained up-front manufacturing time.

***Management and Leadership***

- Improved customer satisfaction and supported lower technology business by training Sales and Customer Engineering staffs in process control and defect analysis at customer site.
- Guided customer and supplier team into making process changes that enhanced product quality and reliability; revealed microscopic reactions that occurred from their procedures and steered them toward a better process test plan / thought methodology.

**Tapco Associates**

Chicago, IL

2002-2004

*Distribution/repackage of consumables for printed circuit and metal finishing industries. \$20 million annual sales; 50 employees.*

**DIRECTOR - TECHNICAL SERVICES**

Managed over 30 small and midsize manufacturing accounts throughout Chicago and provided technical resources to remainder of sales staff; up to \$22 million annual sales.

***Sales and Marketing***

- Increased sales from \$1.8 million to \$4 million over 18 months through use of process knowledge, product capabilities and strong relationships in the industry.
- Initiated customer quality meetings: reviewed defective products and successfully identified what process / product failed, decided what change to implement / tests to perform to keep the defect from reoccurring.

***Technical Support***

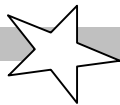
- Organized training sessions for client Quality, Manufacturing and Engineering Departments on updated product process parameters and techniques that empowered them to improve processes and reduce defects through their own efforts.

***Distribution and Purchasing***

- Streamlined customer purchasing by placing a set amount of unbilled material (based upon historical needs) in client warehouses; quantity levels were checked biweekly for speedy billing and replenishment.

**EDUCATION**

**BS - Chemical Engineering, University of Illinois**



# DAVID DUNCAN

1234 Main Street, Cincinnati, Ohio 45220 • 513-555-1234 • [davidduncan@gmail.com](mailto:davidduncan@gmail.com)  
[linkedin.com/in/davidduncan](http://linkedin.com/in/davidduncan)

## SALES MANAGEMENT & BUSINESS DEVELOPMENT EXECUTIVE

Strategic Vision  Customer Focus  Solution-Selling Culture  Sales Training

*Deliver strong and sustainable financial results in highly competitive markets*

Used leadership, coaching, persuasive communication and sophisticated business strategy and market understanding to identify and capture new business opportunities. Eliminated obstacles and built brand loyalty with superior presentation, negotiation and relationship management skills.

### ENDORSEMENTS

**“In Sales, you fight battles everyday...Dave would be one person I want with me in the trenches.”**  
- Ted H., Managing Director, Cincinnati Bell

**“Dave inherited a Business Unit that was underachieving in every measurement - the group was performing at 93.2% of their year to date plan. The team was floundering. Dave's leadership and focus drove the team to a strong last half of the year. Dave's group ended the year at just under 97% of plan and the team's achievement in only the last 6 months was over 100%.”**  
- Dave E., VP Strategic Accounts, Cincinnati Bell

### CORE MANAGEMENT STRENGTHS

#### SALES LEADERSHIP

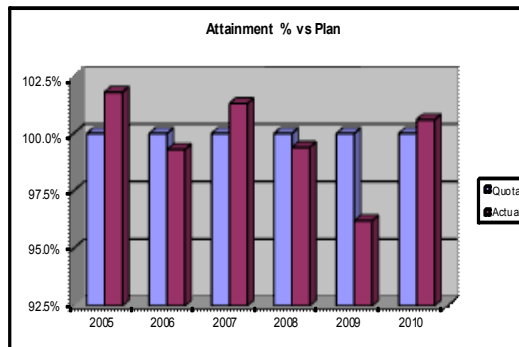
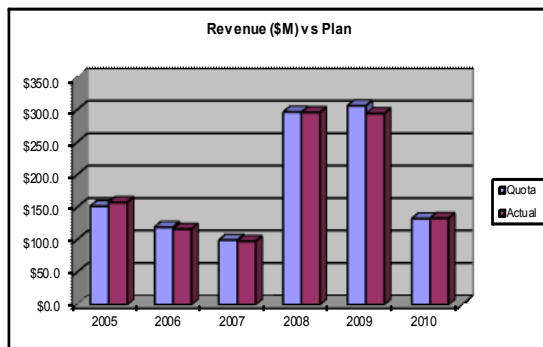
- Strategic Sales & Marketing
- New Business Development
- Customer Service Leadership
- Sales, Product & Training
- High-Impact Presentations

#### BUSINESS LEADERSHIP

- P&L Management
- Performance Measurement / Improvement
- Budgeting & Cost Control / Reduction
- Growth & Market Expansion
- Six Sigma Champion Training, Blue Belt

### SALES TRACK RECORD

SUCCESS ATTRIBUTES: Unquestionable Integrity  Fairness & Team Focus  Goal Driven



Note: 2010 results are through September

**UNIQUE CHALLENGE:** Launched competitive win-back sales team in 2007 to reverse the historic trend of local service access line loss in the Medium business segment. From 2004 to 2006, net competitive access line loss totaled -704, -309, and -310 respectively. At the end of 2007, and for the first time, the win-back team achieved net positive competitive access line results totaling +1,096 for the year. This effort resulted in almost \$750K in new annualized revenue for Cincinnati Bell Business Markets.

## EXPERIENCE AND ACHIEVEMENTS

Trigger Corporation, Cincinnati, Ohio

1999 – 2010

A remarkable track record of exceeding sales and business goals and career progression: Branch Manager (1999 – 2001), quickly promoted to Sales Vice President (2001 – 2008), expanded role to Director (2008 – 2010) to lead business expansion, build high performing technical sales team and deliver performance focused results in the telecommunications industry.

### **NOTABLE RESULTS:**

- Trained and led customer centric strategic sales team to meet the demands of a complex and challenging Government / Education market to become the top performing market segment, earning President’s Club Award, 2001.
- Grew a successful **NEW** direct sales organization from ground up to meet small and medium business market needs. Created a focused strategy for market segmentation by identifying territory, hiring and training best talent, defining critical sales metrics to measure success, and proposing sales compensation plans.

**Feedback: “...quickly learned and aggressively used an activity management process to deliver two challenging assignments – segmentation and compensation.”** - Linda F., VP & General Manager, Emerging Markets

- Exceeded revenue objective of \$152M in 2005 by \$6M with small to medium business customers in the Cincinnati and Dayton markets.
- Selected for Cincinnati Bell Leadership Talent Initiative – **Top 5%** managers identified to participate in training. Recommended launch of e-commerce site and retail store redesign, focused on business customer needs, resulting in additional sales and improved customer experience.
- Championed the implementation of technical sales training program, accelerating wireless data network revenue growth by 36% and network data revenue growth by 27% from 2008 to 2010.
- Led process improvement through development and launch of internal database to track loaned corporate wireless assets resulting in \$100K+ in annualized savings.

## LEADERSHIP & COMMUNITY INITIATIVES

**Greater Cincinnati United Way Campaign** – New Business Development – 20 accounts ▪ Team Leader, eight account managers ▪ Top Section Leader, 2002.

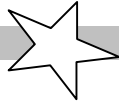
**Greater Cincinnati Chamber of Commerce** - New Membership Campaign Chair – Invited to lead 10 Team Leaders and 60 Account Managers to drive membership campaign, 2004.

## RELATED EXPERIENCE

Sales Manager, Qwest Communications, Lexington, KY	1996 – 1999
Senior Account Executive, MCI Telecom, Lexington, KY	1993 – 1996
Marketing Manager, Precision Staffing, Inc., Lexington, KY	1992 -1993
Sales Associate, Write Your Congressman, Lexington, KY	1992

## EDUCATION

Bachelor of Science in Agriculture Economics, University of Kentucky, Louisville, KY

**DEBORAH S. MACK, PHR, LISW-S****Astute Leader****Advocate****Collaborator****Mission Driven**

123 Main Street, Union, Kentucky • 859-555-1234  
dmack@fuse.net • LinkedIn.com/in/deborahsmack

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**VISIONARY LEADERSHIP IN CORPORATE & NON-PROFIT SECTOR**

*Recognized for building a culture of openness, authenticity and honesty to create partnerships across disciplines to accomplish shared organizational goals. Offer innovative yet practical solutions to meet service gaps and create operational efficiencies to create superior productivity outcomes.*

**BOTTOM-LINE DELIVERABLES ▪ BUSINESS VISION & IMPLEMENTATION  
▪ CHANGE MANAGEMENT ▪ TEAM & TALENT BUILDING**

**DISTINCTIVE VALUE: Community Leader**, committed to harnessing resources and bringing people together to make a positive impact every day

**RECENT SUCCESS: PEOPLE, RESOURCES & PROJECTS****Medical Center, Happy Town, OH (2013-2014)****Managing Director - Social Work and Service Excellence**

As Director of Social Work, the Chaplaincy program was an ancillary service under the director's leadership. With only four months until the hospital's opening, no budgeted dollars were available to hire a chaplain for part-time or full-time employment. Chaplaincy services were required through The Joint Commission on Hospital Accreditation.

**Notable Highlights:**

- Collaborated with the Director of Volunteer Services to design a Volunteer Chaplaincy Program.
- Convened external stakeholders to engage their support in recruiting community volunteers.
- Completed recruitment and training of 12 volunteers in the first year hospital's opening.
- Implemented Volunteer Chaplaincy program that resulted in approximate cost savings of \$50K.

**PROFESSIONAL EXPERIENCE****Director of Service Excellence and Social Work**

Hospital

Hope City, OH

2008 - 2013

Developed and implemented high functioning departments of Social Work, Patient Relations, Chaplaincy and Customer Service **ahead** of scheduled opening and **below budgeted** projections.

- Directed clinical and administrative functions of a staff of ten Social Work professionals to ensure staff competence, effective performance and adherence to productivity standards. Developed budget of \$500k and **met all forecasted projections**.
- Evaluated, negotiated and administered third-party vendor contracts to **ensure deliverables were met** supporting organizational business objectives.
- Championed stakeholders to develop, implement, and troubleshoot key components of the hospital's customer service program resulting in patient satisfaction scores in the **95<sup>th</sup> percentile – outperforming all hospitals** in the network.

**Executive Vice President of Organizational Effectiveness**

The Children's Home Charity City, OH 2003 - 2008

Provided strategy development and executive oversight to Human Resources, Training & Development and Quality Improvement.

- Executed strategic planning activities, including data collection and analysis from internal and external stakeholders, to inform **development of organizational strategic goals.**
- Conducted market research and strategic planning activities for newly acquired organization. Successful acquisition resulted in **increased agency revenues of \$1M.**
- Convened and directed fourteen cross-departmental workgroups for a twelve-month preparatory review process to **successfully lead the organization through reaccreditation** with the Council on Accreditation.
- Synthesized workforce planning data and formulated organizational goals and objectives to respond to employee turnover resulting in **decrease in turnover by 30 %** over 12 month period.

**AVP - Employee Assistance Program (EAP) Regional Manager**

Delta Air Lines, Inc. Little City, OH 1999 - 2003

Established and managed the expansion of a comprehensive Employee Assistance Program in ten-state regional territory covering 6000+ employees to identify and mitigate barriers to optimal productivity.

- Coordinated **disaster response and crisis management activities for 11,000 +** flight operations and airport customer service employees during 9/11 terrorist attacks.
- Designed and promoted an organizational training initiative to address workplace behavioral health issues resulting in **increased utilization** of preventive care resulting in **decreased lost work days and increased productivity.**
- Facilitated quarterly education and provided **supervision to team of 50+** volunteers and contract professionals who supported employees during job-related critical incidents.

**OTHER RELEVANT PROFESSIONAL EXPERIENCE**

**Property and Casualty**, Any City, OH - *Senior Commercial Underwriter/Account Manager*

**The Insurance Group**, Any City, OH - *Senior Underwriter/Account Manager*

**Property and Casualty**, Any City, OH - *Commercial Property & Casualty Underwriter*

**EDUCATION**

**Master of Arts, Social Service Administration**, University of Chicago, Chicago, IL

**Bachelor of Arts, Journalism**, University of Louisiana at Monroe, Monroe, LA

**PROFESSIONAL AFFILIATIONS**

Greater Cincinnati Health Council-LEP Task Force; Society for Healthcare Consumer Advocacy; Society for Social Work Leadership in Healthcare; Society for Human Resource Management (SHRM); Organization Development Network (ODN).

**VOLUNTEER / COMMUNITY EXPERIENCES**

- Leadership Council of the Women's Fund of the Greater Cincinnati Foundation, 2009 to 2013, Chair - July 2012 to 2013.
- Organizations of Noteworthy Excellence (ONE) Award Examiner--2010, 2012



## SOFIA R. ETEN

1234 Main Street, Cincinnati, Ohio 45255

Phone 513-123-1234 □ Email: etown@gmail.com □ LinkedIn.com/in/sofiareten

### “Driving Success During Market DownTurns”

#### STRATEGIC SALES MANAGEMENT EXECUTIVE

High performance sales record with solid branding of product, opportunity identification and growth and expansion leadership. **BOTTOM-LINE DELIVERABLES** □ **SUPERIOR CUSTOMER FOCUS** □ **INQUISITIVE PROBLEM-SOLVING** □ **DRIVE TO SUCCEED**

#### RECENT SUCCESS: PEOPLE, PRODUCTS AND PROCESSES

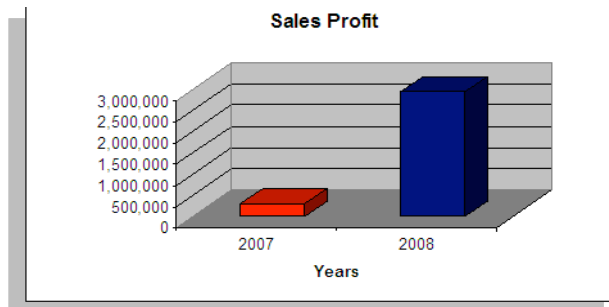
**National Product & Sales Director**, ABC Company, Chicago, IL  
**May 2007 - Current**

The ABC Company is a seafood wholesaler offering top quality seafood products to high-end restaurants, hotels, country clubs, culinary schools, retailers, caterers and other food suppliers across the United States.

- Challenged to grow sales strategy for **uncharted territory** in Ohio & Kentucky-Cincinnati, Northern Kentucky, Dayton and Columbus. Added Cleveland, Lexington and Louisville within one year.
- Defined sales strategy created marketing plans and negotiated competitive sales to establish market share in new territory and halt competition.
- Built high performing territory team through training, mentoring and individual coaching. Translated high energy, contagious enthusiasm and strong knowledge about products and services to **sell on value**.
- **UNIQUE CHALLENGE:** Build operational efficiency and sustain profits for territory **five** hours away from warehouse with no same day delivery. Created trust and accountability, efficient business and delivery processes to compete against suppliers with twice a day delivery and later order cut off times.

#### TALENTS & SKILLS

- Tenacious in building key client relationships to secure business and loyalty
- Passion for building confidence and motivating sales teams
- Share high energy and enthusiasm for selling to compete and complete sales – **MINIMUM INCREASE** of \$500,000 year-to-year with maximum increase of \$4M
- Confidently ask questions and shrink obstacles to drive revenues for both parties



*“Elizabeth is a natural sales leader, able to easily build trust with customers, turning them into strategic business partners.”*

*Tina G., VP-Management & Operations*

## DEFINED SALES CONTRIBUTIONS

**Company B Inc.**, Springboro, Ohio

**1998 – 2007**

*Company B Inc., a service company providing premium fish and seafood for the best restaurants, grocery stores, hotels and country clubs in the Cincinnati, Dayton, Columbus, Lexington, Louisville and Indianapolis areas.*

*Director of Marketing (1999), Promoted to Marketing & Account Executive (2000 - 2002). Progressive responsibilities as Central Ohio Territory Manager (2003 - 2006) and Assistant Sales Manager, Ohio, Indiana and Kentucky.*

### **Selected Contributions:**

- Partnered with vendors to introduce their products to new markets and client base. Qualified potential clients on growth opportunity, stability of current business and partnership.
- Surveyed client base to identify needs and concerns, prepared report with data and gaps and opportunities for sales representatives and recommended proactive suggestions to senior management. Communicated strong understanding of product and market needs and used continuous evaluation to brand product and ensure customer loyalty.
- Developed a significant database of clients with strong growth potential and built relationships through cold-calling, prompt personal attention and ability to explain sales based on product value and service.
- Used knowledge of HR practices and protocol to identify and hire quality employees, document firing decisions, establish and guide employees on company rules and institute employee performance criteria and feedback. Superior skills in managing difficult individuals using skills in listening, patience and creative problem solving.
- Restructured delivery route by identifying primary customer delivery times, implementing suggestions for loading trucks and ensuring accurately maintained driver logs. Created time and cost effective systems to consistently meet stringent delivery times and create a dependable service delivery process.
- Grew new territory into most profitable market area with superior client confidence due to personable service, knowledge of product and less delivery days than competition. Achieved sales of over \$2M, annually.
- Accepted challenging assignment of attracting back original customers from competitor, handled misconceptions, and invested energy and time to address serious customer concerns. Successfully re-built customer loyalty via good communication, attention to detail and professionalism.
- Accountable for and delivered over **\$8M** in annual sales.

## EDUCATION

**Bachelor of Arts in Communications**, Muskingum College, New Concord, OH



ROGER N. ROBIN, C.P.M.  
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904-123-4567  
roger\_n\_robin@gmail.net  
Linkedin.com/in/rogernrobin



## SUMMARY

Business manager with extensive contract, purchasing and inventory control experience. Recognized by management for performance excellence and rewarded with increased career responsibilities. Possess ability to breakdown complex issues into manageable parts and meet challenging business goals. Committed to continuous process improvement and hold a proven record of successful planning and developing high quality deliverables. Flexible, customer focused, and talented in evaluating contracts and achieving collaborative agreements with suppliers for products and services. Respected by peers, clients and suppliers.

## PROFESSIONAL EXPERIENCE

AVERY MATERIALS COMPANY, Jacksonville, FL, 2009 – 2014

### SENIOR PURCHASING DIRECTOR - MANAGING COMMITTEE MEMBER

- Negotiated supply contracts for all company Operating Groups, assessed requirements and purchased machinery, equipment, tools, parts, supplies and services on behalf of the firm
- Automated the fuel ordering and management process for 7 quarries, saving over \$800K, annually
- Negotiated and managed inventory contracts valued at \$600K for key categories: Field Operations and Parts, Office and Safety, Moving and Storage
- Researched, evaluated and selected suppliers based upon product quality, reliability, price, service and the supplier's production / distribution capability which resulted in achieving excellent (economic) customer satisfaction
- Managed contract performance, ensuring 100% supplier compliance

CONGER CONCRETE COMPANY, Jacksonville, FL, 2002 – 2009

### PURCHASING MANAGER

- Prepared Technical Proposals in response to the needs of the business
- Liaison between customers and the company's departments / individuals: ensured quality products and services
- Escalation "point-person" for emergency Purchase Orders (POs)
- Prepared successful budget (\$MM) proposals in support of equipment expansion plan
- Developed and delivered training to a class of 20, on use of Oracle to process POs

## EDUCATION

Bachelors of Science (B.S.) – Boston University, Boston, MA

## CERTIFICATIONS / LICENSES

Certified Purchasing Manager (CPM) – Institute for Supply Management - 2000  
Attained Lifetime Certification - 2010

## PROFESSIONAL ASSOCIATIONS

Institute for Supply Management - 10 years: Chair – Employment Referral Committee;  
1<sup>st</sup> Vice President

# ELECTRONIC RÉSUMÉ

## I. Guidelines for Creating a Scannable Résumé File

**These guidelines provide a means to quickly convert a traditional résumé into a computer-friendly format:**

1. Change typeface to Arial or Times New Roman and use minimum of 11-point type.
2. Always place your name at the top of the page (scanners assume that whatever is at the top is your name).
3. Include a summary of qualifications that is full of keywords.
4. Avoid newspaper-style layouts, landscape printing and designer fonts.
5. Do not use columns and tables; **eliminate all graphics, underlining, boldface, boxing, parentheses, italics, lines, symbols and hyphenated or broken words.**
6. Line spacing should be full, not condensed.
7. Beginning and ending dates should be listed on the same line.
8. Use a high quality/high resolution laser printer and print the résumé on white, standard size paper, one side, and black ink.
9. Submit an unfolded and unstapled original in a large envelope.

For résumés that have two pages, **do include** your name, telephone number, email address and a “page 2” designation on the top of the second page.



ROGER N. ROBIN, C.P.M.

1026 Blue Bird Lane  
Jacksonville, FL 32224  
904-123-4567  
roger\_n\_robin@gmail.net  
Linkedin.com/in/rogernrobin

## SUMMARY

Business manager with extensive contract, purchasing and inventory control experience. Recognized by management for performance excellence and rewarded with increased career responsibilities. Possess ability to breakdown complex issues into manageable parts and meet challenging business goals. Committed to continuous process improvement and hold a proven record of successful planning and developing high quality deliverables. Flexible, customer focused, and talented in evaluating contracts and achieving collaborative agreements with suppliers for products and services. Respected by peers, clients and suppliers.

## PROFESSIONAL EXPERIENCE

AVERY MATERIALS COMPANY, Jacksonville, FL  
2009 – 2014

### SENIOR VICE PRESIDENT - PURCHASING DIRECTOR

- \* Negotiated supply contracts for all company Operating Groups, assessed requirements and purchased machinery, equipment, tools, parts, supplies and services on behalf of the firm
- \* Automated the fuel ordering and management process for 7 quarries, saving over \$800K, annually
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## EDUCATION

Bachelors of Science (B.S.) – Boston University, Boston, MA

## CERTIFICATIONS / LICENSES

Certified Purchasing Manager (CPM) – Institute for Supply Management - 2004  
Attained Lifetime Certification - 2010

## ELECTRONIC RÉSUMÉ *(continued)*

### II. Guidelines for Creating a TEXT Résumé File

1. Open your current (MS Word) résumé document.
2. Select a different file name, such as “YourName-TextRésumé.
3. Save a **new file version** of your résumé using “Save As” and then, “.txt” (Plain Text) in the option menu.
4. Close the new file.
5. Open the new file through Explorer – this is the electronic résumé.
6. Reset the margins to 1” for top and bottom; 2” left and right sides (This prevents words from wrapping around or extending beyond screen width.)
7. Change the font to 12-point Courier New or Times New Roman for the entire file.
8. Left justify the entire file.
9. Review the résumé and make any changes that can maximize readability:
  - Delete all graphics (lines, bold, etc.) and parentheses; where there were bullets, use an asterisk or other sign.
  - Use separate lines for your name and each piece of contact information.
  - Use separate lines for each company name, job title, and years in position.
  - Capitalize group headings to highlight them; capitalize your name, too.
  - Separate groups of information with space lines or by adding a row of + signs.
  - **Delete any page 2 reference to name or telephone number** (because text résumés have no pagination).
10. Save all changes and test the file by emailing it to yourself; then make any necessary changes.

## EXECUTIVE BIOGRAPHY - EXAMPLE

### JACK FROST, JR.

Jack has broad management experience in, and a distinguished record of driving, top line and bottom line growth through strategic sales and service management, operational and manufacturing efficiency and effective cost controls.

His career has been built on the ability to quickly assess an organization's overall sales effort in conjunction with strategy, sales staff competency, product offerings, service levels and technology solutions. Jack's success is directly related to his collaborative partnering with other senior leaders to effect change, ultimately resulting in an increased share of the marketplace.

As Managing Director of the Marketing Communications division of XXX, Jack led an extensive restructuring of the national sales and service effort in order to significantly improve top and bottom line results in driving new business and increase customer retention. Under his leadership, sales delivered a 200% increase in new business in 2008 and over 130% of new business goals in 2009 and 2010. Additionally, Jack lead the team that sold a strategic outsourcing deal with XXX worth \$70 million, the largest deal ever sold in the 250 year history of XXX. He championed innovative restructuring in the service area resulting in a 20% increase in customer retention.

Jack played a central role in integration, reengineering and restructuring of the division's manufacturing and technology platforms resulting in millions of dollars of annual savings. Working closely with the division President, Chief Technology Officer and Chief Marketing Officer, Jack was instrumental in developing XXX's entry into the e-media market including e-delivery, and social media.

Previously, as a Senior Vice President at ZYX Jack teamed with the division President to evaluate and consolidate 42 separate business units into one cohesive division resulting in a reduction of \$50 million in manufacturing and operations cost. He also reorganized, reduced and refocused the 220 person sales and management team delivering a 15% increase in sales and a \$3 million reduction in sales costs.

Jack served as Executive Vice President at XXX where he led a restructuring and turnaround initiative that brought the perennially money losing company to profitability in less than 2 years resulting in the successful sale of the company. He personally delivered new business relationships with American Express, Canon USA and Bear Stearns. He was also a member of the senior management team at XXX which grew the company from \$600 million to \$2 billion resulting in a successful IPO. Jack's key relationships at Time Inc., MCA, Hearst Corp and Disney Corp. among many others were critical in growing the business.

Jack is member of the Board of Directors of the XXXX Swimming Conference where he has served as President. He has served as President of the Board of Directors of the XXX Swim Club. He was a founding member of the board of the Alumni Association of XXX school and served as its second President.

Jack received a BA in Economics from Bucknell University and has completed advanced general leadership and sales courses at Columbia University, New York University, Acclivus and Xerox. He resides in Westchester County, New York with his wife. They have four children.

## REFERENCE LIST TEMPLATE

**YOUR FULL NAME**

emailaddress@aol.com

3060 Street Name

Home: 616.751.2160

City, State 49419

Mobile: 616.304.8119

### REFERENCES

*Reference's Name*

*Title*

*Company*

*Phone*

*Email address*

*This "relationship" line presents information that your reference can share regarding your skills, works habits, etc. Several examples are provided below.*

---

**Reference's Name**

Title

Company

Phone

Email

*Steve is president of a dealer for which I provided consulting. He was previously the Director of a health care customer center in Dallas, Texas where I led the installation of a new business system. He can provide insight into my interpersonal and project management skills.*

**Reference's Name**

Title

Company

Phone

Email

*I reported to Tom for five years as a Financial Consultant and also consulted with HIJ, Inc. which is a contract furniture dealer in Milwaukee, Wisconsin. He can affirm my consulting skills from the manufacturer and client perspective.*

**Reference's Name**

Title

Company

Phone

Email

*Kathy is in charge of the Business Risk Function at ABC, Inc. I also worked with her in the Dealer Distribution area. Kathy can talk about my interpersonal and process improvement skills.*



## Ronald S. Tomorrow

123rd 2<sup>nd</sup> Street  
New York, NY 01234

Linkedin.com/in/ronaldstomorrow

212-123-4567  
r.s.tomorrow@gmail.com

July 22, 2014

Mr. Robert B. Smith, Operations Manager  
Affine and Dandy Company  
222 West Pleasant Street  
Danville, N.Y. 10566

Dear Mr. Smith:

I am responding to your recent advertisement on **Senior Executives Forum** for EVP, Operations - Americas. My qualifications fit your needs as follows:

### **Strong organizational skills**

Experience includes managing single and multiple retail operations generating revenues of up to \$980M, as well as directing a variety of territory expansions and “Grand Openings.”

### **Knowledge of expense planning and inventory**

Expertise in this area is best illustrated by the fact that while at Silow Company, I developed and met on-order and inventory plans to consistently maintain \$522M in annual sales.

### **Hands on approach to problem solving**

Broad experience in all facets of retailing has enabled me to resolve a variety of difficult situations in areas such as employee relations, merchandising and operations.

Reported directly to the President of a multi-million dollar retail organization as well as corporate executives.

Strong communications skills enable me to interface effectively with sales associates, district and department managers in both union and non-union environments.

### **Leadership strengths**

Experience includes recruiting, building and motivating strong teams and developing individuals who have been consistently promoted. Abilities to accept and meet challenges in the areas of profitability and sales have been instrumental in my successful retail career.

I look forward to meeting you and discussing how my skills can contribute to Affine and Dandy Company’s success.

Yours truly,

Ronald S. Tomorrow  
Enclosure

## **William H. Smith**

1322 Pike Lane  
Keenville, VA 24434

Linkedin.com/in/williamhsmith

123-123-4567  
whsmith@email.com

April 29, 2014

Mr. Jack Jones, Vice President - Human Resource Director  
South National Company  
P.O. Box 20334  
Toptown, VA 24000

Dear Mr. Jones:

When I read your ad in the National Manufacturing Executives Monthly, it caught my attention for two reasons:

- I enjoy working in an organization that wants state-of-the-art management and operations systems.
- You are opening your new headquarters facility in Keenville where I have lived for the past 15 years.

Consequently, I am forwarding my résumé for the position of Senior Director of Operations Worldwide. As a Director of Logistics and Distribution for Peatmoss Corporation, I have:

- Managed as many as 1,250 people with highly diverse backgrounds.
- Directed the receiving and shipping of over 980 million pounds per year, domestically and globally.
- Spearheaded and implemented numerous projects to improve productivity and saved over \$10M in the last fiscal year.
- Used SAP and JI processes to track inventory, and I am proficient in SAP.
- Kept current with state of the art techniques through continuing education courses.

I look forward to discussing your opportunity and operations management and will call you next week to confirm your receipt of my résumé and to determine a mutually convenient time for us to get together.

Sincerely yours,

William H. Smith

Enclosure





Subject: VP, Operations - Americas / Ronald S. Tomorrow  
To: Robert B. Smith, Affine and Dandy Company  
From: Ronald S. Tomorrow  
Date: (Day, Date, Time Stamp)  
Attachment: Tomorrow, Ronald S-Resume (.pdf)

Dear Mr. Smith:

I am responding to your recent advertisement for VP, Operations - Americas. My qualifications and retail experience fit your needs as follows:

**Strong organizational skills**

Managed single and multiple retail operations that generated revenues of up to \$980M  
Directed territory expansions and “Grand Openings.”

**Knowledge of expense planning and inventory**

Developed and met on-order and inventory plans that consistently maintained \$522M in annual sales (Silow Company).

**Hands on approach to problem solving**

Broad experience in all facets of retailing enables me to resolve difficult situations in areas such as employee relations, merchandising and operations.

Reported directly to the President of a multi-million dollar retail organization.

Strong communications skills: proven ability to interface effectively with sales associates, district and department managers in both union and non-union environments.

**Leadership strengths**

Experienced in recruiting, building and motivating strong teams and developing staff who have been consistently promoted. Able to successfully meet challenges in the areas of profitability and sales.

My resume is attached, and I look forward to discussing how my skills can contribute to Affine and Dandy Company’s success.

Yours truly,

Ronald S. Tomorrow  
212-123-4567  
123rd 2<sup>nd</sup> Street, New York, NY 01234  
rstomorrow@gmail.com  
www.linkedin.com/in/robertstomorrow



## JOHN LOWE

4505 N. High Street  
Fargo, MN 97225

Linkedin.com/in/johnlowe

(503) 555-4891  
JLowe@Banking.com

April 9, 2014

Mr. W.P. Chatsworth, President  
Wells Fargo Bank  
2400 Telegraph Street  
San Francisco, CA 98651

Dear Mr. Chatsworth:

Many companies' banking relationships are being disrupted because of new regulations and the impact of mergers and acquisitions. Also, frequent changes in account officers and terms of service are causing a loss of understanding between bank and customer.

Smooth-running banking relationships can make all the difference in the effective conduct of business. How can you, as President of Wells Fargo, stay abreast of what is happening and even benefit from current developments?

I can help you with these issues. I offer twenty years' experience in banking, most recently as Executive Vice President with Melon Bank's International Department. Furthermore, I have extensive connections in and knowledge of the industry.

Here are two specific areas where my experience could benefit Wells Fargo:

**Banking Relationships:** I know my way around the industry and know what a bank should be able to do for its customers. My experience would enable you to maximize the services available from your bank and enhance the degree of comfort the banks feel toward you, their customer.

**Assessment of Credit Risk:** Much of my career has been spent in the area of credit assessment, and my broad experience could help you avoid many of the pitfalls inherent in doing business.

I have the maturity and sophistication to be able to deal with a wide variety of personalities and problems, and the persistence to see things through to a satisfactory conclusion. I would welcome the opportunity to discuss with you how my skills and background could contribute to your company's goals.

Sincerely,

John Lowe



RICHARD ALLEMAGNE

987 SE Wright Avenue  
Chicago, IL 01234

Linkedin.com/in/ richardallemagne

(791) 456-7890  
richardallemagne@aol.com

February 3, 2014

Dear Elizabeth,

It's been a while since we've seen each other, and I wanted to fill you in on what's happening in my life. You may be surprised to learn that I have left my company and am looking for a new position. It was a difficult decision, but I really felt it was time for me to branch out into a new industry in order to broaden my background.

I'm just starting my search and, recognizing how important networking is, I wanted to get my résumé to you and to tell you a little about my goals. I definitely want to stay in engineering, but would like to move out of hi tech and into something in medical products. Certainly, with the demographics predicting substantial growth in the over 50 market, this seems like the place to be. Plus, as you know, I have always been interested in the medical field.

I'd love to get together for lunch and get your ideas about how I might make this transition. You know me well and, having worked together for several years, I'd really appreciate your advice in where I might fit best.

I'm enclosing my résumé. Please feel free to show it to anyone you think might be interested in someone with my background. I'll give you a call next week and, hopefully, we can set up a time to meet. I'm looking forward to hearing about your family and, of course, seeing pictures of the kids!

See you soon!

Richard

Enclosure



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## RAHIB ACHUKOLA

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1900 Alder Drive  
San Francisco, CA 97000

Linkedin.com/in/rahibachukola

(791) 475-4567  
rachukola@yahoo.com

March 23, 2014

Douglas Lemonz, MD  
TeleMedicine, Inc.  
456 Hallelujah Court  
St. Louis, MO 23456

Dear Dr. Lemonz:

Thank you for taking the time to meet with me today. You are certainly on the brink of an exciting enterprise and will undoubtedly prove the adage that “timing is everything.”

I have considered our conversation and reviewed the materials you gave me. As I see it, your marketing plans must be comprised of three separate but overlapping strategies:

1. To build an association of telemedicine service providers committed to an on-going participatory relationship to develop mutually beneficial priorities and goals;
2. To convince vendors and patient insurance providers that their commitment to effective telemedicine service is, quite simply put, “good business;”
3. To educate the general public to the existence of telemedicine and how they as patient advocates can benefit from the medical and cost savings advances made possible by telemedicine.

I appreciate your comment, in review of my résumé, that I've done “some bold things.” This happens when I am confronted with the two things that motivate me the most: a challenge and a product I can believe in. Your position of Marketing Director absolutely has these elements and I am very interested in working with your organization to market the full potential of telemedicine services.

I would welcome another opportunity to discuss how I can assist you further in achieving your goals.

Sincerely,

Rahib Achukola



**Sydney A. Endeavor (Ms.)**

22 Flower Lane  
Mount Rogers, AZ 33445

Linkedin.com/in/sydneyaendeavor

123-123-4567  
sendeavor@email.com

July 15, 2014

Mr. John J. Quest, Field Manager  
PursueUs and Company  
Madison Avenue  
Los Frisco, CA 69901

Dear Mr. Quest:

I want to thank you for taking valuable time out of your schedule on Wednesday to meet with me regarding the opportunity at PursueUs and Company. Based on our meeting, I see the following as some of the important requirements for the position, and the experience that I have had in those areas follows:

**YOUR REQUIREMENTS**

**MY QUALIFICATIONS**

- |                           |                                                                                                                                                 |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Proven record.         | Executive in charge of installation of over 95 end-user systems ranging from \$5,000 to \$1M in value.                                          |
| 2. Fiber-optic expertise. | Four plus years' experience in the field directing splicing, terminations, testing and all facets of single and multi-mode fiber installations. |
| 3. Local Area Networks.   | Managed unit responsible for key client (5M+) technical support of network and system configurations.                                           |
| 4. Product knowledge.     | Thorough knowledge of Bridges, Routers, Repeaters, Fiber Hubs and Intelligent Concentrators. Strong Data Communication background.              |

There are other accomplishments in my background, which I feel would be very valuable to your organization and I would very much like the opportunity to meet with you again to discuss these in greater detail.

After personally meeting with you and your group, this only supports my belief that I would like the opportunity to help PursueUs and Company reach its goals in the future.

Sincerely,

Sydney A. Endeavor



LIAN WU

---

123 SW 45<sup>th</sup> Street  
Portland, OR 97000

(503) 123-4567  
lwu@aol.com

May 2, 2014

Ms. Elizabeth Sprague, Manager – Office Services  
DEF Corporation  
456 Sommes Boulevard  
Greendale, CO, 20123

Dear Ms. Sprague:

I appreciate the time you took to interview me for the Executive Vice President of Operations. I was impressed with the efficiency of your manufacturing processes and the friendliness of your executive team.

As I mentioned on the phone, the position you have open does not match my skills or salary requirement, so I must reluctantly turn it down.

My very best wishes to you and your organization. I hope that you will keep me in mind if other positions open up, particularly those involving greater responsibility and supervisory duties.

Sincerely,

Lian Wu



LIAN WU

123 SW 45<sup>th</sup> Street  
Portland, OR 97000

(503) 123-4567  
lwu@aol.com

February 21, 2014

Susan Jones, President  
ABC Corporation  
123 E. Rockport Street  
Gardener, MA 01234

Dear Ms. Jones:

As we discussed last week, I am pleased to accept the position of Executive Vice President - National Director of Operations reporting to you. The following is my understanding of our mutual agreement. A copy of this understanding will be signed by you and returned as acceptance of these terms of employment.

- \* Start date will be Monday, April 1 at the headquarters in Gardner, MA
- \* Base Salary will be \$350,000 annually to be paid monthly by direct deposit
- \* Participation in the Executive Bonus Program with a target of 75% of base annual compensation
- \* Annual objectives to be mutually set as the basis for merit and incentive compensation payments
- \* Additional long-term compensation will include consideration for annual stock options
- \* My family and I are immediately eligible for participation in all health and welfare programs, including group health, life, short and long disability programs.
- \* Company 401K and pension participation will be effective after one year of service
- \* I am entitled to four weeks of vacation, which will be increased to five weeks after completion of three years of qualifying service
- \* I will have a salary review at 6 months, at which time I will be eligible for an annual increase of 5% of salary
- \* A company car will be provided for both business and personal use with all expenses paid
- \* Membership in the Capital Hills Country Club with all initiation and monthly fees paid by the company
- \* I will eligible to attend the National Manufacturing Executives meetings at company expense
- \* Company relocation assistance will be provided with temporary housing of up to 6 months

Please call me at (503) 123-4567 if you wish to discuss any of the above arrangements. I look forward to starting work on April 1.

Sincerely,

Lian Wu

## Target Market List

<b>Industry:</b> <b>Geographic Location:</b>		<b>Company Size:</b>	
<b>Target Company</b>	<b>Location</b>	<b>Contacts</b>	<b>Tel. No. / E-mail</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			



## MY CURRENT NETWORK

People from the following areas and activities can help.

### FAMILY

### *NAME*

### *How*

Spouse, Partner,  
Significant Other

Mother, Father

In-laws

Sisters

Brothers

Other Relatives

### PREVIOUS POSITIONS

### *NAME*

### *How*

Employers

Fellow workers

Customers / Clients

Competitors

Vendors / Suppliers

Professional Service

Providers / Consultants

Others

### WORK RELATED ACTIVITIES

Contacts from professional associations

Key influencers in an industry or profession

Seminar Leaders/Participants

**SCHOOL DAYS**

*NAME*

*HOW*

Sorority / Fraternity

Schoolmates

Alumni associates

Teachers / Professors

School administrators

Others

**RELIGIOUS GROUPS**

Fellow members

Leaders

Teachers

Officers

Others

**HOBBIES**

Club members

Card groups

Sports / Athletic clubs

Others

**THROUGH MY CHILDREN**

Teachers

Parents of playmates

Coaches

PTA

**FROM MY PAST**

*NAME*

*HOW*

Neighbors

Friends

Ideal Customers / Clients

Armed forces

**SERVICE / CHARITABLE INTERESTS**

United Way

Chamber of Commerce

Volunteer associations

YMCA or YWCA

Others

**OTHERS**

Trades People

Doctor

Dentist

Barber

Mechanic

Lawyer

Accountant

Banker

Insurance

Past / Other Job Seekers

Others



# NETWORKING REFERRAL CALL WORKSHEET

**Your introduction & name of person referring you:**

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**Outline of the current situation:**

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---

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**Transition:**

---

---

---

**Goals / Objectives:**

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---

---

**Strengths:**

---

---

---

**Ask for Help:**

---

---

---

**Close / Confirm Meeting – *or politely request other options:***

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# NETWORKING INFORMATIONAL INTERVIEW QUALITY CHECK

**Name of Contact:** \_\_\_\_\_

**Date of the Conference:** \_\_\_\_\_

**Name of the Company:** \_\_\_\_\_

**Contact Info: Phone:** \_\_\_\_\_ **E-mail:** \_\_\_\_\_

**Positive Points:**

What did the person learn about you that was particularly appealing regarding your background, reason for change, and potential?

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**Negative Points:**

What things were you least pleased with or feel you did not accomplish or handle as effectively as you would have liked (both questions and responses)?

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**Strategy:**

How could you better overcome negatives or objections during the next networking interview?

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---

**Next Steps/Follow-Up:** (when, what, how, with whom)

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## Internet Job Search Sites

There are many sources for jobs, with the Internet offering a great deal of information. Some of the major online sites are listed below.

America's Job Bank	<a href="http://www.ajb.dni.us/index.html">http://www.ajb.dni.us/index.html</a>
Career Magazine Database	<a href="http://www.careermag.com">http://www.careermag.com</a>
Career Builder	<a href="http://www.careerbuilder.com">http://www.careerbuilder.com</a>
Career City	<a href="http://www.careercity.com">http://www.careercity.com</a>
Career Magazine	<a href="http://www.careermag.com">http://www.careermag.com</a>
Career Mosaic	<a href="http://www.careermosaic.com:80/cm/cm1.html">http://www.careermosaic.com:80/cm/cm1.html</a>
Career Path	<a href="http://www.careerpath.com">http://www.careerpath.com</a>
DICE	<a href="http://www.dice.com">http://www.dice.com</a>
Dr. Dane Spearing's Job Hunt Page	<a href="http://www.job-hunt.org">http://www.job-hunt.org</a>
E-Span	<a href="http://www.espan.com">http://www.espan.com</a>
Employment Edge	<a href="http://www.employmentdige.com">http://www.employmentdige.com</a>
ExecuNet	<a href="http://execunet.com">http://execunet.com</a>
Federal Jobs	<a href="http://dcjobsource.com/fed.html">http://dcjobsource.com/fed.html</a>
Flip Dog	<a href="http://flipdog.com">http://flipdog.com</a>
Help Wanted USA	<a href="http://iccweb.com">http://iccweb.com</a>
Hot Jobs	<a href="http://www.hotjobs.com">http://www.hotjobs.com</a>
Indeed	<a href="http://www.indeed.com">http://www.indeed.com</a>
JobStar	<a href="http://jobstar.org">http://jobstar.org</a>
Medical/Health Care Search	<a href="http://www.medsearch.com">http://www.medsearch.com</a>
NationJob Network	<a href="http://www.nationjob.com">http://www.nationjob.com</a>
Online Career Center	<a href="http://www.occ.com">http://www.occ.com</a>
Quiet Agent	<a href="http://quietagent.com">http://quietagent.com</a>
Simply Hired	<a href="http://simplyhired.com">http://simplyhired.com</a>
The Internet Job Locator	<a href="http://www.joblocator.com/jobs">http://www.joblocator.com/jobs</a>
The Ladders	<a href="http://theladders.com">http://theladders.com</a>
The MonsterBoard	<a href="http://www.monster.com">http://www.monster.com</a>
University Jobs	<a href="http://chronicle.com/jobs/61">http://chronicle.com/jobs/61</a>
Wall Street Journal Careers	<a href="http://careers.wsj.com">http://careers.wsj.com</a>
Wet Feet	<a href="http://www.wetfeet.com">http://www.wetfeet.com</a>

Also, make sure to look carefully at industry, professional associations and college alumni websites. Also, research local executive networking groups and sites. Ask your consultant for additional resources not listed above.

## **Other Information Sources - Jobs / Market / Research**

### ***Career Resources:***

OI Solutions<sup>SM</sup>  
Dictionary of Occupational Titles  
Encyclopedia of Careers and Vocational Guidance  
Occupational Outlook Handbook  
Guide for Occupational Exploration

### ***Employment Outlook:***

Monthly Labor Review  
U.S. Employment Opportunities

### ***Business Information Resources:***

Business Information: How to Find It and Use It. Lavin, Michael  
Business Reference Sources. Daniels, Lorna M.  
Encyclopedia of Business Information Sources. Way, James

### ***Other Well-known Publications and Resources:***

America's Corporate Families  
American Almanac of Jobs and Salaries  
The (annual) Book of Lists  
Blogs  
Career Sections of Newspapers  
Chamber of Commerce publications  
Company annual and quarterly reports  
Company 10K reports  
Contacts Influential or Inside Contacts  
Corporate Technology Directory  
D&B Million Dollar Directory  
Directory of Corporate Affiliations  
The Fortune 500  
Forbes' Annual Review  
Moody's Manuals  
Telephone Books / Yellow Pages  
Standard & Poor's Industry Surveys and S&P's Register of Corporations  
Various Industry Directories  
National Association of Corporate Directors (Sign up for their daily email)  
American Institute of Certified Public Accountants (AICPA)  
Society for Human Resource Management (SHRM)  
ExecuNet (Limited to executives w/compensation over \$150K & membership required)  
Chief Information Officers (CIOinsight.com - signup for the daily email)



## Social Media Networking Sites

### Key Professional Social Media Networking Sites:

**LinkedIn**, <http://www.linkedin.com/>

**Twitter**, <http://twitter.com/> (currently gaining in popularity)

### Other Social Media Networking Sites:

**Bebo**, <http://bebo.com/>

**BlackPlanet**, <http://www.blackplanet.com/> and its sister site,

**MiGente**, <http://www.migente.com/>

**Classmates**, <http://classmates.com/>

**Eons**, <http://www.eons.com/>

**Facebook**, <http://www.facebook.com/>

**Friendster**, <http://www.friendster.com/index.php>

**Google+ Plus**, <https://plus.google.com>

**Jdate**, <http://jdate.com/>

**MySpace**, <http://myspace.com/>

**Orkut**, <https://www.orkut.com/>

**OurStory**, <http://ourstory.com/>

**Pinterest**, <https://www.pinterest.com/>

**Reunion**, <http://www.reunion.com>

**Riya**, <http://riya.com/>

**Ryze**, <http://www.ryze.com>

**Second Life**, <http://secondlife.com/>

**Spoke**, <http://www.spoke.com>

**Tabblo**, <http://www.tabblo.com/studio/>

**Tagged**, <http://www.tagged.com/>

**YouTube**, <http://YouTube.com/>

## LinkedIn Search Engine Optimization (SEO)

### HOW TO BE FOUND MORE EASILY ON LINKEDIN

Social network recruiters will search the LinkedIn database for candidates that have a specific set of qualifications and/or key words in their profile. After searching the database, they are provided with “search results” that include a snapshot, or limited profile view of each candidate.

As a job seeker, you want to consistently show up in search results for candidates with your set of qualifications, ideally higher than other candidates. You also want to stand out from the other candidates and engage the interest of the recruiters so they click on your profile snapshot to learn more and, eventually, to get to your full profile information. By using **search engine optimization (SEO)**, often called LinkedIn SEO, you can improve your LinkedIn search ranking.

To better understand LinkedIn’s sourcing search results concept, think about how you search online job boards for job postings. You sign onto a website, (e.g., **Monster, LinkUp, The Ladders**) enter a series of keywords, click on an industry or job function from a drop down box, and are then get presented with a series of job listings.

Do you click on all of them: likely not. Instead, you only select those that catch your eye and are most relevant. You probably pay more attention to the listings on the **first few pages**, and may not even consider the ones on pages 4, 5, 6 etc.

Recruiters search the LinkedIn database in a few different ways. For example, some of them use the free, **Advanced People Search** function available to all LinkedIn members. Others choose to search **Members** and **Activities** within specific LinkedIn Groups. And, many others use a paid service called LinkedIn Recruiter that provides significantly more search functionality.

Recruiters may also sign up for candidate alerts to proactively notify them of new candidates who fit their requirements. This is similar to the way job seekers sign up for “job alerts” to be notified via email whenever a new job is posted that meets their criteria.

There are many things you can do to optimize your profile to align with this sourcing process. As mentioned before, ensure that you **show up in appropriate search results**, show up **higher than other candidates (LinkedIn SEO)**, and **stand out among the search results**. Enable recruiters to see your profile snapshot and think, “Wow, there’s the perfect candidate,” and then, view your full profile information.

Consider these tips:

- Within your profile, include the **keywords** that tie to your desired industry and profession. These keywords can be inserted in different areas within your profile such as your **job descriptions, profile summary, headline** and even your **website descriptions**. One of the best methods to find appropriate keywords is to study recent job descriptions for the roles you are targeting and identify what keywords patterns are repeated again and again.
- Include a **detailed work history**, with clear job titles and well written job descriptions that describe both your responsibilities and your key accomplishments.

## LINKEDIN Search Engine Optimization (SEO) *continued...*

- Make sure your “industry” selection at the top of your profile is **tied to the job you want**, not the job you had.
- Many believe that users with more connections and more **recommendations** show up “higher” in the search results display list. However, there are no LinkedIn endorsed statements to back this up. (It’s possible that Recruiters may only want to view candidates that have a minimum number of either one.)
- You’ve probably heard that saying “dress for the job you want, not the job you have.” Do you have a professional, flattering **profile photo** that looks like you already have the role you’re seeking? Others more easily connect to you as a real person when you use a photo.
- Does your **headline effectively market your skills and abilities** or is it, blah? Are you a “Marketing Professional” or a “Global Marketing Leader /Social Media Enthusiast.” Just a few additional words can make the headline, much more powerful.

While in the job search, you need to market yourself like a company would market a product or service. Think of how any million dollars are spent each year to develop exciting taglines for products. Your LinkedIn headline is like your personal tagline.

- Avoid using slashes between critical keywords, for example, “**Sales/marketing.**” The LinkedIn search technology does not always recognize the two words separately. Instead, use a comma with a space or one of the nifty vertical slashes with spaces, such as “**sales | marketing.**”
- Do not put a fake job in the “current job” section. Job seekers who put something like “Next Growth Oriented Company” or “My Next Job” as their most current company look silly. This may also negatively impact whether you come up in search results, plus it does not make a good first impression on the recruiters who do find you.

By following these optimization tips, you can increase the likelihood that your profile will show up positively in the search results when recruiters are source candidates that match your set of qualifications, education and experience.

## PRE-INTERVIEW PREPARATION FORM

Organization – Division – Department: \_\_\_\_\_

Interview Date and Time: \_\_\_\_\_ Telephone: \_\_\_\_\_

Interviewer(s) with whom I will meet:

<u>Name</u>	<u>Title</u>	<u>Information</u>
-------------	--------------	--------------------

Address: \_\_\_\_\_

Time to Interview / Travel Arrangements: \_\_\_\_\_

---

1. What do I know about the key problems and issues that they are facing or need help with?
2. What specific examples do I have to demonstrate that I can help address their needs?
3. What is my value-added; what differentiates me from the rest of the competition?
4. What do I want the interviewer(s) to know about me?
5. Why am I interested in this position / organization / line of work?
6. What difficult questions or “objections” will I have to overcome? What are my answers?
7. What questions do I want to ask?

## VALUE PROPOSITION FOR ACME CORPORATION

<b>Summary</b>	<b>Manager &amp; Employee Coach</b>	<b>Strategic Business Partner</b>
<ul style="list-style-type: none"> <li>➤ HR professional with extensive experience directing all aspects of human resource management.</li> <li>➤ Establish partnerships with senior executive staff that create and achieve strategic objectives.</li> <li>➤ Apply balanced blend of interpersonal, analytical and creative skills to optimize outcomes regarding all human capital and employee relations matters.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Highly approachable &amp; consultative style.</li> <li>➤ Provide sounding board for managers.</li> <li>➤ Coach to improve under-performance.</li> <li>➤ Consult on conflict resolution.</li> <li>➤ Implement 360 process and use feedback to improve performance.</li> <li>➤ Facilitate internal training &amp; evaluate/procure external training resources.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Staffing plans to support strategic priorities.</li> <li>➤ Retraining/Staff Reduction/Recruitment.</li> <li>➤ Evaluate &amp; identify promotion recommendations &amp; Succession Planning.</li> <li>➤ Ensure legally compliant staffing decisions.</li> <li>➤ Participate in and use salary survey data for competitive compensation strategy.</li> <li>➤ Create/administer bonus plans.</li> <li>➤ Employee relations: non-union.</li> <li>➤ Coordinate, implement and evaluate results of employee surveys</li> </ul>
<p style="text-align: center;"><b>Communications &amp; Recognition</b></p> <ul style="list-style-type: none"> <li>➤ Oversee recognition program for service, safety, performance, organizational achievements.</li> <li>➤ HR policy, employee benefits and communication.</li> <li>➤ Identify communication opportunities promoting employee engagement and improve morale.</li> </ul>	<p style="text-align: center;"><b>Education</b></p> <ul style="list-style-type: none"> <li>➤ B.S., Industrial &amp; Labor Relations – Cornell University, Ithaca, NY</li> <li>➤ MBA – Stanford University With High Honors</li> </ul>	<p style="text-align: center;"><b>Talent Management</b></p> <ul style="list-style-type: none"> <li>➤ Succession planning &amp; identification of core competencies.</li> <li>➤ Create &amp; oversee performance review process.</li> <li>➤ Job redesign &amp; position descriptions to align with strategy.</li> </ul>

## POST INTERVIEW EVALUATION

Organization – Division – Department: \_\_\_\_\_

Interview Date and Time: \_\_\_\_\_ Telephone: \_\_\_\_\_

Interview Team:

Name(s)

Title(s)

Information Gathered

Date I sent thank you letter: \_\_\_\_\_

Date I will follow up with a call: \_\_\_\_\_

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1. What was important that the interviewer said? (Position responsibilities, hiring process, salary, management style, etc.)
  2. What are the key problems / issues that they are facing or need help with?
  3. How well did I do? (e.g., sensitive areas, weaknesses / strengths, unnecessary information volunteered, points emphasized, questions answered, etc.)
  4. Describe any questions the interviewer asked which posed a problem.
  5. Had I adequately prepared for the interviewer's questions?
  6. To what extent did I create a two-way dialogue?
  7. What are the next steps?
  8. Am I still interested in this position? (More now, or less?)
  9. What follow-up action will I take? (letter, phone call, references, additional information, etc.)

**PERSONAL MARKET PLAN FOR \_\_\_\_\_**

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**Marketplace Definition:**

**Description of Me as the Product:**

**Assessment of Demand:**

**Customer / Decision Maker:**

**Best Ways to Reach Prospective Employers:**

**Resources Evaluation:**

## **PERSONAL MARKET PLAN FOR \_\_\_\_\_**

### **Projected Timeline:**

### **Additional Source Information**

- Personal Marketing Statement / Commercial
- Differentiating Statement
- Key Skills/Areas of Expertise
- Target Positions (Titles from Handbill)
- Target Market Organization List
- Networking Contact List



## Weekly Tracking Form: Goals vs. Actual Results

1            2            3            4            5            6            7            8            9

Project your **goals** for the week in column two.

Goal Area	Weekly Goals	Mon.	Tue.	Wed.	Thu.	Fri.	Total	+ / - vs. Goal
<b>Calls for Appointments</b>								
<b>Calls for Information</b>								
<b>Letters / email to Targets</b>								
<b>Research / Internet</b>								
<b>Apply to Job Ads</b>								
<b>Networking</b>								
<b>New Leads</b>								
<b>Appointments/ Meetings</b>								
<b>Interviews</b>								

Use columns 3 – 7 to record the **number** of calls you made, job ads applied for, new leads uncovered, interviews attended, etc. Record the number of **hours** you spent networking, conducting research, at meetings or appointments, etc.

In column 8, tally the total number of occasions or hours spent in each category. Then, calculate the difference between your expected results and actual results in column 9.

## WHAT ELSE CAN YOU NEGOTIATE - 7 KEY ITEMS

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*A total compensation package includes much more than salary, or even benefits, and sometimes those differences can more than make up for a salary offer that's lower than you'd hoped.*

➤ **Negotiate both “hard” and “soft” items.**

- **Hard items** are those concrete items that mean cash in your pocket: salary, short and long term incentives, benefits, company car, country club membership, attendance at industry or professional meetings at company expense, tuition reimbursement, and so forth.
- **Soft items** make life easier and your career with the company more successful. Consider, for instance, to whom you report. Title, salary, and perks are as important for the way they position you in the company as they are benefits for you.

Anyone who believes compensation packages can be kept confidential is somewhat naive; the reality is that they, as well as the reporting structure, are major factors in establishing your credibility and authority.

If you report to the president of the company or a VP, consider the value of your daily contact with that major decision-maker. Others consider that as well, and you will find your importance and validation within the company rise in direct connection to the importance of the person to whom you report.

**The following list includes various forms of compensation and a rating of how difficult they are to negotiate.**

1. **Basic compensation:** base salary, commissions, bonuses, corporate profit sharing, stocks, hiring bonus, company participation in 401Ks.

**What to ask:**

- *When are salary raises and bonuses given? Are bonuses determined by individual, group, or company performance?*
- *What has been the average bonus for someone at this level for the last three years?*
- *What is the potential for promotion? How long before someone at this level is considered for promotion?*

**Very Negotiable** (except for 401k and pension plan participation).

2. **Health benefits:** medical insurance (dental, optometric, etc.) life insurance, disability insurance.

**What to ask:**

- *What are the deductibles? Will your family be included? If not, what is the charge for their participation in these programs?*

**Rarely negotiable**, these benefits tend to be standard within the organization.

### **3. Vacations, sick leave, personal days, holidays, compensation time.**

**What to ask:**

- *When will you be eligible? Can they be combined?*
- *Can they be accumulated or carried over into the next year?*
- *Are there rules concerning personal days or vacations taken before or after the holidays? Sick days around vacation?*
- *Can these days off be taken “as earned” or must you wait a period of time?*

**Difficult to negotiate**, but certainly worth a try, particularly the personal days and compensation time. This may be informally arranged with your manager, but if it is really important to you or if you expect to put in major overtime and want to be compensated for it, be sure to get it in writing.

### **4. Severance package, executive coaching:**

Discussing a “golden parachute” at the time of hiring is a little like asking for a prenuptial agreement. It is hard to admit the possibility that this marriage might not work. However, change is the one constant, so you are foolish if you do not negotiate some kind of severance agreement. And, it is becoming more and more common, particularly at senior levels.

**What to ask:**

- *When does it take effect? Is outplacement counseling included?*
- *What about health insurance?*
- *How about executive coaching?*

**Very negotiable.** The fact is that **most executives “make it or break it” within the first 90 days**, but rarely do they fail because they can't handle the tasks. Rather, they stumble over interpersonal and communication issues, rooted in a business culture clash. Companies are very often willing to provide you with a coach for this critical period, a wise investment for the company and a real benefit for you.

### **5. Relocation expenses:**

Moving expenses, home sale and purchase expenses, temporary housing, trips to find housing, trips home during transition, job search assistance for partner or adult children.

**What to ask:**

- *How much money will be allocated for these expenses? How much is allocated toward each?*

**Very negotiable.** Those are the obvious questions. But don't forget to ask how long you will have to make relocation decision. In the meantime, you and your family may be stuck in temporary housing you have to pay for, so be sure to clarify these issues. A spouse or who works full-time will not be satisfied with the move until he or she has found a position. *How will you deal with the expense of maintaining two homes and travel expenses in the interim?*

## **6. Additional Perks:**

Company car or travel expenses, laptop computers, printers, cell phones, social-club fees, athletic facilities, clerical support, personal use of frequent-flier rewards, employee discounts.

### **What to ask:**

*The possibilities are wide open and you'll be amazed at what you can negotiate in this category. Most of these items come under the heading of discretionary in the budget, and decisions about how they are distributed are pretty much up to your boss. **Get it in writing if it is really important to you.***

**Very negotiable**

## **7. Educational / Professional Development:**

Degree programs, professional continuing education, technical training, (i.e., on computer systems and language courses) seminars, workshops. This category also includes professional organization memberships, conferences, journal subscriptions, and books.

### **What to ask:**

- *Does the company support outside professional development?*
- *Will I be able to participate in educational programs during regular work hours?*
- *Will they be considered assets for future promotions?*

**Very negotiable.** Companies vary greatly in their attitude toward education and professional development. Some companies require everyone to earn a minimum of forty credits a year and pay all expenses if the employee earns a C or better. Other companies consider such courses a personal expense and see no reason to give you time to attend them, so it's important to check. Professional organizations memberships and annual conferences are a real boon to the company as well as the individual, but you may have to convince them this is true. You need to stay current in your field and this is a great way to do it. Just don't blow your credibility by spending the conference in Hawaii on the beach instead of the classroom.

## Sign-On Hiring Bonuses

If the salary is just not what you are hoping for, one way to get that number up is by negotiating a hiring bonus. Hiring bonuses are sometimes easier than salary for a company to justify, since they can classify it under “discretionary funds” rather than the salary budget line.

Following are some examples when a hiring bonus was negotiated to make up for a lower salary line. After that, to increase the salary line permanently, you can also negotiate for a six month review, which then becomes your annual salary level.

### **Under what circumstances could you negotiate for a hiring bonus? Here are some examples:**

- A candidate moves from one location to another. In addition to moving expenses, the company offers a signing bonus of \$5,000 to help her get settled in the new location.
- In agreeing to begin a new job right away, a candidate is deprived of a year-end bonus of \$75,000 from her old company. The new company gives her 75 percent of that as a signing bonus.
- A candidate will have to forgo a \$35,000 commission on a sale he has completed but will not close for three months. The new company grants a signing bonus in consideration of that lost income.
- A candidate is recognized as the leading authority on a particular kind of software. To achieve necessary expertise from within, a company would have to spend six months and \$30,000 sending a current employee out to obtain the needed education. The new candidate will train personnel in-house as part of the job, saving the company \$30,000 and expenses. A sign-on bonus of \$20,000 is awarded in recognition of this expertise and its value beyond his actual salary.
- A candidate has developed strong sales relationships with several major accounts. Upon joining the new company, the candidate will use personal influence to bring that business to the new company. A one-time sign-on bonus of \$15,000 per account is awarded above the salary and commissions she will receive for her position.
- A candidate agrees to join a company which is in deep trouble and might eventually close its doors, despite the candidate’s best efforts to turn it around. Rather than negotiate a “golden parachute” to cover that eventuality, candidate may negotiate a significant signing bonus to indemnify himself from the risk.

**In summary, any time you can show you have valuable expertise and are making contributions beyond your salary compensation, you can ask for a signing bonus.**



## Personal Action Plan

\_\_\_\_\_ **1-Year**      \_\_\_\_\_ **5-Year Action Plan**      \_\_\_\_\_ **Goal Number**

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**Why I want this goal:**

**Why I think I can achieve this goal:**

**Affirmation Statement:**

**Critical Competencies needed:**

**Education & Training needed:**

**Potential Obstacles:**

**Potential Solutions:**

# Life Action Plan

Before you begin to plan for your future, take time to review your current thoughts on some very important issues.

**Review your Mission and Values. What is most important to you in life?**

**How does your new position fit with your Mission and Values?**

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**Review your Balance of Life. How does your new position help or hinder your ability to create a balance in your life?**

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**If you had it all to do over again, how would you change your career?**

Are there career fields you have always wanted to explore? Do you have a plan for doing so? How can you create space in your life and with your new position to continue to explore other areas of interest?

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How do people who are closest to you feel about your new position / company / industry?  
How will their lives be impacted by your new job?

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What is your hope for this new job? Do you have a time frame in mind to remain with the job / company?

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What do you hope to gain from this job and company? What will you learn? How will you grow?

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As you review your Likes and Dislikes, and you're Criteria for Job Satisfaction, how does this job measure up?

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**What is your personal, professional education and training plan to increase your career marketability?**

Training	Source	Start Date	Projected Completion
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**What key goals would you like to reach in the first year?**

**Goal 1**

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**Goal 2**

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**Goal 3**

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**Goal 4**

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**Goal 5**

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**How will you maintain your confidence and determination?**

**How will you create and utilize your support system?**