

Table of Contents

The Transition Solutions Approach.....	3
Managing Change.....	5
Defining the Product - YOU	11
Resume	23
References	40
Weekly Action Plan.....	42
Networking, Marketing & Social Media.....	45
Online Job Sites and Resources.....	86
Interviewing.....	99
Job Offers and Negotiations	111



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The Transition Solutions Approach

The Changing Attitude of Work – From Employed to Self- Employed

The era of employment for life is long over. In today's global economy, the average employee tenure is just 4.2 years, per the Bureau of Labor Statistics January 2016 report¹.

There are many reasons for the shorter tenure from individuals actively seeking new challenges to employers more readily reducing payrolls due to economics, mergers or industry changes.

We also live in a time where we are constantly connected via our smart phones, watches and laptops. This has led to rapidly changing customer demands, new break through industries, legacy company downsizing, and a more flexible work environment.

How do you best respond to today's job market? Clifford Hakim once wrote, "To succeed in today's workplace; each of us must view ourselves as self-employed."² This is still relevant today with you being the product to sell to companies.

This shift in attitude from "employed" to "self-employed" means you must:

- Know your product; your skills, accomplishments, values and interests.
 - Find the work that needs to be done that fits with your capabilities.
 - Market yourself so companies recognize you will help solve their business needs.
-

Personal Inventory Profile

The Transition Solutions Approach to the job search process consists of the following three phases:

Phase	Description
Manage Change	Deal with the change first by slowing down and reflecting on how you are reacting to the change and by reviewing your finances.
Define the Product	You are the product. So, the first phase involves conducting a personal inventory of your skills, interests, and accomplishments.
Create & Execute a Marketing Campaign	You plan, organize and implement a marketing campaign that will help you find, interview and get the job. If you are changing careers, you may investigate jobs and industries to determine the right fit for you.

¹ <https://www.thebalancecareers.com/how-often-do-people-change-jobs-2060467>

² Clifford Hakim, "We Are ALL Self-Employed", 1994, Berrett Koehter Publishers, San Francisco

**Introduction
to the
Personal
Inventory
Profile**

Before you start sending out resumes and interviewing with employers you must do these three things:

Manage Change

- How are you reacting to change?
- Have you analyzed your financial situation and developed a budget?
- Who are you turning to for support?
- What are you doing to take a break or reduce the stress of job loss?

Define the Product – You

- What are your values?
- What are your skills?
- What are your liabilities?
- What are your interests?
- What are your accomplishments?
- In what work environment do you do your best work?
- What kind of people do you want to work with?
- What kind of organizational goals are important to you?
- What management style do you work best with?
- What industry interests you and/or is hiring right now?

Create a Marketing Strategy

- What is your daily, weekly, monthly action plan?
- How do you organize your search to maximize opportunities?
- Where should you focus your energies and efforts?
- How do you go about implementing it?
- How do you present yourself in writing?
- How do you present yourself in an interview?

Managing Change

*"It isn't the changes that do you in it's the transitions."*²

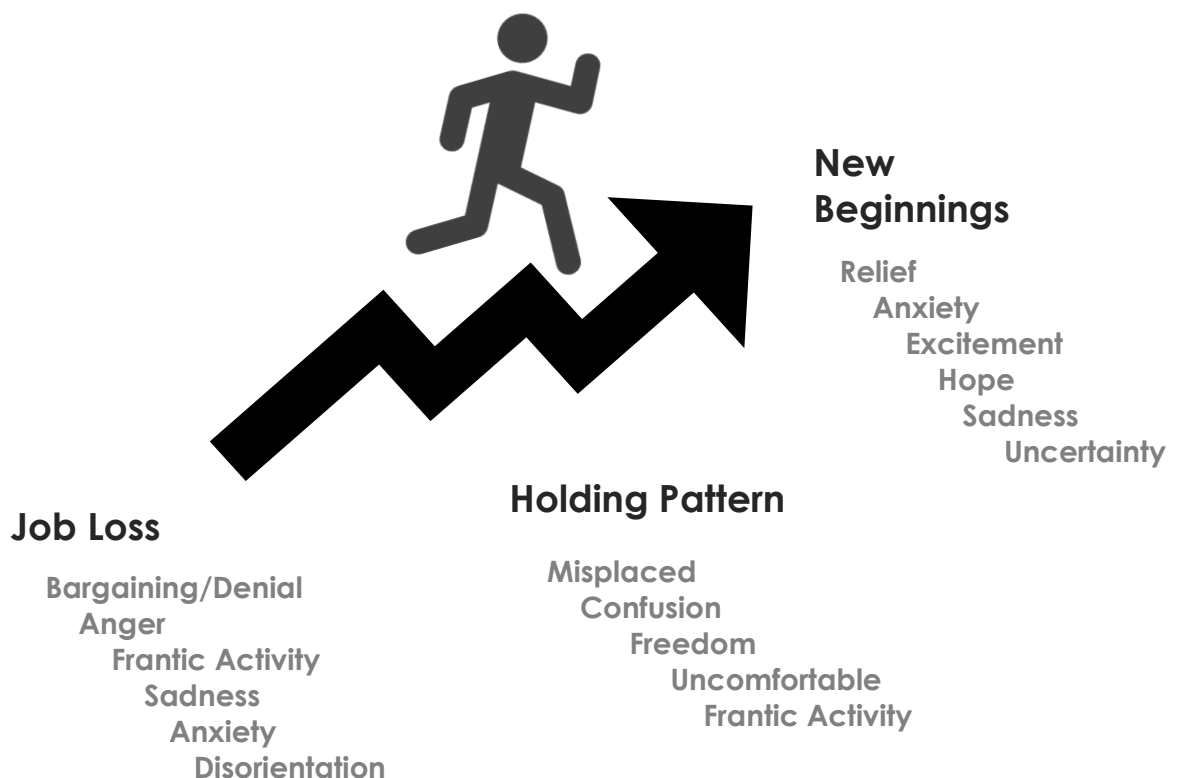
- William Bridges, author

Managing Change

The average time employees stayed with companies in the 1950's was 22 years; today that number is 4.2 years! So, learning how to manage change is a lifelong learning skill, not just for right now.

Moving from one job to another is an external event – a *change* – that can be challenging. Job loss is the third most stressful event an individual can experience behind the death of a loved one and divorce. So it may be helpful for you to identify with the common reactions and feelings people may have as they move from the end of one job to the beginning of another.

The diagram below describes the common reactions you may experience. Which stage are you in right now? What are your reactions to change?



³ William Bridges, "Managing Transitions", 1993, Addison-Wesley Publishing Company

Actions at Each Stage

Job Loss

The most important step for you to take right now is to slow down, get in touch with how you are reacting to the change and begin to plan your job search. Some actions to take are:

- Get your financial house in order
- Take a break
- Set up an organizational system

Holding Pattern

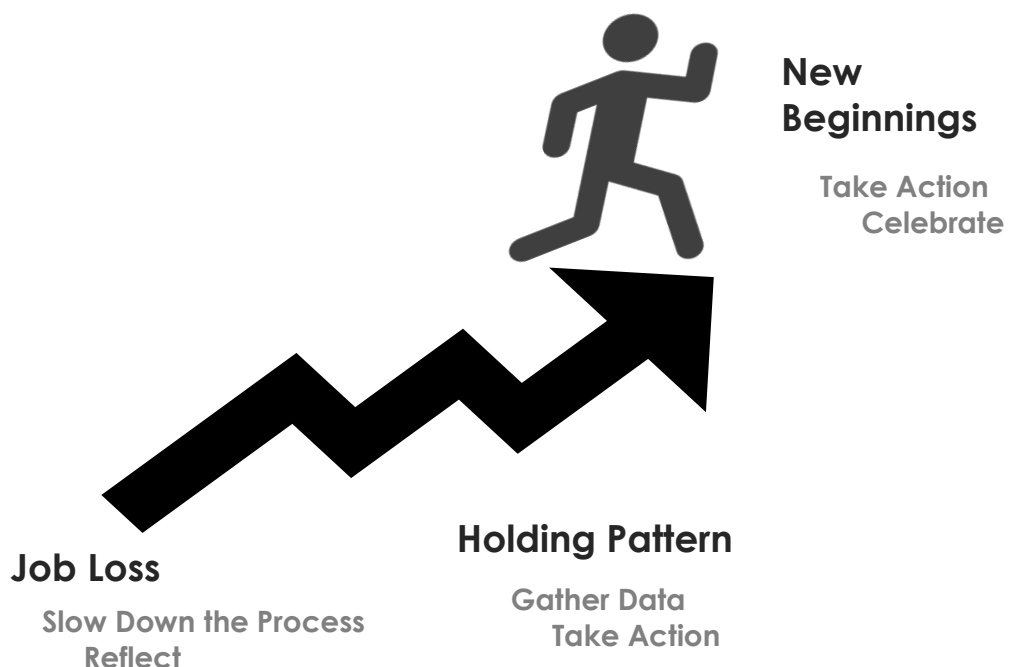
When you start to let go of your old job you will be ready to look at new possibilities. You may not have reached acceptance yet but you are able to move forward. Some actions to take are:

- Identify your skills, accomplishments, values and interests
- Research options and network
- Develop marketing material

New Beginnings

You are ready to interview and sell yourself for that new opportunity. Some actions to take are:

- Interview
- Negotiate
- Celebrate your success!



Managing Change ... continued

Your Feelings and Finances

For many our jobs provide us with a sense of who we are and the financial resources to live our lives the way we want. It provides us with structure, a place to go every day and people to talk with that share a common goal.

Time for Reflection

Losing a job, especially when you haven't made the decision, can be unsettling and for some, painful. Take a minute to answer the following questions:

- How are you reacting to change?
- Have you analyzed your financial situation and developed a budget?
- Who are you turning to for support?
- What are you doing to take a break or reduce the stress of job loss?

Strive for balance between your career search activities and practicing self-care. This is a very stressful time, and to be successful you need to manage your emotions. Job search activities can be tedious, hard work and require breaks for "recharging".

- Build in time for fun activities
 - Eat well
 - Maintain a positive attitude
-

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Evaluate Your Finances

When job loss or transition takes place one of the most helpful steps you can take is to conduct an analysis of your personal finances.

Such an analysis will allow you to understand how flexible you can be with salary requirements and what expenses might be reduced or deferred.

The impact of severance or one-time separation payment may provide a cushion or reveal the need for an aggressive job search. Most importantly, the process will clarify your financial picture at this critical decision-making period.

Once you have an understanding of your financial resources, you can develop a plan. Here a few steps you can take:

- List your monthly fixed and variable expenses
- Identify your monthly income sources
- Set up a monthly budget
- Consult a financial advisor

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BUDGET WORKSHEET FOR PERSONAL BUDGETS

CATEGORY	MONTHLY BUDGET	MONTHLY ACTUAL	DIFFERENCE ACTUAL VS. BUDGET
INCOME:			
Wages Paid			
Bonuses			
Interest Income			
Capital Gains Income			
Dividend Income			
Miscellaneous Income			
Severance			
Unemployment			
INCOME SUBTOTAL			
EXPENSES:			
Mortgage or Rent			
Utilities: Gas/Water/Electric/Trash			
Cable TV			
Telephone			
Home Repairs/Maintenance			
Car Payments			
Gasoline/Oil			
Auto Repairs/Maintenance/Fees			
Other Transportation (tolls, bus, subway, etc)			
Child Care			
Auto Insurance			
Home Owners/Renters Insurance			
Computer Expense			

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Managing Change ... *continued*

CATEGORY	MONTHLY BUDGET	MONTHLY ACTUAL	DIFFERENCE ACTUAL VS. BUDGET
Groceries			
Toiletries, Household Products			
Clothing			
Eating Out			
Gifts/Donations			
Healthcare (medical/dental/vision & insurance)			
Hobbies			
Interest Expense (mortgage, credit cards, fees)			
Magazines/Newspapers			
Federal Income Tax			
State Income Tax			
Social Security/Medicare Tax			
Personal Property Tax			
Pets			
Miscellaneous Expenses			
EXPENSES SUBTOTAL			
NET INCOME (INCOME LESS EXPENSES)			

Defining the Product - You

Values Clarification

Values are the beliefs, behaviors and ideals that guide us in "doing" our jobs. They help us make decisions and are often what cause us to take action.

As we proceed through life, many of our values remain the same but their priority may change dramatically. What may have been most important to us at age twenty-five may be less important to us when we are forty.

Step	Action
1	Check off all values listed that are relevant to you. Add additional items if your values are not represented in this list.
2	Rate the importance of each value to your work satisfaction. 1 = not very important 2 = somewhat important 3 = very important
3	Select the five values that are most critical to your work satisfaction and prioritize them.

Continued on next page

Defining the Product – You ... *Continued*

<input checked="" type="checkbox"/> VALUE			RANKING
_____	RECOGNITION	getting respect, prestige and recognition	_____
_____	ACHIEVEMENT	training mastery, advancement, growth	_____
_____	LEADERSHIP	directing, having power & influence over others	_____
_____	SERVICE TO SOCIETY	making a difference in the world and know that my work is directly improving people's lives	_____
_____	SELF EXPRESSION	unique talents, ideas & opinions, standing out as an individual	_____
_____	HIGH INCOME	earning a lot of money, meeting material needs	_____
_____	INDEPENDENCE	having autonomy, making decisions	_____
_____	CREATIVITY	contributing something new, being inventive	_____
_____	CHALLENGE	solving problems, handling difficult situations	_____
_____	INTERPERSONAL	having meaningful contact with people	_____
_____	VARIETY	being involved in many things, experiencing change	_____
_____	INTEREST	having fun and enjoying what you are doing	_____
_____	SECURITY	having security and independence	_____

Continued on next page

Defining the Product - You ... *Continued*

<input checked="" type="checkbox"/> VALUE			RANKING
_____	COOPERATION	accomplishing something as a team member	_____
_____	CONTRIBUTION	improving or perfecting something	_____
_____	BELONGING	feeling valued and a sense of belonging	_____
_____	KNOWLEDGE/ EXPERTISE	developing and using specific knowledge be recognized for my expertise in a particular field	_____
_____	BE INVOLVED	being part of something that's valuable and contribute	_____
_____	BALANCE	being able to achieve the right balance between my work and personal/family time	_____

Continued on next page

Defining the Product – You ... *Continued*

Rating Your Skills

Skills are the personal behaviors, knowledge and professional abilities that define you – the product. You should spend significant time defining:

- Which skills have led to your success?
- Which skills have delayed your success?
- Which skills you enjoy using and which you don't?
- Which skills are needed for your current career?
- Which skills you may need to learn if you are changing careers?

Step	Action
1	<p>Rate yourself on the following skill categories according to the following scale:</p> <p>1 = Definite. Strong ability in this area. 2 = Some ability. 3 = Enough ability to get by with help from others. 4 = No ability at all.</p> <p>You might reference previous performance evaluations to jog your memory or ask someone who has seen your work to give you feedback.</p>
2	<p>Go back through the list and rate your level of enjoyment with each of our skills according the following skills:</p> <p>1 = You definitely like using this skill. 2 = You neither like nor dislike using this skill. 3 = You don't enjoy using this skill.</p>

Continued on next page

Defining the Product – You ... *Continued*

ENJOY (1 – 3)

RANKING (1 – 4)

_____	ATTENTION TO DETAIL	follow detailed procedures, ensure accuracy	_____
_____	COMMUNICATION	written, verbal, interpret complex information	_____
_____	PROBLEM SOLVING	exhibit judgment, review facts, weighs option	_____
_____	INFLUENCE/ PERSUASIVENESS	convince others, use tact when expressing ideas or opinions, respond to objections successfully	_____
_____	PLANNING & ORGANIZING	prepare for customer needs, manage multiple products, prioritize people and tasks	_____
_____	LEADERSHIP	assume authority as needed, advocate new ideas	_____
_____	TEAM PLAYER	share credit, work well across departments	_____
_____	CREATIVITY	create novel solutions to problems	_____
_____	RESOURCEFULNESS	identify key people, develop network to reach goals	_____
_____	INTERPERSONAL SKILLS	develop rapport, build and maintain positive relationships	_____
_____	ORGANIZATION	systematic, structured, orderly	_____
_____	INITIATIVE	assume responsibilities without being told	_____
_____	NEGOTIATION	obtain agreement, use strategy	_____
_____	PERCEPTIVENESS	insight into issues and understanding of people	_____

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Defining the Product – You ... *Continued*

ENJOY (1 – 3)		RANKING (1 – 4)	
_____	FINANCIAL	analyzing and calculating data	_____
_____	EQUIPMENT	manual dexterity, strength, coordination	_____
_____	CONFLICT MANAGEMENT	use win/win approach to resolve controversy, stay objective during interpersonal interactions	_____
_____	COPING	maintain solution-oriented approach	_____
_____	CUSTOMER FOCUS	prioritize customer needs, ensure customer satisfaction	_____

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Defining the Product - You ... *Continued*

Prioritize Your Skills

List the six skills you rated the highest below and write an example of a time when you used the skill successfully. What was the situation, what did you do and what was the result?

- 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
-

Which Skills Do You Like to Use?

List the six skills you like using the most below:

- 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
-

Continued on next page

Defining the Product – You ... Continued

Answer the Following Questions

Take some time to complete the following sentences:

- At this time, my primary career goal is....
- The skills required for this career are...
- I will/will not need additional education or training (circle)....
- What I liked most about my last job was....
- What I liked most about my last reporting manager was....
- What I liked least about the company was....
- What I liked least about my reporting manager was....
- If someone asked my reporting manager about me, he/she would say....
- If someone asked one of my co-workers about me, he/she would say....

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Defining the Product – You ... *Continued*

Interest Inventory

Sometimes personal interests can become career opportunities. Too often we separate our personal interests from our career choices. What industries related to your personal interests, could support both your interests and skills?

The list below is a partial selection of common interests. Add additional interests if your interests aren't represented in this list. Review the list and check off the items that appeal to you the most.

Acting	Cooking	Pets	Theatre
Antiques	Driving	Photography	Travel
Art	Fashion	Reading	Volunteering
Astronomy	Films	Riding	Writing
Baseball	Gardening	Running	Woodworking
Biking	Golf	Sailing	
Camping	Hiking	Science	
Carpentry	History	Sculpture	
Chess	Hockey	Singing	
Church	Hunting	Skiing	
Collecting	Music	Soccer	
Computers	Painting	Swimming	

Defining the Product - You ... Continued

Personal Achievement List the five most significant personal accomplishments - non-business related - of your life. Go back to your childhood, if you wish.

Achievement

Achievement

Achievement

Continued on next page

Achievement

Achievement

**Look for
Patterns**

Read through your stories and highlight any skill, value or interest you see.

Without realizing it what you have defined as accomplishments in your personal life may reveal certain qualities that you value.

Is there a pattern to your personal achievements?

page

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Purpose

Resumes should speak to your personal brand with the objective to get you an interview. Over the years, how resumes are viewed and used continues to evolve. Below our top 10 strategies for writing a captivating resume.

1. Only include information and key words on your resume that are relevant to the role you are applying for. Keep in mind that the average recruiter will assess your resume in 6 to 10 seconds!
2. Resumes should be no more than 1 to 2 pages. You typically only want to include 10 to 15 years of relevant experience, unless the job calls for more, since the hiring company may think you are too expensive. Only include a 3rd page if you have relevant accomplishments that would significantly add value.
3. Always include your name, contact information and LinkedIn URL at the top. You can include your address, but typically only city and state are necessary.
4. Below your name, replace "objective" with the specific role(s) you are seeking including a summary paragraph. Include 3 – 5 sentences that speak to your brand. Call out why you are the best candidate for the job you're seeking. Take this section seriously, since it's where most recruiters and hiring managers start!
5. Bullet your relevant skills under the summary paragraph to help recruiters and automated programs find you. Include current computer skills in this section.
6. For the common chronological resume, outline your experience with your most current role first. Also, include your education, but leave off the year of your schooling unless it's still in process.
7. Call out your accomplishments within your experience! These are what differentiate you as a candidate. We discuss more below on how to share brief stories where your efforts made a difference.
8. Everything else you choose to include should support your personal brand. For example, only include volunteer experience or professional associations if they will make you a more attractive candidate for the role you are applying for.
9. References should be on a separate document. And you also do not need to note that references will be provided on request.
10. Leverage the job description for what to include in your resume. Ensure your resume reflects key words that are in the job posting if you have those skills. The major purpose of a resume is to obtain interviews. This critical document creates an image of the product – you! It is your advertisement.

<https://www.glassdoor.com/blog/expert-tips-how-to-find-a-job/>

**Parts of a
Resume**

Resumes may contain up to nine sections, usually in this order:

1. Name, Contact Information, Social Media Links
2. Role(s) Seeking
3. Summary
4. Employment History
5. Education (recent graduates may place this section before work history)
6. Military History (if applicable)
7. Professional Memberships (optional)
8. Publications (optional)
9. Civic Activities (optional)

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**Parts of Resume
(continued)**

Section	Content
Name/Contact	Always include your name, contact information and LinkedIn URL at the top. You can include your address, but typically only city and state are necessary.
Role(s) Seeking	Add the Title or Titles of the roles you are seeking
Summary	The summary describes your core skills and competencies. Use this instead of an objective statement.
Work History	<p>There are three resume formats used to describe past work history:</p> <p>Chronological This is the format most often recommended. It contains a history of employment, starting with your most recent job, including job title, employment dates (mm/yr) and a bulleted list of accomplishments.</p> <p>Functional This format is used when changing careers and/or when you have a broad range of experience. It outlines your core competencies, followed by a list of accomplishments.</p> <p>Combination This format highlights your core competencies and is followed by a history of employment and accomplishments.</p>

Continued on next page

**Parts of a Resume
(continued)**

Section	Content
Education	<p>List your degree(s) and other relevant specialized certifications or training.</p> <p>Recent graduates may add information about educational honors, elected offices held and other extracurricular activities to demonstrate leadership or other relevant skills.</p>
Military	<p>For those recently released from active duty, or who service in the Guard or Reserve, include dates of service, branch, highest rank attained, awards, decorations and accomplishments.</p>
Professional Memberships	<p>List all relevant organizations and office held.</p>
Civic Activities/ Personal	<p>These are optional. On the plus side they show you are well rounded with outside interests and commitments. It does, however, provide information that an employer can use to screen you out as a result of a bias against your social, civic or political involvements.</p> <p>Avoid including other personal information on a resume.</p>

Resume Do's When writing your resume, always:

- Make your statements clear and concise.
- Begin sentences with action words for higher impact.
- Provide accomplishments instead of job duties.

Continued on next page

Resume Don'ts

When writing your resume, avoid:

- Explanation for job changes.
 - Listing references.
 - Providing salary history or requirements.
 - Providing age, height, physical limitations or marital status.
 - Using the words "responsible for". This implies job duties as opposed to accomplishments.
-

**Work-Related
Accomplishments**

An effective resume provides the employer with an idea of what you have done -- not just a job description. Hiring managers already know the job description; they want to know what makes you stand out from others who have held similar positions.

Your task is to create two to three lines of accomplishment statements for each job you have listed on the resume. For example, you could write "Increased productivity" as one of your accomplishments.

That's good, but it doesn't go far enough.

How about, "Increased productivity by 35%."

This is better because it quantifies -- or measures -- the accomplishment.

Still better would be, "Increased productivity by 35% as a result of a process redesign."

Now, you have not only quantified your accomplishment, you have identified the actions you took.

Continued on next page

BAR Stories

BAR is a format that will help you write about your accomplishments. It stands for:

The B stands for ... Background -- a brief statement that describes the situation and/or problem.

The A stands for ... Activities -- the actions you took.

The R stands for ... Results -- how the department, company, group benefited from your actions. Whenever possible, quantify the results using dollars, numbers or percentages.

Once you have written the accomplishment using this format, you will need to reduce it to a short statement – five to ten words – starting with an action verb.

Continued on next page

(continued)

Here is an example of a BAR story:

Background:

Our company's profits were shrinking. We were performing manufacturing operations with antiquated equipment, and we were losing price wars to foreign competition.

Actions:

The first thing I did was conduct a meeting with the technical staff to obtain their input on possible solutions; and

Secondly, my staff and I worked with the engineering and business departments of the local university to develop recommendations; and

Thirdly, I brought the team's recommendations to our bank and negotiated a new capital loan to upgrade the equipment; and

Finally, I negotiated with the workers who agreed to complete training with the new equipment, partly on company time and partly on their own time, which would decrease the costs.

Results:

Our company's market share increased and profits for the last quarter increased by 75%.

**Accomplishment
Statement**

The next step is to write an accomplishment statement, starting with an action verb, which provides a summary of your actions and the results – or how what you did added value to the company and/or department.

Negotiated a capital loan and labor agreement to purchase new equipment, which resulted in a 75% increase in quarterly profits.

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**Other Uses of
BAR stories**

Writing these BAR stories takes time and can be tedious, but your efforts will be worth it! You can:

- Evaluate the BAR statements to identify strengths and skills.
 - Use the information to prepare for interviews.
 - Use the information to write your marketing materials.
-

**Your
Assignment**

Now it's time to write your work accomplishments, using the BAR format, for each job. These accomplishments are the foundation of your resume.

Completing the following exercise will help you recall your work experiences and identify your skills and strengths.

Step	Action
1	<p>For each job, identify three to five situations or challenges and write a story.</p> <p>Describe the background including any obstacles you had to overcome, identify what you did step by step and how the company/department benefited from your actions.</p>
2	<p>Read through your stories and highlight any skill, ability, or strength you see.</p> <p>Is there a pattern to your accomplishments?</p>
3	<p>Edit your accomplishment statement for clarity and impact.</p>

Continued on next page

Three Simple Rules

Remember these simple rules when writing your accomplishment statements:

- Start with an action verb; refer to the list of action verbs on the following pages.
- Identify both the action you took and the difference it made to your company or department.
- Write concisely.

Once you have completed your BAR stories, you will be ready to write a resume and cover letters and prepare for interviews.

Continued on next page

Action Verbs

Review the action words listed over the following pages, the action verbs that relate to your work experience, skills, and abilities.

Accelerated	Bolstered	Controlled	Evolved
Accepted	Bought	Converted	Exceeded
Accomplished	Briefed	Convinced	Executed
Accrued	Brought	Coordinated	Expanded
Accumulated	Budgeted	Corrected	Expedited
Achieved	Built	Created	Extracted
Acquired	Capitalized	Decentralized	Facilitated
Activated	Catalogued	Decreased	Figured
Actuated	Centralized	Defined	Focused
Addressed	Certified	Demonstrated	Forecast
Administered	Chaired	Designed	Formed
Advanced	Challenged	Determined	Formulated
Advised	Changed	Developed	Founded

Continued on next page

**Action Verbs
(continued)**

Alleviated	Charted	Devised	Framed
Allocated	Chartered	Diagrammed	Gave
Analyzed	Closed	Directed	Generated
Anticipated	Collaborated	Disapproved	Governed
Applied	Collected	Disciplined	Guided
Appointed	Combined	Discovered	Grouped
Approved	Communicated	Distributed	Halted
Arranged	Compiled	Divided	Harmonized
Articulated	Completed	Documented	Headed
Assembled	Composed	Edited	Hired
Assessed	Conceived	Educated	Illuminated
Attracted	Concentrated	Effected	Illustrated
Audited	Concluded	Elevated	Implemented

Continued on next page

**Action Verbs
(continued)**

Authored	Conducted	Eliminated	Improved
Automated	Conferred	Employed	Increased
Averted	Constructed	Enlarged	Indexed
Avoided	Consummated	Escalated	Informed
Balanced	Contracted	Established	Initiated
Bargained	Contributed	Evaluated	Innovated
Inspected	Offered	Rectified	Stimulated
Inspired	Opened	Reduced	Stipulated
Installed	Operated	Referred	Straightened
Instituted	Optimized	Refined	Streamlined
Instructed	Orchestrated	Rehabilitated	Strengthened
Insured	Organized	Rejected	Studied
Integrated	Originated	Rejuvenated	Succeeded

Continued on next page

**Action Verbs
(continued)**

Interceded	Overhauled	Related	Summarized
Intercepted	Packaged	Renegotiated	Supervised
Interviewed	Penetrated	Renewed	Supported
Introduced	Performed	Reorganized	Surveyed
Invented	Personalized	Reported	Synthesized
Investigated	Persuaded	Researched	Systematized
Joined	Pioneered	Reshaped	Tabulated
Judged	Planned	Resolved	Taught
Justified	Prepared	Restored	Terminated
Kept	Presented	Restructured	Tested
Launched	Presided	Reversed	Traded
Led	Prevented	Revised	Trained
Liquidated	Prioritized	Revitalized	Transformed

Continued on next page

**Action Verbs
(continued)**

Located	Processed	Safeguarded	Unified
Maintained	Produced	Scheduled	Upgraded
Managed	Programmed	Separated	Utilized
Marketed	Projected	Served	Validated
Maximized	Promoted	Settled	Varied
Measured	Promulgated	Simplified	Verified
Minimized	Proposed	Sold	Visualized
Moderated	Provided	Solved	Won
Modernized	Protected	Sorted	Wrote
Modified	Published	Specified	
Monitored	Purchased	Staffed	
Motivated	Recognized	Standardized	
Negotiated	Recommended	Obtained	

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**Resume
Formats**

There are four resume formats, each used for different purposes:

1. Chronological
 2. Functional
 3. Electronic
 4. Video
-

**Chronological
Resume Format**

Chronological (most common)

A listing of jobs in reverse chronological order including; companies you worked for, job titles and timeframe in which you worked for the company followed by bulleted accomplishment statements.

Summary

Company Name

Location

Job Title

Years

Accomplishments

-
-
-

Education

Professional Memberships

Continued on next page

**Functional
Resume
Format**

Functional (often used when changing careers or new to the workforce)

It identifies your background by listing your accomplishments, based on key skill and/or functional knowledge followed by a listing of companies you worked for, job titles and timeframe in which you worked for the company.

Skill Area/Function

Accomplishments

-
-
-

Skill Area/Function

Accomplishments

-
-
-

Company Name

Location

Title(s)

Year (s)

Education

Professional Memberships

Continued on next page

**Electronic
Resume
Format**

Resumes are often only read electronically today. Keep in mind the formatting tips below to ensure your resume is easiest to read on all devices:

- Use clean fonts that are easy to read such as Times New Roman or Arial.
 - Font size should be no smaller than 10 points.
 - Avoid formatting such as underlining and italics, and bold sparingly.
 - Use white space to separate the sections.
 - Spell out % (percentage) as well as the & (and) symbol.
 - Save and send as a pdf versus Microsoft Word
-

**Video
Resume
Format**

Video resumes are starting to grow in popularity to differentiate yourself from other candidates. The typical video resume lasts just 60 seconds and should be shot to make the best first impression to an employer. The do's and don'ts to a video resume are below:

Do:

- Video resumes should enhance, not replace the traditional resume. You should leverage the video to expand on the skills on your resume and showcase your personality.
- Have A Script. You should outline what you want to say.
- Practice. Once you have outlined what you want to say, you should practice until you're ready to send off your best video resume. Since the video is recorded, you should re-record as needed until you have perfected your delivery. Sharing your video with family and friends prior to sending to prospective employers is a smart way to ensure you will be seen as the best candidate for the job.
- Know your audience and speak to them. Do your research on the company culture and use the video to show how you would be the best fit.

Don't:

- Recite what's on your resume. Video resumes should provide additional value as to why you are the top candidate beyond what your written resume states.

<https://www.thebalancecareers.com/video-resumes-1918979>

References

Identify References Carefully

Your references must be able to attest enthusiastically to your job performance and capabilities as well as to your character. It is of vital importance that you choose your references with care.

First, list five potential references. Ideally, you should choose from the following: your immediate supervisor, his or her superiors, peers, subordinates, vendors, clients and other managers in other areas of the company. Be sure to choose and qualify your references carefully.

Prepare Your References

When preparing your references, take the following steps:

1. Advise the reference, in the most positive terms, of your current situation. If you are one of a group of people terminated in an overall corporate downsizing, the reason is simple: "due to a general corporate reorganization, my job was eliminated."
 2. Request permission to use that person as an enthusiastic reference.
 3. Assure the reference that you will only give out his or her name when a company is serious about you as a candidate.
 4. Review your resume, ask for suggestions for its improvement and give the reference a copy.
 5. Ask for additional advice and guidance in your job search – your references may be some of your best network contacts.
 6. Thank the reference, both face-to-face and with a follow up note, and keep him/her posted regarding your job search progress.
 7. Notify references when they might be receiving a call and thoroughly explain the type of position for which you are being considered.
 8. Debrief each reference following reference checks.
 9. Send a thank you letter upon successful conclusion of your job campaign.
-

Continued on next page

**Reference
Check
Questions**

- These are examples of the types of questions that could be asked of your references by the prospective employer. Discuss these areas with your references so they will be prepared when they are contacted.
 - What were the candidate's responsibilities in order of importance?
 - How would you characterize the relationship between the candidate and his or her staff?
 - What were the candidate's principal strengths, successes, failures and weaknesses?
 - What is the most effective way to motivate the candidate?
 - How would you compare the candidate's performance with the performance of others with similar responsibilities?
 - How would you describe the candidate's success in training, developing and motivating subordinates?
 - What other information do you have that would help to develop a more complex picture of the candidate?
 - How much supervision did the candidate require?
 - How did others regard the candidate? Peers? Subordinates? Supervisors?
 - How would you describe the candidate's management style?
 - What do you believe is the greatest contribution the candidate might make to our organization?
 - In what assignment would the candidate be most successful? Why?
-

Weekly Action Plan

Planning and Tracking your Job Search

Finding a new position requires a determined effort on your part. You will be conducting a variety of activities to find and follow-up on job leads. As the weeks go by, you will find it increasingly difficult to remember all the people you have spoken with and keep track of whom you need to follow-up with.

Here are some tips on how to stay organized:

- Create a master list of your contacts and update it on a weekly basis. An excel spreadsheet or electronic address book is a good resource for this purpose. List the following:
 - Contact name
 - Title
 - Company
 - Address
 - Phone
 - Email
 - Administrative assistant (if applicable)
 - Activity (date, type of contact (phone, letter, meeting) and correspondence sent)
- Establish daily goals and review your progress weekly. Per Heather Huhman from Glassdoor, "Start your week off on the right foot by setting aside some time on Sunday evening to set your job search goals for the week."⁴ She also recommends setting small goals for each day to help you stay motivated and bring you closer to landing your ideal job.
- Weekly goals should include at a minimum: networking connections online and in-person, follow up calls, job submissions and company research.
- Be disciplined about your search. Finding a job can be a full-time endeavor so put in the hours and effort that is necessary.

⁴<https://www.glassdoor.com/blog/7-day-plan-job/>

Weekly Action Plan ... *continued.*

WEEKLY PLANNER

	MON	TUE	WED	THU	FRI	SAT	SUN
8:00 - 9:00 am	Review Weekly Activity	Call Recruiter	Call Recruiter				
9:00 - 10:00 am	Practice 30 Second Commercial	Follow-up Calls	Follow-up Calls	Follow-up Calls	Conduct Research		
10:00 - 11:00 am	Call contacts to schedule information interview	Write Cover Letters	Follow-up Calls	Information Interview	Conduct Research		
11:00 - 12:00 pm	Call contacts to schedule information interview	Information Interview	Practice Interview	Write Letters	Conduct Research		
12:00 - 1:00 pm	Lunch	Lunch	Lunch	Lunch	Lunch		
1:00- 2:00pm	Call contacts to schedule information interview	Write Letters	Information Interview	Follow-up Calls	Follow- up Calls		
2:00 - 3:00 pm	Call Recruiter	Follow-up Calls	Write Letters	Follow-up Calls	Create Weekly Call list		
3:00 - 4:00 pm	Practice Interview	Conduct Research	Write Letters	Conduct Research	Create Weekly Call list		

WEEKLY PLANNER

	MON	TUE	WED	THU	FRI	SAT	SUN
8:00 - 9:00 am							
9:00 - 10:00 am							
10:00 - 11:00 am							
11:00 - 12:00 pm							
12:00 - 1:00 pm							
1:00 - 2:00 pm							
2:00 - 3:00 pm							
3:00 - 4:00 pm							
4:00 - 5:00 pm							

Marketing, Networking & Social Media

Personal Marketing Plan

Your main task now is to generate a significant level of job interview activity. The greatest resume in the world will not get you a job. You must:

- Research the market, using a variety of approaches, to identify and apply for job opportunities.
 - Develop correspondence that highlight your skills, strengths and fit for the job.
 - Prepare for interviews and negotiations.
-

Five Methods of Job Searching

The five primary job search methods and the corresponding percentages of jobs found using each method are:

1. Networking (80-90%).
2. Responding to posted jobs (5-10%).
3. Working with recruiters, placement and temporary agencies (5-10%).
4. Attending job fairs, professional association meetings, trade shows, (less than 5%).
5. Conducting a direct mail campaign (less than 5%).

So, spend the majority of your time networking. Use the other methods at the same time to round out your search.

Continued on next page

Networking

Since 80-90% of all jobs are found using networking it is a very important activity to do and often. Most experts agree it's twice to three times more effective than submitting resumes blindly to job postings.

Networking is a frequently misunderstood process. Among the misconceptions are:

- You must know your network contact.
- The network contact must be someone who has the authority to offer you a job.
- The network contact must be in your field of specialty.

The truth is a network contact can be anyone! Networking is nothing more than making contact – either face-to-face or by mail, e-mail or over the telephone – with anyone who can give you information. The operative word is *information* that leads you to job opportunities and decision makers. It is not about handing an acquaintance a copy of your resume and asking for either a job or a call if s/he hears of anything.

Networking is the single most effective source of job opportunities; yet, many avoid doing it because it is uncomfortable to ask someone for help, the belief that it is an imposition on others, or fear of being rejected by a network contact.

Yes, some may reject you; however, the majority will help you. Why?

- Many people who have been helped themselves through networking are happy to assist others.
- People are flattered when you ask their advice.
- People usually respond when you can connect them to someone you both know.

So, what if you are rejected? Brush it off and move on!

This section is designed to walk you through the steps you will need to be a successful job search networker. We will show you how to; create the right messages, identify the right organizations, make contacts, plan meetings and avoid the awkward silences and pregnant pauses.

Continued on next page

Truth about Job Search Networking

There should be no ambiguity about what you're doing, job-search networking is about being honest about your situation – yes you are looking for a job, but not using it as a pretext for a meeting and then ambushing the other person and asking them for a job. This is called “pitch and switch” and most job seekers are horrified at the thought of having to do it; and a lot of people who've experienced this behavior from job seekers are skeptical and resistant to meet job seekers, which quite frankly can you blame them? Here are some more facts about job search networking:

- Job search networking is not about making cold calls to strangers.
- Job search networking is talking with people who have expressed an interest in helping you with your search.
- It is NOT asking people for a job. It is NOT begging.
- It's not about using tricks or lies to get meetings.
- Job search networking is not about morphing yourself into some sleazy salesman or high-pressure sales techniques, in fact if you are not being yourself, and doing it your way, then it'll feel wrong and you won't come across as genuine; another red-flag in the other persons mind. Not everyone you meet will become a friend or future contact.
- Networking is communicating and building relationships, in fact a better name for it would be, “talking with other people.” In fact, if you're thinking “but this is what I do every day anyway”, then you're correct! The only difference is your conversations will include gathering and passing on information about companies, industries, names and jobs, as well as the other things you talk about.
- The goal of job search networking is to find that person (the decision maker) who can give you your next exciting position (the hidden job), and everything you do (gather and share information) needs to be focused on expanding your network (get referrals to others) until you find The Right One (person, industry, company and job). Remember we are not asking for help we are asking for and sharing information.
- Many positions are never posted, and you land them through Job Search Networking.

Continued on next page

Getting Started – A systemic approach

If you want to be able to repeat doing anything, it's better to have a system in place; this is true everywhere – from recipe books on how to cook, to instruction manuals on how to fly an airplane.

Since we want you to become good at networking, we'll be taking you through a systematic process, and we'll follow in the rest of this section.

The process we'll follow:

- a. defining your 3 messages;
- b. creating your materials;
- c. building you initial lists of names;
- d. scripts to use when contacting names;
- e. preparing for meetings and
- f. the meetings themselves.

Keep it all organized

Conducting an effective job search networking campaign means you're going to meet a lot of people, arrange a lot of meetings, swap emails and phone calls, take lots of notes, pick up to-do tasks, and add companies, job titles and people to what you already have.

You're going to need something to store this information and activity, keep it, and you, all organized and be accessible wherever you are.

Defining your 3 messages

One of the questions you'll be asked most frequently is "Tell me about yourself" or something along those lines. Whenever you hear this, don't take this as an opportunity to share your whole life story, but instead use one of your 3 prepared messages and take it as an opportunity to see if you can network more with this person.

Why are there three messages? Understanding the other party is a key component to how you respond. If this is a networking meeting where your goal is to learn some specific information, then your message will be different than if this is a casual acquaintance met at a store or in a restaurant. By the same token if we are talking with a potential employer our response will be different again. Knowing your audience is the key to the message.

Continued on next page

Getting Started – A systemic approach (continued)

At a minimum there are 3 versions:

1. A basic short message that is generic and focuses on your unique selling position.
2. A longer one to two-minute message that contains a more detailed history and positioning.
3. A message is one delivered at an interview where you know their requirements and you can focus on your value proposition.

Remember that the message is all about what you can bring to the table not about what you have done.

Version 1: The short message

This is sometimes called the “elevator pitch” and there are several environments where this message is critical. In general, you have a very short space of time to get across your value. And you need to be focused on making a great impression.

Typically, this message is something you'll use with people who don't know you, and used early in the conversation, but it can equally be used with people you know, but who may not know exactly what you do. Describe your skill as well as your job title and include the type of industry or companies you're targeting.

Example:

I'm a _____ (your job title), because I can use my (skills / experience / successes) in _____ and _____, and the type of company I'm targeting is probably in the _____ industry.

Your immediate words need to give your audience a clear picture of your value and should leave them thinking either that was interesting or how can I learn more?

Think about the best way of describing your value to an employer in 30 seconds or less and make it easy for the other person to know what you're talking about and how they may be able to help you.

I'm sure you've heard someone deliver their short message and the job title means nothing to you. This is quite common and you may need to have a simple explanation of what that job does should this happen to you; but keep it short, you don't want to bore them before you get started.

Continued on next page

Getting Started – A systemic approach (continued)

Version 2: The Generic 1-2 Minute Message

This is a longer version of the short message (elevator pitch), contains more value statements and talks more about your history and the organizations you have worked for.

Think about your resume and how you've described your achievements, skills and successes. Make sure you describe yourself accurately and your wording reflects the job and company you're targeting.

You'll most likely use this 1-2 minute message after the short message, to expand on your skills and how those skills are used in helping companies with their needs. It's best to use stories using the Problem, Action and Solution approach to demonstrate how you've delivered value to previous or your current employer. Your aim here is to paint a picture in the other person's mind of how you make a difference, and why an employer would want to speak with you.

Version 3: The Focused 2 Minute Message

At this stage we have a targeted job description and we have been offered either a telephone or face to face interview. This is talking to the Decision Makers – the person or people that have the authority to offer you the job.

This message's goal is to analyze their requirements and position our message about our skills and capabilities directly against them. If they are looking for a Controller with a minimum of 3 years' experience in a publicly traded company, you can say it in your opening statement: "I'm a Controller with more than 5 years' experience in publicly traded companies."

Use specific examples of how you meet their needs and how you bring value to the table. Since you've been networking your way towards this meeting, you should have quite a bit of information about the company, the job and their needs. Adjusting or tweaking your message to speak to that gives you an advantage over all the others.

If you find yourself in this position having applied to a job, you at least have the job description to refer to. If you can do some last-minute networking to get more information the better you will come across and substantially improve your chances of getting the job offer. Remember that just like crafting your resume to leave people begging for more so your 2-minute message should leave them saying "wow".

Continued on next page

Getting Started – A systemic approach (continued)

Networking Materials

Your resume is something you need for your job search but until you get to speak with the decision maker or the person who'll introduce you to the decision maker, handing out your resume can work against you. Often people perceive being given a resume as a "not so subtle" way of asking for a job. It puts people on the spot and makes them feel uncomfortable. Other times it becomes an exercise in editing your resume and distracts the meeting from what you wanted it to be. Neither of which serves our purposes and so we need some better documents or materials to use. Don't worry we will be using your resume too if we need to, but not until it's necessary. So what other materials do you need?

- **Email:** I'm sure you already have an email address, but here are a few more things to consider:
 - Don't use your work email for job searching.
 - Always use a personal email that only you can access.
 - Choose one you can access anywhere you can get online.
 - Choose a professional email ("KoolChick" or "beerboy" are not suitable for job seeking).
- **Phone:** Whether you have a cell phone, landline or both, the phone will end up playing a large part in your job search. Make sure you:
 - Don't use your work phone to job search.
 - Change your voice message to a professional script.
 - If you take a call, make sure you're somewhere you can speak privately and without interruption.
 - Try and avoid noisy places so you can hear the other person clearly, and they can hear you too.
 - If you can't take the call, either let it go to voicemail, or explain it's not convenient and get their number and arrange a date/time to call them back.
- **Business cards:** A must for every job seeker. There are a number of websites that will let you order cards for free. The range of designs maybe limited but free is still free. Check out vistaprint.com and overnightprints.com.

Some of these sites will allow you to add some text to the back of the card too; if they do it's a good idea to add the type of job you're targeting and some of your key skills. That way whoever has your card at a minimum knows what job you want and what skills you already have.

Getting Started – A systemic approach (continued)

Marketing page

Think of this as your one-page brochure; it's going to have some similar details as your resume, with the addition of including your target list of companies. The layout starts very similar to your resume with:

- Your contact details at the top of the page – Just name, email and phone number.
- Next will be your summary statement or/and objective statement.
- Then include either key skills, selected achievements or technical skills.
- List your most recent positions, the last two or three, or just those going back only the last 10 years.
- Finally, include your list of target companies – make sure there aren't more than 30 on the list.

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Getting Started – A systemic approach (continued) – A systemic approach (continued)

The next thing to do is to make a list of people you know. Your initial list should contain a minimum of 50 names.

Don't:

- Limit yourself to only those contacts in your field of expertise. The hottest leads can come from people outside your area of expertise.
- Not call someone because it has been a long time since you talked with that person. If that person were contacting you, wouldn't you respond?
- Limit yourself by geography. While you may not want to relocate, you may have, or will develop, network contacts in other areas of the country that can help you locally. They may also identify a once in a lifetime opportunity, which might change your thinking about relocation.

Always:

- Thank everyone who provides you information. This can be done through the traditional "thank you" card, via e-mail or in person.

Use a record keeping system to maintain an accurate set of notes on each contact. Here are some categories of potential contacts for you to consider.

Family

- Parents
- Brother(s)/Sister(s)
- In-Laws
- Others

Work

- Former Employer/Employees
- Co-workers
- Customers/Clients
- Former Competitors
- Vendors

School

- Sorority/Fraternity
- Classmates
- Fellow Athletes

Place of Worship

- Priest/Minister/Rabbi
- Fellow Members

**Getting
Started – A
systemic
approach
(continued)**

Professional/Civic/Social Organizations

- Leaders
- Members
- Athletic Groups
- Political Groups
- Neighbors
- Volunteer Associations

As a Parent

- Teachers
- Other Parents
- Coaches
- PTA

From the Past

- Neighbors
- Friends
- Armed Forces

Acquaintances

- Bankers, Accountants, Insurance Agents
- Attorneys, Physicians

Continued on next page

Getting Started – A systemic approach (continued)

Prioritize the lists

Let's start with the list of personal contacts, sort them into three levels:

1. Close family and friends
2. Extended family and friends
3. Distant family and friends.

Again, don't worry about the order you have people within these three levels, just assign them to one of them. We're going to do the same with the professional list of names:

1. Ex-colleagues and contacts not in your target company.
2. Contacts in your target company.
3. Decision maker in your target company.

More than likely you won't have any names in Level 2 or Level 3, since you're just starting; those Level 2 and 3 people will be given to you as you network with contacts you already know.

The level to level approach

Before we get into the meetings, let's step you through our method and why you prioritized the list this way.

1. We want to get you used to networking and get some "risk-free" practice done in a safe environment. Level 1 of personal contacts you're already familiar with and they're a good group of people for you to get some safe practicing done while also getting some feedback on your networking. They'll also be able to provide you with real information and names of other people too. So while it's the easiest group to start with, you should approach them the same as any of your contacts and treat the meeting as a bona-fide meeting.
2. As you meet with your Level 1 personal contacts you'll get to a place where you're comfortable taking it to the next level. In addition to contacting the level 2 personal contacts, you can start to connect with Level 1 professional contacts and the new contacts names you were given from your close family and friends. Your goal is to connect with the decision maker at your target company. You'll be defining and refining your target company list as you network, so don't worry if you don't have any target companies defined yet; networking is a good way to find out about them, while finding out information about them, their business and their issues too.
3. We're also going to position the conversation somewhat differently for the different levels, so they're more in-tune with the contact and where they are on the line between your close family and the decision maker.

Continued on next page

Getting Started – A systemic approach (continued)

How to make contact

Game plan the initial contact:

We've already established the way you'll approach each person will be different based on your relationship with them. Some you'll feel comfortable to just pick up the phone and call them, others you may prefer to send an email, LinkedIn message or letter to make the initial contact.

If you've been given the name of a new person to connect with, it's a good idea to have the person who referred you to "warm" the contact first. "Warming" the contact lets the contact know that their name has been shared with someone, and that person – you, will be contacting them. This way when you reach out to a new contact, they will be prepared for your call or email and are more likely to accept it or respond to it.

Making an initial contact by phone will go smoothly if you plan out what you want to achieve and have a prepared script for three possible situations.

1. Have your script ready if the other person does not answer and you get their voicemail.
2. If they answer but can't take the call at that moment and you need to set up a time to speak.
3. Finally have your call plan if they answer and are happy to take the call there and then.

See the scripts at the end of the section for helpful examples and suggestions on what to say.

For emails, LinkedIn messages and letters, take the same approach and plan out:

- What you want to say.
- Mention the name of the person who referred you, and
- End with you taking an action to follow-up by phone.

Getting Started – A systemic approach (continued)

Plan the Meeting

For each meeting or conversation, it's good to have an expectation of what you want to accomplish, which will define how you'll approach each meeting and help you keep the conversation on course

Use the HAIR approach to keep structure your conversations; think about how you can

H – help each other,

A – advice, provide and share

I – information to each other

R – referrals, always ask for two referrals

Have some ice-breakers ready to start the conversation; you may be nervous about the meeting, and so may the other person, since you called the meeting it's up to you to take control of the meeting and get it started, keeping it on track, and wrapping it up.

Be punctual; plan your trip there to ensure you arrive with time to spare. If this is somewhere you have not been to before, try going there the day or night before to check out the route. Have your elevator message memorized and be ready to use it.

The Meeting Itself

- Always take the time to reconfirm your meeting the day before and know how much time it'll take you to get to the meeting – you don't want to be late!
- Please try to avoid meetings over meals; this often leads to disappointment later on.
- Having organized the meeting, set the expectations for what's next.
- Next is the meeting itself, and here we have some basic rules to follow so that we come out the other side with a successful outcome.
 - Allow yourself to be flexible even though you have an agreed agenda and make sure, as far as possible, you stay within the agreed timeframe. This is most important when you're meeting someone for the first time.
 - Remember you are never asking for a job rather you are always asking for advice and, most importantly, additional people you can be referred to.
 - Offer to provide assistance to your contact.
 - Make sure when you leave the meeting you've set up a process where you can follow up with them and continue to build the relationship. Remember everyone you meet is another person in your network, and the relationship will need to be developed.
 - When the meeting is over and you have left, make sure to email your contact to say Thank You. You should also contact the person who referred you and thank them as well.

Getting Started – A systemic approach (continued)

Meetings continued:

As we covered earlier, your initial calls and meetings will be to your close family and friends. Send them your Networking page ahead of time, to give them an opportunity to think about the list of target companies.

Below describes how to approach each level.

Personal Level 1

Use the script examples at the end of the section. The conversations you have with your personal contacts will center on how you're conducting your job search.

Talking about how you're conducting the search isn't threatening and gives you the opening to guide the conversation to your list of target companies, or if you don't have any company names, you can get the contact to think of companies that you can add to your list.

Even if the contact can't think of any companies, there's a strong chance they may know someone who does know, and they can make the introduction.

Remember it's going to take a few connections before you get to someone who works in that industry or to someone at a target company, so don't get disheartened early on if you aren't given the decision makers name straight away – it will take a little time to get going.

Even though you can use these meetings as opportunities to get over any "stage fright" and practice in a safe environment, they are still valuable networking meetings and your goal is to gather information and get referrals.

Continued on next page

Getting Started – A systemic approach (continued)

Personal Level 2

Having gotten some meetings under your belt, you're now ready to step up to the next level and reach out to your extended circle of family and friends.

The basis for each meeting and conversation is the same and your goals remain information gathering and getting referrals.

Notice how the example script always brings the conversation back to the list of target companies, what information the contact may have about any of them and asking for referrals to others you can speak with.

Remember also that not every conversation will yield referrals, but you should still ask. And not everyone you speak with will end up being a contact/connection for you in the future.

Professional Level 1

The next circle to step up into is the professional level 1 contacts. By now you should be well practiced at leading the meetings and have dispelled any butterflies.

The conversation for the level 1 professional contact still talks about how you're doing your job search, but this time it's to get you to discuss things that are happening in the industry or job, such as new approaches or practices or even challenges.

Your goals are the same information and referrals: with information you will zero-in on the target job and company by discussing the job and its duties, the industry and what's happening in the space, and then more specifically what's happening with certain companies, especially those on your target company list.

Continued on next page

Getting Started – A systemic approach (continued)

Professional Level 2

At this stage, stepping up to professional level 2 contacts should be a natural progression of what you're already doing. It's likely these folks will be the new contacts/referrals you got from your other meetings, as well as any people you already know.

Since these contacts work at one of your target companies, it's not a good idea to talk about your target list. If you look at the example script, you can see how to make it known you're interested at working at that company without making it sound like you're asking for a job and putting the contact in an awkward position.

Again, your goals are the same, and the topic of discussion will not change. What you'll notice at this stage is your conversations will be more specific to the target company and the needs and challenges of the company and the target job. You're also much more likely to get the name and a warm referral to the decision maker from these contacts.

Professional Level 3

This level is where all the action is, and your ability to do well here will be directly related to being offered a position or not. Let's put this into perspective, up to this point you've been gathering information about the industry, the job and the target company so much so that you may come across as someone who works at the company – even though you don't.

You may even have some information about the decision maker and other key people in the organization.

In speaking with the decision maker, you want to make a positive impression about you, your skills and achievements, your depth of knowledge about the company, industry, and job needs, as well as what issues or opportunities they're facing.

While you're not pitching for a job, even though there may be an opening, your goal at a minimum is to leave the decision maker with a positive impression of you, next would be to have an advantage over the other applicants to any open position, and finally to be offered a job that's been created just for you.

Continued on next page

Getting Started – A systemic approach (continued)

Personal Level 3

It's unlikely you're going to reach this level since your previous conversations will have provided you with ample new names to speak with, and they in turn will have yielded new contacts too. That said if you are at this level, then the approach is the same with the key to getting a meeting or second call resting with how you open the conversation with the contact. At a minimum you will need to quickly let them know who you are, how you got their name and contact information and why you're calling.

With your distant family and friends, there's a connection that you can refer to that may be enough to persuade them to help. On the other hand, don't expect every call to be a success; a larger percentage won't get past the first minute or two for a variety of reasons most outside your control

Meeting Etiquette

You are sitting in your host's office and ready to talk (and listen), here are some tips to help smooth the event and prevent an unnecessary gaffe:

- Turn off your cell phone; your host is busy and has set aside some time to help you out, the last thing anyone wants to hear is you talking on your cell phone.
- Be prepared; make sure that you take copies of your resume and other documents printed on good quality paper. Also take copies on a USB drive just in case.
- Wear appropriate attire; you may know that day to day attire at the office you're visiting is very informal but in your case something more upscale is a better choice. Business casual is a minimum requirement; after all you don't know who you may end up meeting.
- Keep to time; Once again, your host's time is valuable, you have maybe asked for 20 minutes, don't take more unless offered.
- Be respectful of your host; your host is giving you time and advice; your purpose is clear (you are there to network) and you will ask for referrals and/or additional information so be careful as to how far you stretch your requests.
- Offer reciprocal help; no networking contact should be made without offering help and assistance. People in your network will judge you based on your actions and you do not want to be seen as a 'taker' rather as a 'giver'.

Continued on next page

Getting Started – A systemic approach (continued)

Questions

During a networking meeting it can sometimes be awkward and silences ensue. Here are some sample questions that can help you fill in the gaps and at the same time earn a good reputation.

- Do you know of anyone who would be prepared to talk with me?
- How did you end up in this job/industry?
- Do you think my resume best fits my goal?
- What do you like most about your job? This can often be followed up by:
 - What would you alter/change?
 - Do you know any industry groups or associations that I should look into?
- If you were hiring someone what would be the key characteristics/traits/skills that you would be looking for?
- Do you think I am focusing on the industries best suited to my skills?
- What are your thoughts as to the industry direction/trend/etc.?
- What do you see as being the skills in greatest demand at the moment?
- Are there any skills I am missing and should take additional training for?
- Here is my target list of companies, are there others that you think I should add?
- Have you had any funny/unusual incidents happen since you have been in this business?
- If you could change anything that has happened to you what would it be?

Organized Events

Structured networking

Networking a room can be intimidating, especially if you don't know anyone and have never been in this position. Below are some simple ideas that can help you overcome nervousness.

- ✓ Arrive a little early; often organizers will arrange a session for first time attendees where you can meet others in the same position.
- ✓ Have both your 30 second (elevator) and 2-minute drill practiced and ready.
- ✓ Have copies of your resume/profile available.
- ✓ Do keep track of who you meet, take some cards with you, low cost business cards are available through Vista Print or Overnight Prints.
- ✓ Always offer to help, remember this is as much about giving as taking.
- ✓ Ask questions, people normally will talk about themselves and this provides an opportunity for you to learn.
- ✓ Sometimes organizers will provide a list of attendees, this can be very useful if made available.
- ✓ Never try to sell something at a networking meeting.
- ✓ Be careful what you say, you never know who knows who. This can also work to your advantage if you can identify a common acquaintance.

Working Job Fairs

Preparation is the key to having a successful time at any job fair. There are both practical and psychological aspects to this activity.

- Have reasonable expectations.
- There are going to be a lot of people at almost every event so get there early.
- Bring a sufficient quantity of printed resumes and business cards.
- Try and identify organizations that you will be targeting.
- Collect business cards.
- Have your "message" ready.
- Dress for the event, this is a professional meeting, not a visit to a local bar.
- Get rest beforehand and be prepared to stand in line.
- Bring your PDA/Calendar.
- Try to avoid discussing salary expectations.
- Follow up with emails to each person you met and complete any other action items you have agreed.

Script Examples for Conversation

Example scripts for your conversations

Since there are so many industries, companies, jobs, types of relationships, there's no way to be able to provide scripts for all the types of conversations you're going to have.

What's better is to provide you with a few examples to get you started and get you to adjust the model to your unique style and circumstances.

Notice the pattern in each one:

- Greeting and put the other person at ease;
- your pitch for why you want to meet;
- request the meeting or call.

Initially you'll be speaking to contacts about the types of companies and jobs that may suit you, while gathering and sharing information about them.

As you get closer to the contacts in the industry and types of companies where you want to work, you'll be talking more about specifics of those companies, industries and job.

Finally, your conversation with the decision maker will be focused on that company and the work that takes place on the decision makers department.

Continued on next page

Script Examples for Conversation (continued)

Level 1 personal conversation (close family and friends)

(Because they are close family and friends, we're going to take it you don't need a script to arrange a meeting with them. (if you do need some help, see Level 3 below))

You: Thanks for meeting me and helping with my job search, I really appreciate it.

I wanted to start by explaining how I'm approaching the job search.

Them: _____

You: In addition to keeping an eye on the on-line postings, I'm also working my way towards identifying the right companies and the right job for me. Ideally, I'll be finding out about a job before it gets advertised, or better still get them to create a job just for me - this is the hidden job market you've probably heard about?

(When you have some target companies on your list.)

What I want is a _____ position, which uses my (skills / experience / successes) in _____ and _____, and the type of company is probably in the _____ industry.

Do you think this is a good fit for me?

Them: _____

You: I've done a lot of research and want to find out more about my target companies, especially since I want the company to be a good fit for me.

Will you look at this list and see if you know anything about any of them?

OR (When you don't have any target companies on your list.)

What I want is a _____ position, which uses my (skills / experience / successes) in _____ and _____, and the type of company is one that meets some or all of these criteria.

Do you think this is a good fit for me?

Them: _____

You: I've done some research about the types of company I want to work for and here's a list of the criteria they need to match. Will you take a look at this list and see if the names of possible target companies come to mind?

Questions about specific companies

- What's their goals and what are they trying to accomplish
- What success have they had recently
- Have they had any problems recently, if so what?
- What can you tell me about the _____ department?
- Do you know anyone else who could give me more information about _____ (this organization)?

Script Examples for Conversation (continued)

Questions about your list of companies.

- Are you familiar with any of these organizations?
- I'd be very interested to hear anything you know about _____ (this organization)
- Can you think of any other companies I should add to my target list, and why did you suggest that one?
- Is there a company on my list you think I should remove, and why?
- Who would you call if you were in my shoes?
- Who do you think I should speak to next?
- Can you think of two other people I should speak with next?

Them: Do you know _____ or have you spoken to _____?

You: I know _____ I'll add him/her to my list of people to speak with.

OR

I don't know _____ would you be willing to make an introduction? A call or email to let them know I'll be calling them would be perfect.

OR

Can I use your name when I reach out to them?

Level 2 Personal conversation (extended family, friends)

You: Hi _____ (their name), this is _____ (your name). I'm not sure if you heard, but I'm job searching at the moment. Don't worry I'm not calling for (a loan or) a job but would really appreciate some of your time. The way I'm doing my job search, in addition to keeping an eye on the on-line job boards, I'm working my way towards identifying the right companies and the right job for me. Ideally, I'll be finding out about a job before it gets advertised, or better still get them to create a job just for me - this is the hidden job market you've probably heard about?

What I'm looking for is a _____ position, which uses my (skills / experience / successes) in _____ and _____, and the type of company is one that meets some or all of these criteria. I'm in information gathering mode about this and would really appreciate spending some time with you to get your advice and information about these types of jobs and companies.

Is there a good day/time for us to get together this week?

OR – if won't meet / prefers to do it over the phone

How about we schedule a call later, in the meantime I can email you the list of my target companies (or the list of criteria of my target companies) to look over and we can pick this up on our next call.

Is your email _____

OR what's the best email address for you?

And what day/time later this week or next week works best for you?

You can use the script in Level 1 for the actual meeting since you will have broken the ice, and you want to conduct the meeting informally.

Script
Examples for
Conversation
(continued)

Level 3 Personal conversation (distant family or friends)

Setting up a meeting

You: Hi _____ (their name), this is _____ (your name). _____ (referrer) suggested I call you.

Did he/she call/email you about me?

OR

I'm your _____ (their relative) _____ (your relationship).

Is this a good time, do you have a couple of minutes?

Them: _____

I'm job searching at the moment. Don't worry I'm not calling you for a job but would really appreciate some of your time.

The way I'm doing my job search, in addition to keeping an eye on the on-line job boards, I'm working my way towards identifying the right companies and the right job for me. Ideally, I'll be finding out about a job before it gets advertised, or better still get them to create a job just for me.

What I'm looking for is a _____ position, which uses my (skills / experience / successes) in _____ and _____, and the type of company is one that meets some or all of these criteria.

I'm in information gathering mode about this and would really appreciate spending some time with you to get your advice and information about these types of jobs and companies.

Is there a good day/time for us to get together this week?

OR – if won't meet / prefers to do it over the phone

How about we schedule a call later, in the meantime I can email you the list of my target companies (or the list of criteria of my target companies) to look over and we can pick this up on our next call. Is your email _____

OR what's the best email address for you?

And what day/time later this week or next week works best for you?

You can use the script in Level 1 for the actual meeting since you will have broken the ice, and you want to conduct the meeting in an informal friendly way.

Continued on next page

Script Examples for Conversation (continued)

Level 1 Professional conversation (Close ex-colleagues not at target company)

(Because they are close contacts, we're going to take it you don't need a script to arrange a meeting with them. (If you do need some help, see Level 3 below)).

You can use the Level 1 Personal Script for these contacts. Since this is specific to the industry, job type you're targeting, here are some probing questions to help with your information gathering.

Remember as you gather information, you're ideally looking to connect with people within your target companies and then with the decision maker at the target company.

Questions about specific companies

- What are their goals and what are they trying to accomplish?
- What success have they had recently?
- Have they had any problems recently, if so what?
- What can you tell me about the _____ department?
- Do you know anyone else who could give me more information about _____ (this organization)?

Questions about your list of companies

- Are you familiar with any of these organizations?
- I'd be very interested to hear anything you know about _____ (this organization)
- Can you think of any other companies I should add to my target list, and why did you suggest that one?
- Is there a company on my list you think I should remove, and why?
- Who would you call if you were in my shoes?
- Who do you think I should speak to next?
- Can you think of two other people I should speak with next?

Continued on next page

Script Examples for Conversation (continued)

Level 2 Professional conversation (extended contacts at target company but not decision maker)

(Remember you're not asking for a job, you're swapping information with them. You want them to see you as someone who knows their stuff, and might be able to help them with advice, information and possibly referrals. They will then reciprocate and give you as much in return.)

You: Hi _____ (their name), this is _____ (your name). _____ (referrer) suggested I call you.

Did he/she call/email you about me?

OR

We worked together at _____ (previous company) _____ I was a _____ (your job title) in the _____ department.

Is this a good time, do you have a couple of minutes?

Them: _____

I'm job searching at the moment but don't worry I'm not calling you for a job! What I'd really appreciate is some of your time.

I know how fast things change in the _____ industry and want to keep abreast of the changes while I'm looking.

I've done some research about _____ and would like to discuss it with you and get your input too.

OR

I'm doing research about _____ (a subject or topic) and _____ (referrer) suggested, because of your experience/expertise, you would be someone who'd be interested in my findings so far. I would also appreciate any insights you could provide too.

Is there a good day/time for us to get together this week?

Questions for connecting to others

- Who else would know more about this, I could speak with?
- Who do you think would be interested in this research?
- Why do you think they would be interested in this?
- Would you be willing to make an introduction or could I use your name when I reach out to them?

Continued on next page

Script Examples for Conversation (continued)

Level 3 Professional conversation (decision maker at target company)
(Remember you're not asking for a job, you're swapping information with them about that industry and the companies in it, and best practices of your profession.)

You want them to see you as someone who knows their stuff, and can help them with advice, information and possibly referrals. Ideally, they will see you as someone who can help them address a need they have such as fix a problem/issue. This way they make a position just for you, utilizing the best of your skills)

You: Hi _____ (their name), this is _____ (your name). _____ (referrer) suggested I call you about the _____ (the reason for the referral)

Did he/she call/email you about me?

Is this a good time, do you have a couple of minutes?

Them: _____

You: During my research/investigation, it became apparent _____ (the target company) is one of the places I'd most like to work. While there may not be anything there for me now, if you needed a _____ (target job title) in the future, I would be very interested.

I believe the information about _____ (your reason for referral) would be of use to you.

_____ (expand on the research).

I'd like to talk with you in person about it some more. Is there a good day/time for us to get together this week?

Them: _____

To Your Success:

We have discussed the theory and the practice to being successful at networking, either face to face or online. Below are 6 steps to getting started and being focused.

1. Create your list of network contacts
2. Create online accounts at LinkedIn, etc.
3. Create your "messages"
4. Build your network
5. Attend Job Fairs and Networking groups
6. Network, Network, Network and Network

Continued on next page

LinkedIn and Social Media

LinkedIn represents one of the most important tools available to you in job search. As it says at job-hunt.org

"The world of job hunting is changing dramatically right now, primarily because of social media. If you haven't been paying attention to social media, and particularly to LinkedIn, you have some catching up to do. You cannot afford to ignore LinkedIn today.

I find many job seekers confuse the intelligent use of social media with a loss of privacy. This is a serious mistake:

An "invisible" job seeker today is one often viewed by recruiters and potential employers with some suspicion. It is rare to find no signs of online activity for someone, and lack of visibility is particularly concerning when a job seeker is not present online. Often such invisibility is a bad sign: are you out of touch, behind the times, or using a false name?

In addition, you can be mistaken for someone else with the same name who has done something bad that is visible when a recruiter or potential employer researches your name online.

Bottom line is if you don't have a LinkedIn profile, you will need to create one to be competitive in today's job market. The next couple pages highlight the most important elements within your LinkedIn profile.



Continued on next page

LinkedIn and Social Media

(continued)

Essential Elements of an Effective LinkedIn Profile

Per Ed Ham from [Job-Hunt](#), the essential elements of an effective LinkedIn profile are listed below.

1. **Profile picture:** In addition to garnering 14 times as many LinkedIn profile views as those without a photo, the profile picture should be consistent in tone and image conveyed.

A unique value proposition that speaks of a boardroom presence should feature a profile picture in which the subject is attired appropriately, with the attendant dignity and gravity a reader would reasonably associate with that type of context.

2. **Headline:** The message needs to be crystal clear within these 120 characters -- remember, this part of the profile accompanies a LinkedIn user's name everywhere it goes on the site. Also, see Summary, below. It is popular to separate distinct ideas with the | or * characters.

Because LinkedIn prompts users to auto-populate this with their current job title, in the vast majority of cases, there is absolutely nothing unique about the headline. This renders the headline as not a vibrant branding statement, but rather camouflage -- exactly the opposite of what is desired.

3. **Summary:** Keywords appropriate to your value proposition should appear early and often within the text of the summary, and be distributed throughout the whole. Researching other users who possess similar experience and titles can yield valuable suggestions for keywords to incorporate.
4. **Skills:** Although a good skills list is worth 11 times as many profile views, making sure that a Profile is endorsed for the most relevant skills is a bit more difficult. One way to receive appropriate such endorsements is to keep the list of skills tightly controlled and reject any skills suggested until the desired level of endorsement is reached.
5. **Public Profile URL:** An often under recognized opportunity for customization, LinkedIn allows users to customize the URL of the public Profile, the version of the LinkedIn profile visible to anyone online. If the desired name is not already in use by another member, the URL can be customized by including a degree or certification, a profession, a location (name, Zip Code, or Area code), or just about anything. This is an excellent branding opportunity.

Continued on next page

LinkedIn and Social Media

(continued)

6. **Experience:** Each job, even for the same employer, is allocated up to 2,000 characters. Describe each employer in positive terms, particularly if the name is not well-known (yet). Mention the best products or services, particularly in relation to your work. As in a job interview, don't trash anyone or anything.

For each job, focus on making your accomplishments and contributions very clear. Within each position, there is an opportunity to share interactive content: whitepaper, PowerPoint, video, etc. They add attention-getting splashes of color to your Profile, and also give you an opportunity to demonstrate your expertise.

Most employers can be found easily enough on LinkedIn but especially if part of the unique value proposition is a history of working in blue chip employers. Ensure that the employer name in your Profile links to the LinkedIn company page for that entity.

If merger & acquisition activity rendered a corporate entity extinct, list the successor organization instead. This demonstrates awareness of the current state of a former employer.

7. **Recommendations:** Attached to a position on a LinkedIn profile, these were the original skill endorsements. Although less common now, recommendations remain a potent part of a LinkedIn profile.

Recommendations that underscore the unique value proposition, especially where a key accomplishment is dependent upon some part of it, is a fantastic way to drive home the message. These can only be provided by those within a LinkedIn user's network with whom an invitation to connect was sent and accepted.

Continued on next page

Responding to Job Postings

Reviewing and responding to job postings should be a part of your job search strategy.

Remember, the percentage of jobs obtained from this method accounts for approximately 5-10 % due to the volume of responses employers receive.

Try to use evenings and weekends to apply for posted jobs so the rest of your week is free for networking and other direct contact with a potential employer.

Working with Recruitment and Temporary Agencies

Recruiting firms and temporary agencies look for candidates who will meet the business needs of an employer. In exchange for locating this candidate, the employer pays a fee. This means that these agencies work for the employer, not the job changer.

There are three types of recruitment agencies:

- Retained
- Contingency
- Temporary/Contract Agencies

Continued on next page

Agency Type	Description
Contingency	<p>Contingency agencies represent a broad range of professionals. Employers pay a fee of between 20-30% of the professionals' annual salary once s/he starts the job.</p> <p>Employers generally list jobs with multiple agencies to increase the likelihood of finding the right candidate in a short timeframe.</p> <p>Recruiters work with a multitude of jobs openings from various companies and tend to submit many candidates to increase the probability of a placement.</p> <p>What does this mean to the candidate? Once you have contacted and interviewed with the agency you should follow up periodically with the recruiter so they remember you.</p>
Retained	<p>Retained agencies represent the hire to executive management professional. Employers pay an up-front fee of either a percentage of the annual salary or a flat quote plus expenses. The fee average is 30-35% of the candidate's compensation.</p> <p>These assignments are exclusive to the agency and most firms offer professional guarantees for results.</p> <p>Recruiters handle 3 to 7 assignments, working 40-50 hours per month per assignment, and usually recommend 3 to 5 highly qualified candidates.</p> <p>Due to the extended timeframe given to finding fewer very qualified candidates, you don't usually need to follow-up with the recruiter.</p>

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Agency Type	Description
Temporary/Contract	<p>In years past, the temporary agency was thought of only for clerical help. Today companies are operating leaner and as a result are hiring temporary, or contract, workers in virtually any position from accounting, computer software design and operations management, including CEO positions.</p> <p>An advantage to the candidate and the employer is the opportunity for both parties to "test drive" the fit. Also, a candidate has access to internal job listings therefore an inside track on potential opportunities.</p> <p>There are, however, two disadvantages. First, as temporary help you may not be eligible for benefits. Second, taking a temporary job limits your ability to manage a job changing campaign. Once you are working full-time, you limit networking and day-to-day activities that need to be done.</p>

Continued on next page

Attending Trade Shows and Professional Association Meetings

Professional associations and trade shows can provide an opportunity to network, gather information about companies, collect business cards and potentially meet decision makers.

If you don't belong to a professional organization, now is the time to join.

Conducting a Direct Mail Campaign

Direct mail campaigns involve sending correspondence to a specific decision maker or hiring manager at a company – or companies – when there is no known job opening or referral. The goal is to get invited in for a meeting to introduce yourself to the decision makers so s/he will invite you to interview or, if there is no immediate opening, remember you when an opening becomes available.

By its nature, direct mail is a numbers game. Expect a 2-4% positive response. This means that you will have to send 100 hundred letters to get two to four invitations for a meeting or interview.

Well-written cover letters are essential and are our next topic.

Letters

The key aspects to remember about letters are:

- The first sentence should mention a referral, if applicable, or tell the reader why you're contacting them. The letter should highlight how your experience and skills meet the company's needs.
 - You want to grab the attention of the reader and write to the need of the reader. Never begin a paragraph with "I".
 - Always address the letter to an individual. If necessary, call to get the name and title of the individual who is receiving the letter.
 - Proof it thoroughly; letters demonstrate your writing and organizational skills.
-

Continued on next page

Marketing, Networking & Social Media ... *Continued*

Five Letter Types

There are five types of letters, each with a different purpose. Samples of these letters follow.

Letter	Purpose
Networking	Request for an informational interview. Do not use networking cover letters to ask for a job. Instead, ask for career advice, information on the industry or other contacts. Whenever you can, mention a referral.
Job Listing	Responding to an ad in the newspaper or online. Call the company and get the name and title of the person who will be receiving the letter and your resume.
Third Party	Written to agencies. State your qualifications and the positions you are seeking. Keep them brief and to the point.
Broadcast	Used in a direct mail campaign, it introduces your resume, highlights your key qualities and asks for an interview.
Thank You	<p>Always send a thank you letter or email after a job interview and to those network contacts that have provided you with leads and introductions.</p> <p>During the interview you should be picking up on the issues that are most important to the interviewer. Identify how your qualifications can help with these issues in your letter.</p>

Sample Letters

On the following pages are sample letters discussed in this section. You may use them as models for your own correspondence. They are not meant to be exact versions of the letters you would send and should be modified to meet the needs of each particular situation.

Continued on next page

**Sample
Letters
(continued)**

Networking

December 3, 2018

Ms. Tiffani Bradshaw
Production Manager
Capshaw Enterprises
676 Sunset Blvd., Room 203
Los Angeles, CA 88433

Dear Tiffani:

Harold Jones, Professor, Communications at UCLA, suggested I contact you. He thought you, as an alumnus, would be able to provide me with career advice.

As a recent graduate of the UCLA Film School, I am exploring several areas. I have an interest in production as well as in public relations. It would be helpful to have an idea of the day-to-day activities and career path in a production environment.

I will call you next week to arrange a brief meeting at your convenience. Thank you in advance for considering my request.

Sincerely,

Jenna Tomlison

**Sample
Letters
(continued)**

Networking After a Phone Call

December 3, 2018

Mr. Michael Singer
General Manager
Fremont Manufacturing Corporation
38 Westside Avenue
Pawtucket, RI 02860

Dear Michael:

Thank you for the time you spent talking with me today and your offer of assistance in my search for a new position.

As a result of the introduction, which you provided me, I have set up a meeting with George Kurstin at Seabrook Corporation. He is interested in my quality control background and may have an opening in the future.

Your suggestion to contact local networking groups and professional associations should help me learn about possible job openings from others.

I will keep you posted on my progress. Thank you again for your interest.

Sincerely,

Brian Kent

**Sample
Letters
(continued)**

Job Listing from Advertisement or Online

December 3, 2018

Ms. Patti Sullivan
Human Resources Manager
Data Communications Inc.
234 Anzalone Drive
Houston, TX 02373

Dear Patti:

One of the things that interested me when I read your ad for a Manager, Customer Service was your emphasis on experience within a call center environment. In the past year, I restructured a call center that included upgrading the systems, revising the compensation system and training of all customer service representatives.

I am interested in customer services because I have found I get satisfaction from solving problems. My supervisory experience at Ditech Computer and my previous work in a call center have prepared me to contribute to Data Communications business.

Thank you for your consideration. I look forward to hearing from you.

Sincerely,

Carole Simmons

**Sample
Letters
(continued)**

Job Listing from advertisement or online

December 3, 2018

Mr. Ryan Carmichael
Director, Human Resources
Shoreline Industries
100 Ocean Boulevard
Centerville, OH 71234

Dear Ryan:

This is in response to your recent posting on Monster.com for an Accounting Manager. The following compares the requirements of the position and my skills.

Your Requirements

Three to five years' accounting experience.

Strong communication skills

Knowledge of accounting systems

My Qualifications

Five years' in-depth accounting experience. Reduced costs and improved inventory control for three consecutive years. Managed staff of five.

Proven excellence in oral and written communication with clients and staff.

Experienced in day-to-day processing and complex accounting systems including generating input and analyzing output.

My resume is attached for your review. I will call within the week to inquire about the possibility of scheduling an interview. Thank you for your consideration.

Sincerely,

Nathan Lane
Attachment

**Sample
Letters
(continued)**

Third Party

December 3, 2018

Mr. Justin Zikakis
Recruiting Specialist
TAC Employment Agency
45 Union Avenue
Boston, MA 02211

Dear Justin:

After a successful career in international lending, working with the chemical and pharmaceutical industries, I am seeking a new position where the travel requirement is limited.

As you can see from the attached resume, my record is one of increasing responsibility. Customers have benefited from my in-depth knowledge of the international marketplace and economics.

I would like to meet with you for an exploratory discussion. I will call you next week.

Sincerely,

Mark Leoni

**Sample
Letters
(continued)**

Broadcast

December 3, 2018

Mr. Justin Sherman
Desmond Demographics Company
314 Sandy Island Way
Redmond, WA 98052

Dear Justin:

As a marketing executive with a national computer services firm, I have extensive experience in a highly competitive information services market. This experience includes development of market strategies, key account programs and vertical marketing.

You may be interested in some of my accomplishments:

- Successfully directed the marketing efforts of the sales force to access the information market with system solutions for list management.
- Sold value-added systems priced between one and two million dollars.
- Five consecutive years in the company's Top Sales Club by exceeding sales goals.

Additionally, I hold an MBA from the University of Utah's Executive Program.

I would be pleased to discuss my background in detail and will call you next week.

Sincerely,

Dave Manchester

Continued on next page

**Sample
Letters
(continued)**

Thank You

December 3, 2018

Ms. Lauren Cooper
Vice President, Operations
Omega Express Company
57 Middlesex Turnpike
Billerica, MA 02196

Dear Lauren:

Thank you for the time you took to speak with me yesterday. I was pleased to learn of Omega's customer service philosophy as it aligns with my views of focusing on the customer.

As Manager, Customer Service at Oberon Clinical Laboratories I have conducted quality reviews of customer service operations. Although Omega and Oberon have different products, the customer service issues are very much the same.

I am very interested in working with you and believe I can contribute to your organization's business quickly.

Sincerely,

Irene Dimitri

Online Job Sites & Resources

Internet

The internet is one of the many powerful tools you should use as you manage your career. Whether searching for jobs, exploring new industries, researching companies or benchmarking your salary, the internet offers value.

Job Listing Sites

Most job listing sites are free. The majority offer job listings, personal job search agents and resume databases. A listing of the top job listing sites is included in the back of this section.

Navigational Tips

Below are some navigational tips for searching job listing sites:

- Advanced search options allow you to specifically target appropriate jobs.
- Use quotation marks around keyword phrases to restrict the search.
- Use all lower-case letters.
- Use the control key to select more than one item.
- Use Boolean operators OR, AND, combine OR with AND.
 - OR increases the number of jobs retrieved.
 - AND decreases the number of jobs retrieved.
 - COMBINING OR with AND retrieves jobs containing at least one of the alternative words for two different jobs.

Continued on next page

Online Job Sites & Resources... Continued

Personal Search Agents

Some job listing sites will deliver jobs to you via email. You simply enter your criteria into their website; and if a matching job is entered into the database, you are notified via email of those matches.

Turning an Internet Lead into an Interview

Below are some tactics for various situations:

- Visit the company website career opportunity section and send your resume directly via the employer's website versus to a job listing.
- If it is unclear who the individual and/or company is, try using the following website:

<http://www.careersearch.net/studley/>

This link will help identify an organization from its domain name.

- Email your resume to an individual instead of a generic email address. Send a follow-up email to them 2-4 days later, verifying the receipt and inquiring about the status.
- If the job description only lists a phone number, address or email address, try the following website to reverse look-up:

<http://www.infospace.com/info.finger/reverse.htm>

- When only a fax number is listed, try replacing the last two digits of the number with zeros to reach the hiring department.

Continued on next page

Emailing Your Resume

You can use your resume to apply for specific jobs as well as post it in resume databases at job listing sites.

There are several ways to send your resume online. Make sure you follow the instructions specified by the company.

▪ **Send your resume as an attachment**

- Your email message should contain a brief cover letter outlining how your background matches their needs.
- Send your attached resume in Rich Text Format (RTF), as it maintains your formatting and is one of the most common file formats.

▪ **Send your resume in the body of your email message**

- Remove any formatting (i.e. tabs, bullets, bold, italics).
- Line up the contents to the left margin.
- Differentiate parts of your resume through the use of capital letters, asterisks, and the insertion of blank lines.
- Save a copy of this format on your hard drive for future use.

▪ **Posting your resume on the internet**

- Target sites focused on your industry. Professional associations are an example.
- Submit the electronic version of your resume to the online database

Continued on next page

Online Job Sites & Resources... Continued

Privacy Issues

- It is important to check the privacy policies of each website. Be aware that when you post your resume at some websites, you lose control over which and how many people see your resume.
- Some online resume databases allow you to block recruiters and or employers.
- Once your job search is completed, you may wish to remove your resume from any sites where it was posted.

Useful Websites for Career Categories

Below is a listing of top job listing websites; many offer a significant number of jobs in the Boston area. Some contain a personal job search agent while others offer a resume posting service.

Setting up a search agent to deliver relevant jobs directly to you - as opposed to repeatedly searching the site - saves valuable time. Posting your resume at selected sites allows exposure to recruiters and employers who have paid to access the resume database.

Continued on next page

Online Job Sites & Resources... *continued*

General Job Listing Sites

Website	URL Address	Personal Job Search Agent	Resume Posting Service
Monster Board	http://www.monster.com	Yes	Yes
America's Job Bank	http://www.ajb.dni.us	Yes	Yes
NationJob Executive & Management jobs	http://www.nationjob.com/management	Yes	No
Net-temps	http://www.net-temps.com	Yes	Yes
Wall Street Journal	http://careers.wsj.com	No	Yes
DICE	http://www.dice.com	No	No
VaultReports.com	http://www.vaultreports.com	Yes	Yes
6FigureJobs.com	http://www.6figurejobs.com	No	Yes
MRINetwork	http://www.mrinetwork.com	Yes	Yes
CareerExchange.com	http://www.careerexchange.com	Yes	Yes

Boston/New England Sites

Website	URL Address	Personal Job Search Agent	Resume Posting Service
craigslist boston jobs	http://boston.craigslist.org/jjj/	No	No
BostonHerald.com	http://www.bostonherald.com/classifieds/jobfind	No	Yes
Boston.com	http://www.boston.com/jobs	No	Yes

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Online Job Sites & Resources... *Continued*

Multi-Search Job Listings

Website	URL Address	Personal Job Search Agent	Resume Posting Service
indeed.com	http://www.indeed.com	Yes	No
Simply Hired	http://www.simplyhired.com	Yes	No
JuJu	http://www.job-search-engine.com	No	No
LinkedIn	www.linkedin.com	No	No

Industry Specific Websites These sites contain job specific and industry information.

Biotechnology

Website	URL Address
BioSpace	http://www.biospace.com
National Center for Biotech. Info	http://www.ncbi.nlm.nih.gov
Biomedical Market Newsletter	http://www.biomedical-market-news.com
Medzilla.com	http://www.medzilla.com
Fierce BioTech	http://www.fiercebiotech.com/jobs
MassBio	http://www.massbio.org/careers/search_jobs
PharmaDiversity Job Board	http://www.pharmadiversityjobboard.com/
Biocareer.com	http://www.biocareer.com

Communications

Website	URL Address
hoojobs	http://www.hoojobs.com

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Online Job Sites & Resources... *continued*

Education

Website	URL Address
Purdue	https://www.cco.purdue.edu/Student/
Education Jobs / Teaching Jobs	http://www.nationjob.com/education/
Higher education jobs	http://www.higheredjobs.com
Top School Jobs	www.topschooljobs.org

Engineering

Website	URL Address
Purdue	https://www.cco.purdue.edu/Student/

Environmental

Website	URL Address
Purdue	https://www.cco.purdue.edu/Student/

Financial Services

Website	URL Address
Financial Job Network	http://www.financialjobnet.com
Accounting & Finance Jobs	http://www.accountingjobs.com
Financial/Accounting/Insurance	http://www.nationjob.com/financial
Purdue	https://www.cco.purdue.edu/Student/
Mass. Society of CPAs	http://www.mscpaonline.org
Wall Street Journal	http://online.wsj.com/public/page/news-career-jobs.html
Bloomberg	http://www.bloomberg.com

Continued on next page

Online Job Sites & Resources... *Continued*

Government

Website	URL Address
Federal Government Jobs	http://allfederalgovernmentjobs.com/
USA Jobs	http://www.usajobs.opm.gov/

Health Care

Website	URL Address
MedCareers	http://www.medcareers.com
Massachusetts Medical Society Hospital	http://www.massmed.org
Medzilla.com	http://www.medzilla.com
Purdue	https://www.cco.purdue.edu/Student/
American College of Physician Execs	http://www.acpe.org
New England Journal of Medicine	http://www.nejm.org
American College of Physicians	http://acponline.org
New England Physician Recruitment Center	http://www.neprc.com/
HealtheCareers Network	http://www.healthcareers.com/
Journal of American Medical Assoc.	http://www.ama-assn.org
Network Job List – Executive Hospital & Health Care Jobs	http://www.networkjoblist.com/
Modern Healthcare	http://www.modernhealthcare.com
American College of Healthcare Executives	http://www.ache.org/career.cfm

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Online Job Sites & Resources... *continued*

High Technology

Website Address	URL Address
Purdue	https://www.cco.purdue.edu/Student/
Big Data Jobs	http://www.icrunchdata.com/
CIO Online	http://www.cio.com
Infoworks	http://www.infoworks.com
Data Processing Independent Consultants Exchange	http://www.dice.com
Career Exchange	http://www.careerexchange.com
Career Builder	http://it.careerbuilder.com
Computer Jobs	http://www.computerjobs.com
Net Temps	http://www.net-temps.com

Human Resources

Website Address	URL Address
SHRM	http://www.shrm.org/jobs
NEHRA	http://www.nehra.com/index.php/component/careers
HR Connections	http://www.hrjobs.com
HRIM Mall	http://www.hrimmall.com
HR Career Center	http://human-resources.careerbuilder.com/
HR.com	http://www.hr.com
Benefits Link	http://www.benefitslink.com
Web Exchange	http://offices.colgate.edu/career/

Continued on next page

Online Job Sites & Resources... *Continued*

International Jobs

Website	URL Address
International Career Employment Center	http://www.internationaljobs.org/index.html
One Small Planet	http://www.onesmallplanet.com/geninfo.htm
EuroPages	http://www.europages.com

Legal

Website Address	URL Address
The Dolan Company	http://www.thedolancompany.com/websites.htm
EmpLawyer Net	http://www.Emplawyernet.com
Law Jobs	http://www.lawjobs.com
Law Guru	http://www.lawguru.com
Aba Network	http://www.abanet.org
LAWYER INTL	http://www.lawyerintl.com/legal-jobs.php
Jeff Flax's Law Related Resources	http://www.jflax.com/law.htm
Legal Jobs	http://www.nationjob.com/legal

Manufacturing

Website Address	URL Address
Jobs In Manufacturing	http://www.JobsInManufacturing.com
Nation Job	http://www.nationjob.com
Career Magazine	http://www.careermag.com
Industry Week	http://www.industryweek.com/resources

Continued on next page

Online Job Sites & Resources... *continued*

Medical

Website Address	URL Address
Jeff Flax's Medical Related Resources	http://www.jflax.com/med.htm
Doctor Jobs	http://www.doctorjobs.com/
MDsearch.com	http://www.mdsearch.com/

Not-For-Profit

Website Address	URL Address
Non Profit Jobs	http://www.nonprofit-jobs.org/
Non Profit Career Network	http://www.nonprofitcareer.com/
Opportunity Knocks	http://www.opportunityknocks.org/
Community Career Center	http://www.nonprofitjobs.org/

Operations and General Management

Website Address	URL Address
Purdue	https://www.cco.purdue.edu/Student/
CEO Express	http://www.ceoexpress.com

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Online Job Sites & Resources... *Continued*

Purchasing/Supply chain

Website Address	URL Address
PMA Boston	http://www.pmaboston.org
Purchasing Jobs	http://purchasing.jobs.topusajobs.com/
Supply Chain Recruitment (UK)	http://www.supplychainrecruit.com/
Supply Chain Jobs	http://supplychainjobs.net
Jobs in Logistics	http://www.jobsinlogistics.com

Restaurant/Hotel/Tourism

Website Address	URL Address
Hospitality	http://hospitality.careerbuilder.com/
Hospitality Jobs Online	http://www.hospitalityonline.com/
Hospitality Network	http://www.hospitalityresourcenetwork.com/
Foodservice.com	http://www.foodservice.com/employment/

Retail

Website Address	URL Address
Retail Job Mart	http://www.retailjobmart.com
All Retail Jobs	http://www.allretailjobs.com/
Fashion Career Center	http://www.fashioncareercenter.com/
Women's Wear Daily	http://www.wwd.com
E-Tailing	http://www.e-tailing.com
Garment	http://www.garment.com
Retail Jobs	http://retail.jobs.net/

Continued on next page

Online Job Sites & Resources... *continued*

Sales and Marketing

Website Address	URL Address
American Marketing Association	http://www.marketingpower.com/Careers/Pages/default.aspx
NY Times Job Search	http://jobsearch.nytimes.monster.com/jobs
Job-Hunt	http://www.job-hunt.org/marketing.shtml

Social Sciences

Website Address	URL Address
Social Work Career Resources	http://gwbweb.wustl.edu/jobs/
Center for Workforce Studies	http://workforce.socialworkers.org/



Interviewing

Interviewing

There are three stages to the interview process:

- Preparation: In some ways this is the most important stage.
 - Interview: You sell your product – you – in person.
 - Follow-up: Always send a “thank you” note within 24 hours.
-

Preparation

Get ready for your interviews by learning as much as you can about the interview process, the position, the company and the industry.

In addition, formulate a list of questions that will help you determine if the company and/or the position are right for you.

Review your BAR accomplishments and prepare answers to the 10 most common interview questions.

Continued on next page

Preparation (continued)

Step	Action
<i>Research the Position, Company and Industry</i>	<p>Your goals are to learn as much as you can about:</p> <ol style="list-style-type: none">1. The company's interview process. The more you learn about how the company conducts their interviews the more you can prepare. You want to know the:<ul style="list-style-type: none">- <i>Interview Schedule:</i> Including the timeframe, order and names and titles of the individual(s) who will be interviewing you.<p>Ask the company to provide you with any information about the individual(s) with whom you are interviewing. What interaction(s) would you have with this person on a day-day basis?</p><ul style="list-style-type: none">- <i>Job description:</i> Highlight the skills and abilities the employer is looking for and match these with your qualifications. Write BAR statements that reflect the requirements of the job and the interviewer's needs.2. Recent news releases about the company, products and industry. The company website, business and trade journals as well as your own network are great sources to widen your knowledge. See the Internet section for other resources.3. A company's financials and competitors. Hoover's Online and company annual reports provide this type of information.

Continued on next page

Preparation (continued)

Step	Action
Develop a List of Questions	<p>Often an interviewer will ask "Do you have any questions for me?" Most job changers make the mistake of not asking questions. You should always ask questions. This shows the interviewer you have done your homework and it provides you with information to evaluate the company and position.</p> <p>Here are some examples of three types of questions you could ask:</p> <p>Designed to supply specific information about the job and manager:</p> <ul style="list-style-type: none">- May I ask why this position is open?- How would you describe your management style?- What are qualities the person should have to be successful in this position?- What could the person you hire do in the first six months that would add value? <p>Shows you did your homework:</p> <ul style="list-style-type: none">- I see that last year you... What are your plans for....?- What do you see as the biggest challenge in the coming year? <p>Feedback Question: helps you to find out how you are doing:</p> <ul style="list-style-type: none">- How do you feel my qualifications match your needs?- What else would you like to know about my experience?- Is there anything I haven't covered that you would like to know more about?

Continued on next page

Preparation (continued)

Step	Action
<i>Review your BAR Statements</i>	<p>The best response to any question provides the interviewer with specific and concise information about what you have done and how the company has benefited from your actions.</p> <p>If you are having a difficult time recalling your accomplishments you might want to:</p> <ul style="list-style-type: none">• Review the BAR statements you completed for your resume.• Look at past performance evaluations.• Ask others who have worked with you.
<i>Prepare Answers to these 10 Frequently Asked Interview Questions</i>	<p>Plan your answers ahead of time and practice your responses aloud. You want your response to be concise, confident, and create an impression. See page 68 for help in answering these questions.</p> <ol style="list-style-type: none">1. <i>Tell me about yourself.</i>2. <i>What are your strengths and weaknesses?</i>3. <i>Why did you leave (are you looking to leave) your job?</i>4. <i>What are your goals?</i>5. <i>How would your last boss and colleague describe you?</i>6. <i>What has been your most significant achievement?</i>7. <i>Why do you want to work here?</i>8. <i>Why should we hire you?</i>9. <i>What are your salary expectations?</i>10. <i>How do you handle pressure?</i>

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Interview Process

The hiring manager utilizes different groups of people to evaluate a candidate. Here is a guideline of what each group is typically looking for:

- A **human resources** representative evaluates your organizational fit and your motivation for taking the job. They ask questions about core professional skills, such as communication and leadership, and explore your past experience. Typically, many of the top 10 questions you prepared answers to would be asked during this interview.
- The **immediate supervisor** focuses on the technical skills that are needed for the specific job and behaviors or personality traits. You want to uncover the managers' key needs and describe accomplishments that highlight the skills and behaviors needed.
- **Co-workers** look for fit within the department and how you might contribute to the group. You want to demonstrate your ability to work collaboratively and achieve results.

Other types of interviews

Telephone Interview: This is a screening interview usually conducted by a human resources representative. Prepare for this interview no differently than you would a face-to-face interview. Prepare and practice your accomplishment statements and if the interviewer hasn't asked you about your availability you can ask, "what is the next step in the process?" Be sure to get the name and title of the interviewer so you can send a "thank you" note.

Panel or Group Interview: Occurs when you are interviewing with more than one person at the same time. Usually each interviewer has been asked to evaluate specific technical and/or professional skills. The key is to focus on the interviewer when s/he asks the question but make eye contact with the other interviewers when you answer.

Technical Interview: Interviews for technical positions often include hand-on tests to screen potential employees.

Behavioral Interview: Candidates are asked to recall and describe situations that demonstrate the use of job-related skills. Your BAR statements provide the appropriate response to these types of questions.

Continued on next page

What You Are Saying Without Saying Anything

What is the first thing you notice about someone you meet for the first time? It is important that your appearance doesn't distract the interviewer from what you have to offer.

- Dress appropriately and a bit conservatively.
 - During the interview sit up straight with your hands at your side or in front of you. It is all right to gesture with your hands as long as they aren't distracting.
 - Be careful not to fidget with your hands, or with a pen that might be in your hands or with your hair.
 - It is a good idea to take notes. The notes will help you recall important details you can include in your "thank you" note.
 - Remember to smile and maintain eye contact.
-

Arriving at the Interview Site

Plan on arriving 10-15 minutes early for your interview. Take this time to:

- Check in with the receptionist.
 - Visit the restroom to check your appearance.
 - Review your accomplishments and answers to frequently asked questions.
 - Check out your surroundings. What impressions do you get about the company culture?
 - Relax, if you can, but not too much. Think of this as a discussion where both you and the interviewer are determining if job is the right fit.
-

Greet the Interviewer with Confidence

The impression you make on the interviewer in the first few moments is very important. Stand and greet your interviewer with a smile and a firm handshake while making eye contact.

Continued on next page

During the Interview

All your preparation should help you to remain relaxed and focused. Think of this as a discussion where the both of you are asking questions and listening to answers to determine if you are the right person for the job -- or whether this position and company is right for you.

Top 10 Interview Questions

Knowing what the interviewer is looking for with the most common questions will help you prepare and practice your answer to these 10 common interview questions.

1. **Tell me about yourself:** Summarize your work experience and education including one of your strengths and what you are looking for.
2. **What are your strengths and weaknesses?** Start with a strength that matches the interviewer's needs. Give an example of how you have used this strength and identify how this benefited the company. Then briefly state a professional skill you have been working on improving. It isn't necessary to give an example, but you might want to provide specifics on what you are doing to improve this weakness.
3. **Why did you leave (are you looking to leave) your job?** State why you are unemployed or looking to leave in a positive context. Don't put down your current or previous employer.
4. **What are your goals?** Start with an immediate goal, and if you can, mention how this job fits with that goal.

Continued on next page

Top 10 Interview Questions (continued)

- 5. How would your last boss and colleague describe you?** Review your performance evaluations and talk to colleagues to prepare for this answer.
- 6. What has been your most significant achievement?** Choose an achievement that shows how you positively affected your last company.
- 7. Why do you want to work here?** From your research identify why you want to work at the company and what you offer.
- 8. Why should we hire you?** Prior to the interview, plan for this question by summarizing your accomplishments and relate what makes you unique. During the interview, modify the answer to meet the company's needs.
- 9. What are your salary expectations?** At the first interview say that you would like to focus on the job and finding out if there is a fit. If the employer continues to insist ask about the salary range and have thought through your bottom-line salary requirements. (Refer to *Job Offers and Negotiations* Section.)
- 10. What did you like most and least about your current job?** List the aspects that could be transferable to the position you are applying for and minimizing the aspects that you did not like.

Continued on next page

More Interview Questions

Here is a list of other interview questions that are commonly asked. The questions that start with "Tell me about a time, Give me an example and Describe" are behavioral-based interview questions. Those questions often asked for management positions are indicated with an *.

- How would you describe your problem-solving approach?
- How do you feel you can contribute to this company?*
- How do you work under pressure?
- What do you see yourself doing five years from now?
- Why do you feel you are qualified for this position?
- What do you look for in a job?
- How do you handle several projects at the same time with tight deadlines?
- Give me an example of when you've had to roll up your sleeves and get the job done.*
- Tell me about a time when you disagreed with a co-worker. Describe the situation and how you resolved it.
- Tell me about a time when you provided full support for a team decision, even though you didn't agree with it.
- Describe a situation when your judgment played a major role in solving an important problem at work.
- Give me an example of your ability to be a team player.
- Describe your most satisfying experience in attempting to gain top management's support for an idea or proposal?*
- Give me an example of an unexpected but important request you've received when you and your team have been busy with other pressing priorities?*

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More Interview Questions (continued)

- Tell me about a time when you did not communicate well with a co-worker or your manager.
- How do you delegate your work?*
- What is your approach to monitoring assignment progress? What tools, software or approaches have worked best for you and why?*
- What do you see as the most difficult task for a manager or executive?*
- What decisions do you make and what decisions do you expect to be made by your staff?*
- What specific problems have people in your organization brought to you recently? How did you handle them?*
- We've all had times when we've had to deal with a difficult customer. Give me an example of when this happened to you. How did you handle it and why?*
- Describe your approach to planning meetings?*
- Describe the "star" employees on your staff.*
- What methods do you use to communicate with your staff?*
- What is your approach to providing performance feedback to employees?*
- What are some of the approaches you've used to dealing with difficult employees?*
- Describe a situation when you've had to terminate an employee.*
- How would your employees describe your management style?*

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Overcoming Objections

When an interviewer states an objection the following Four Step Turnaround technique is effective. Here is an example of how it works:

Step	Action
1.	Agree with the objection. "I can certainly understand that a person who knows the industry would be a plus. What specific qualifications do you need that I don't have?"
2.	Address the concern in terms favorable to you and get the interviewer's agreement. "As I understand the job requirements that you have outlined, it seems to me that you are looking for someone with not just the basic skills, but someone who can make a near term contribution and who has innovative ideas and fresh perspectives. Is that right?"
3.	Assuming a positive response, continue with... "If I could show you that I have the very qualities you are looking for, would that influence your thinking more positively?"
4.	State a BAR accomplishment that illustrates those qualities. Close with... "I believe that's an indication that I have the very qualities you want. Wouldn't you agree?"

Closing the Interview

At the end of the interview:

- Thank the interviewer for his or her time and express interest in the opportunity.
 - You might ask, "What would the next step be in the process?" or;
 - You could ask, "Based on what you have heard, how do my skills and experience fit with the position?"
-

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Green Lights

Hints you have done well during the interview are:

- Immediate referral to another interview.
 - Tips on how to interact at the next interview.
 - Tour of the facility.
 - Request for more of your time that day.
 - Request for references.
 - Body language indicators (nodding of head, leaning forward).
-

After the Interview

After the interview:

- Review your notes that you took during the interview.
- List pros and cons about the position and identify how you are feeling about the opportunity.
- Write a "thank you" note being sure to restate how your skills and experience fits with the position.

Job Offers and Negotiations

Negotiating Maxim

The person who mentions a dollar figure first loses.

Response to the Salary Question Early in the Process

In the interview process, be cautious about the money question. If it is brought up too early in the interview, consider several responses:

1. At this time, I would like to fit into your organization. Could you give me an idea of the range you are considering?
 2. "I'm pleased that you are ready to discuss salary. If you could first give me a clear picture of your requirements, I could tell you about my qualifications. Then I believe we could talk more seriously about the money issue"
 3. "Before we discuss money, I'd like to be sure we have a mutual interest."
 4. "I definitely want to discuss money, but how about if we spend more time discussing our mutual expectations?"
 5. "Perhaps you could tell me a little more about the position and I could tell you about my qualifications. Then if we have a mutual interest we can talk about salary."
-

Preparing by Collecting Information

Remember the time to negotiate is after the hiring manager has decided you are the one! Collect the following information to help with your negotiations:

- Current compensation, benefits and cost of benefits.
 - Your minimum compensation, expense and benefit needs.
 - Industry and job function salary ranges.
 - The company's hiring salary range, benefits, and cost of benefits to you.
 - Urgency of company's need and how well you fit their need.
 - Your ideal and practical goals and what you are willing or able to trade off.
-

Continued on next page

Job Offers and Negotiations ... Continued

Some Final Comments about Negotiations

- Express your enthusiasm for the opportunity.
 - Try to negotiate with the hiring manager.
 - Work towards a mutual agreement – Give/Get.
 - Be professional and respectful.
 - Don't introduce major last-minute surprises.
 - Put your major items to be negotiated on the table at one time; you're negotiating to a whole package.
 - Be flexible; do not “nit-pick”; offers can be withdrawn.
-

Job Offer

- When you receive an offer over the phone, be sure you know clearly what:
 - the job is
 - the start date is
 - the total compensation package (salary and benefits)
 - When you come to agreement, accept the offer verbally, pending written confirmation.
 - Send an enthusiastic acceptance letter after receiving the written offer.
 - If you don't come to agreement, agree on when you'll get back to them with your response
 - If you decide to decline the offer, call them and follow-up with a positive “thank you” letter. You never know when your paths may cross again.
 - You may need to delay acceptance of the offer if you have other situations developing. Always a difficult scenario, each case is different, and you should seek the advice of your career consultant.
-