

title:	Get a Job in 30 Days or Less : A Realistic Action Plan for Finding the Right Job Fast
author:	DeLuca, Matthew J.; DeLuca, Nanette F.
publisher:	McGraw-Hill Professional
isbn10 asin:	0070164398
print isbn13:	9780070164390
ebook isbn13:	9780071366748
language:	English
subject	Job hunting.
publication date:	1999
lcc:	HF5382.7.D448 1999eb
ddc:	650.14
subject:	Job hunting.

Get a Job in 30 Days or Less

Other Books by Matthew J. DeLuca and Nanette F. DeLuca

How to Get a Job in 90 Days or Less: A Realistic Plan for Finding the Right Job Fast

Best Answers to the 201 Most Frequently Asked Interview Questions

Get a Job in 30 Days or Less

A Realistic Action Plan for Finding the Right Job Fast

Matthew J. DeLuca
Nanette F. DeLuca

McGraw-Hill
New York San Francisco Washington, D.C. Auckland Bogotá
Caracas Lisbon London Madrid Mexico City Milan
Montreal New Delhi San Juan Singapore
Sydney Tokyo Toronto

McGraw-Hill

A Division of The McGraw-Hill Companies



Copyright © 1999 by The McGraw-Hill Companies, Inc. All rights reserved.
 Printed in the United States of America. Except as permitted under the
 United States Copyright Act of 1976, no part of this publication may be
 reproduced or distributed in any form or by any means, or stored in a data
 base or retrieval system, without the prior written permission of the pub-
 lisher.

1 2 3 4 5 6 7 8 9 0 DOC/DOC 9 0 9 8 7 6 5 4 3 2 1 0 9

ISBN 0-07-016439-8

This book was set in Palatino by Inkwell Publishing Services.

Printed and bound by R. R. Donnelley & Sons Company.

McGraw-Hill books are available at special quantity discounts to use as
 premiums and sales promotions, or for use in corporate training programs.
 For more information, please write to the Director of Special Sales,
 McGraw-Hill, Inc., 11 West 19th Street, New York, NY 10011. Or contact
 your local bookstore.



This book is printed on recycled, acid-free paper containing a
 minimum of 50 percent recycled, de-inked fiber.

Contents

Acknowledgments	ix
Worksheets	x
Introduction	1
Why Are You Reading This Book?	1
Who Are You?	2
The "I-Don't-Wannas"	3
Why Do You Need a Book to Explore Jobs?	3
What Now?	5
What Are You Looking For?	7
Are You Ready to Start?	11
Getting Ready	13
What Are You Getting Yourself Into?	13
Commitment	14
Knowledge	19
Marketing Package	42
Product Presentation	46
Some Office Work	75
Week 1Day 1	81
Typical Day	83
Personal Time	86
Launching Your Marketing Plan	86
Resume Ready for Final Review	90
Marketing Letter Ready for Final Review	91
Suspect List for Future Leads and Prospects	95
Additional Organizations and Jobs to Be Researched	96
An Introduction to Networking	100
End of Day 1	100
Week 1Day 2	103
Work Smarter, Not Harder	103
Let Your Computer Do the Walking	106
Collecting Information On-line	109
Preparation and Submission of Electronic Resumes	120

Use Today's Skills to Get Today's Jobs	133
Job Stories	133
Week 1Day 3	135
Find More Job Openings and Organizations to Target	136
What about Classified Ads?	137
Who, What, When, Where, and Why of Networking	145
Telephone Contacts	154
Job Fairs, Career Fairs, and Professional Associations	157
Week 1Day 4	165
"Other Person" Focus	165
Communication Equals Sales Skills	169
Preparing for the Interview	172
Sample Interview Questions	181
The Interview	197
Secrets to Winning Interviews	203
Week 1Day 5	205
Make Networking Work for You	205
Professional Help	212
Week 1Day 6	229
Examine Your Job Search Efforts	230
Passion-One More Major Imponderable	232
Finding People to Call	234
Make People Want to Help You	237
Interview Pitfalls and Tactics	239
Testing	242
Week 1Day 7	249
Finally . . . A Day of Rest!	249
Job Search Hazards	250
Stress-Busters	252
Financial Worries	254
Reality Check	257
Week 2	259
What Has Worked and Why	263
What Has Not Worked and Why	263
Fine-Tuning the Plan	265
Job Search Clinic	269
Follow-Up, Follow-Up, Follow-Up	274

Stereotypes	274
HR's Point of View	275

Week 3	279
Job Search Clinic II	280
More "You" in Your Resume	289
Advice from the Experts	291
Week 4	293
Job Offers	294
Negotiations	298
Wrapping It Up	307
Job Security Is an Oxymoron	307
How to Stay Employed	310
Index	313

Acknowledgments

The more we write books together, the more we appreciate the assistance we receive throughout the course of the project. For this book we particularly appreciated the timely insights and comments regarding the job search process from a terrific human resource professional, a talented recruiter, and a great colleague at Titan Sports, Inc., Palma Braks. To watch her generate excitement at the many college job fairs we attended together truly inspires the writing of a book such as this. We also need to mention the New York team of world-leading executive recruiter Korn Ferry's entertainment practice, led by the dynamo Michele James.

Then there are the other talented colleagues in the Human Resource Department at Titan-namely, Sarah Troy and Giovanna Ruggerio-who show day after day the professional commitment, enlightened responsibility, and unique excitement that come from the increasingly challenging world of finding the right people for the right jobs for one of the world's most exciting organizations.

Our other staff-our daughters Christine, Michelle, and Lauren-supported our efforts by patiently editing and checking Web sources, collating and typing in text edits to help us meet our deadlines, proving again that a good staff is a great resource.

In a category by themselves are all the on-line friends and supporters who answered so many questions, shared their job search stories with us, and even edited sections of this book for technical content. A big *"thank you"* to the posters at the old "pipeline" newsgroup and current c.20.0056 newsgroup. (Special thanks to Angelmoon for the quick edits and to all the other "loonie moonies" for their continued support for yet another book!)

Last, we would like to acknowledge the McGraw-Hill staff, who took this volume from concept to product-editor par excellence Betsy Brown, Eileen Regan, Dianna Sanguedolce, and Fred Dahl of Inkwell Publishing Services.

MATTHEW J. DELUCA

NANETTE F. DELUCA

Worksheets

On-line versions found at <http://members.xoom.com/deluca5>:

Worksheet	Exhibit	Page
Financial Worksheet	I-2	10
How I Arrived Here	1	15
How I Arrived Here, Part 2	2	17
Skill Portfolio	3	22
Employment History	4	23
Education History	5	24
Achievement Inventory	6	26
Job Profile	7A & 7B	27, 28
Job Possibilities	8	29
Job Targets, Part 1	9	31
Job Targets, Part 2	10	33
Organizations to Target	12	37
Focus Statement	14	50
Job Search Lob	30	77
Resume Log	31	78
Interview Log	32	79
Your Typical Daily Schedule	1-3	85
Priority Suspect List	1-14	99
On-line Resume Log	1-21	126
Outline of Networking Telephone Call	1-28	149
Networking Tally Sheet	1-29	153
Post-Interview Evaluation	1-31	177
Recruiters Log	1-35	227
Job Search Ratings	1-36	230
Financial WorksheetAdvanced Version	1-40	255
Reality Check	1-41	258
Personal Evaluation Form	2-1	261-262
Effort Analysis	2-2	267
Feedback Analysis	3-1	281
Employment Goals	4-1	295
Job Offer Analysis	4-4	299
Negotiation Worksheet	4-5	300

Introduction

Why Are You Reading This Book?

Are you starting a career? Are you a recent college graduate looking for your first job?

Have you lost your job recently? (Well, *lost* may not be the right word . . . you know where your job is, and you are not in it.)

Are you immobilized, still grieving for the job you lost, working through your anger, fear, anxiety, and disappointment?

Are you getting worried about economic conditions and unsettling changes at your workplace? Will you be downsized or excessed, or will any other euphemism for being out of a job apply to you soon?

Are you considering a lifestyle change? Moving to a different area? Changing your career entirely?

Do you feel stifled in your present situation? Are there not enough or only sluggish opportunities for advancement? Do you need or want better pay, more comprehensive benefits, increased prestige, or a better commute?

Are you window-shopping, trying to pat yourself on the back regarding the great job you have, or getting the motivation to move on once you see all that "greener grass"?

If you answered "Yes" to any of these questions, this is the book for you.

You may already have started your search or have gotten some responses but are not satisfied. Based on your experiences, you may think there are "secrets" you lack a magic formula for getting a job. Going into any bookstore, you are faced with numerous books written on the subject; it is easy to assume that there is some great secret to finding a job. *"Do this, then that, and Voila! A new job . . . perfect for you!"*

Or, even worse viewpoints:

"The job market is extremely competitive. You must eat, drink, and sleep job searching; be prepared to work harder than you ever have, 24 hours a day, 7 days a week."

"Tapping the hidden job market is your only chance for landing a good job. You need guerrilla tactics to break through."

The simple truth may be none of the above, all of the above, or something in between. It all depends on who you are and therein lie the challenge and the frustration. Each job search is unique. It is a process that grows from a variety of factors and circumstances individual to the job seeker and the players in the job market he or she interacts with.

Who Are You?

Check off all the descriptions in Exhibit I-1 that apply to you.

- ☐ You are constantly being mistaken for a supermodel.
- ☐ You are a charter member of Mensa and help write their admission tests.
- ☐ You graduated from an Ivy League school and were in the top 10% of your class.
- ☐ You have been featured in a national magazine or newspaper at least twice in the past six months.
- ☐ You are a nationally recognized award winner in your field.
- ☐ You are related to a media mogul.
- ☐ You are presently owed "big time" by a senior level mover-and-shaker.
- ☐ You are a naturally gifted salesperson (the old adage about freezers to Eskimos would definitely apply).

Exhibit I-1

If you did not check any of the choices, congratulations! That puts you among over 98% of the people looking for jobs. They are people just like you who are well-respected in their immediate organizations, who do their jobs well, who are not well known outside of their little ponds, and who do not have the phone numbers of "the rich and famous" on their rolodexes to call for job introductions. These unsung workers find new jobs every day, and they do so without losing their sanity.

Even more remarkably, many have had enjoyable experiences during their job searches. The goal of this book is to convince you, the reader, that

there is no magic to finding a job, and that what you need to succeed is an effective, efficient, and keep-your-sanity job search action planone that you can complete in 30 days!

The "I-Don't-Wannas"

Job search. What do those two words make you think?

I don't want to do this.

I can't do this . . . again.

I will be searching for months just to get *any* job.

All the good jobs are taken.

I can't look for a job now.

Change your thinking process . . . open yourself to the idea of "job exploration" or "job reinvention." How many times in your life can you reinvent yourself, starting off with a clean slate? This can be an opportunity to change directions, refine your goals, remember old dreams, or close in on your targets.

If there is one thing people dislike doing, perhaps even more than looking for a new job, it is examining themselves. The idea of self-assessment can strike terror into many a heart. Why? Because if you see things that you do not like, you have to start making excuses as to why you cannot change. So there you are, talking to yourself, saying things like, *I am too old to change, I missed my chance, I do not know how to start, or I cannot afford the risks.*

Can you truly afford *not* to take the chance afforded to you now? You can stay in a job you may not like, that may not offer sufficient pay or challenges or incentives. You can take the first job that is offered to you and be ever so grateful to be done with looking for a job. Or, you can go on a job exploration and possibly learn some things about yourself and create possibilities for a different future.

If you are serious about taking both *action* and *responsibility* to find a job, this book will give you the tools to achieve your goal by establishing a 30-day plan to take you to your new job.

Why Do You Need a Book to Explore Jobs?

If you have been toying with the idea of looking for another job or have been dabbling in the job market, have you made the necessary commit-

ment to complete the process? There is no mystique to finding a job. It is an incomplete process: You might always be looking, or on the lookout, for a job. No matter how terrific your job may be, there is always the thought that "The grass may be greener" hovering on the fringes of your mind.

You want to complete the process successfully. You need a plan, and a plan has a beginning, a middle, and an end. *This is the beginning.* You know what the end is to be: a new job. It is just all that stuff in the middle that gets so tiresome and time-consuming. Pressure. Stress. Financial worries. Self-doubt. The unknown. This process can bring back all the fears of your first day in school: *Will the teacher like me? Will I have friends? Who will I eat lunch with?*

Exploring your job choices can actually be enjoyable if you can see it as an opportunity. On the premise that what you do not know *can* hurt you, it is better to go through the process with as much information as you can gather: information about yourself, about your profession, and about the job itself. So that this experience does not take over, much less ruin, your life in the interim, you need to have as much control as possible over your job search.

Get a Job in 30 Days or Less will save you time, energy, and aggravation. It will guide you in designing a 30-day action plan to:

Turn liabilities into assets.

Alter your mind-set.

Get focused on the right goals.

Get organized.

Set up an "action calendar."

Using *Get a Job in 30 Days or Less* will give you "instant experience." There are over eight million private businesses in the United States (excluding public corporations and not-for-profits). You must be not merely efficient, doing the right things (the *process* of sending resumes, writing marketing letters, etc.); you must be effective, doing things right (getting *results*).

Efficient = Doing the right things

Effective = Doing things right

Get a Job in 30 Days or Less will show you how to work smart without adding to your stress level. By providing a detailed guide and action calendar, *Get a Job in 30 Days or Less* will give you access to all you need to know to explore the market and find the job you want.

If you are serious about your job search and you are willing to take the necessary action to find a job, this is the book for you.

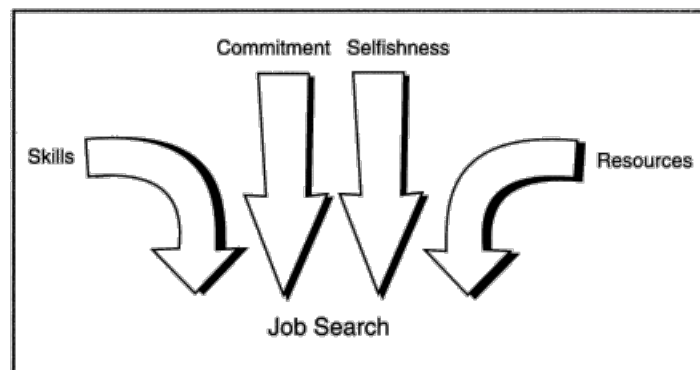
If you have been involved in an unsuccessful job search and need fine-tuning, this is the book for you.

If you have made a decision to "move on" and are overwhelmed by the task in front of you, this is the book for you.

If you are considering leaving your present job and want to know what is available out there, this is the book for you.

What Now?

What do you need to do to go on this job exploration? Four basic requirements for a job search must be met before any additional steps are contemplated.



First Requirement **Commitment**

How committed are you to this project? Who have you told? Who can you tell? Who should you tell? Who shouldn't you tell?

Depending on where you are in your career (employed, unemployed, still in school), the amount of time you can devote to a job search will vary.

There is also the desperation factor: How badly do you want to do this? How badly do you want to leave your current job? How hungry are you for a new job considering that nice severance package you've received? How do you feel about being out of a job?

Second Requirement Selfishness

You must come first. You must take care of yourself, in all senses of the word. You may get all sorts of advice from others, solicited and unsolicited, about what you should do. You have to be your own judge of your goals and targets. This is the time to do what *you* want to do. If the focus is not on you, your job-seeking attempts will be halfhearted and less concentrated. You may find yourself unable to get job offers, because it is impossible to convince others when you have not convinced yourself. You could also find yourself in a job that you do not like simply because you never focused on what it is you wanted. You must ask yourself, "*What jobs did I have that I liked? Which ones didn't I like? Why?*"

Even if you have considerable financial concerns, making *you* the focus of your job search is the only way to be effective. You want to find a job that you can be content in, that offers you the chance to progress and achieve both professional and financial success, and that won't send you looking for another job in the immediate future because you made a mistake in accepting the first job offer.

Third Requirement Skills

The skills needed for a successful job search are skills that are valued in virtually every job.

Knowledge of yourself, what you can do, what you like to do, what you have already done, what you want to do, and what you do not want to do. Know your product: Are you selling skills, experience, or potential?

Research or detective work will be needed to uncover prospects, networks, and information about the industry, the market, the profession, and the individual organization(s) you are targeting.

Communication means sharing your thoughts and ideas in writing, in person, and over the telephone, in listening, by being coherent and interesting, and in other ways.

Marketing and sales involve packaging and selling yourself through resumes, cover letters, and interviews. You are the complete operations and support staff. You must develop the product, design the packaging, define the market, direct the distribution, and close the sale!

Fourth RequirementResources

We all seem to watch how we spend our money, which ultimately can be replaced. But how much attention do you pay to your only irreplaceable asset? The key asset that only you can provide is timeyour time. How much can you invest in a job search? When is the time available? An hour here and there when you can spare it from your current job? Lunch hours? After work? Weekends? Is all your time available? For most of us, the answer is somewhere between the extremes.

You must dedicate the time needed to this project: time to plan, time to write a resume and cover letters, time to research leads and targets, and time to do the telephone follow-through and follow-up.

You must consider the resources at handboth in time and peopleand determine priorities. Every day you must reaffirm your focus, recommit yourself to your goals, and review your priorities. You must be able to evaluate your own progress and make changes as needed. You must have a firm grip on reality. If you wish to maximize your time and achieve your targeted job in 30 days, then you must devote the required time and attention to the task. How much time is needed daily? Some people can accomplish in three hours what it takes others to do in five hours, and do it better! You alone know your work skills and your ability to self-direct and keep on task.

In addition, you must set up a mini-office with the attendant supplies (details are provided in "Getting Ready") and you must have access to a computer, printer, telephone, and answering machine. A high-speed modem and Internet access are recommended but optional.

What Are You Looking For?

At the beginning of your job search you need to look to the end: Where are you going? What are your goals? This is not a luxury, it is a basic requisite. You need to define what the next step is to be in your career, and why it is important to you. Just as there are no two people alike, there are no two job goals alike. To put this concept in an appropriate context, consider the following issues when attempting to define your job goal(s):

Do you live to work or work to live? Is the glass half empty or half full? What do you want? You must spend x hours each week commuting to and from, thinking about, and physically working at some job. What role does a job, your career, play in your life? Where do you want to go? Is your response *"Any job . . . I need a salary,"* or *"My ideal job would be . . .,"* or even *"I will only change jobs if. . . ."*

How definite is your picture of where you want to be one month from now? One year from now? Five years from now? If jobs are steppingstones in your career, which stone are you looking for now?

Where are you in your career cycle? Are you a recent graduate? New to the profession, having changed careers? A seasoned employee? A job hopper. . .trying to find the right match? How old are you? What is your educational level? What is your family situation? What are your financial needs? Where are you in your job search? Is this the first time you have actually looked for a job? Do you dread going through this process yet again? How do you feel about looking for a job? How much have you done so far? What have you avoided doing? Why?

Why are you looking for a job? Why now? Are you being realistic in your goals and expectations? Can you afford a job search now? Are you able to match your needs and your wants against availability? If you have been looking unsuccessfully, why do you think it is that you have not found a job at this time?

What kind of place would you like to work in? Does it matter a lot, a little, or not at all? What kind of people do you like to work with? What do you want? What do you need? What are your expectations?

What can you offer? What solutions can you provide an employer? Where are you in your profession, both chronologically and personally? Are some of your skills dusty? What is in your "toolbox" that can help you provide value to an organization?

When can you make your move? What is your timing? Is time of the essence ("*I am out of work and I need a job now*") or are you more flexible ("*I will give notice when I find the right spot to move into*"). When is the right time for you to move?

Can you afford to change jobs . . . or not to? Financial considerations are not to be ignored. There are both tangible and intangible costs associated with a job search. On the intangible side are issues related to "the road not taken":

"If only I had studied _____ in college."

"If only I was [taller] [blonder] [thinner]."

"If only I had a [power] [designer] suit to wear."

"I wish I lived in _____ instead of here."

"Is this job offer really too good to pass up?"

"Do I really hate the job I have all that much?"

"Shouldn't I wait until _____ to make my move?"

Additional intangibles are the emotional costs if you feel that a job search is primarily a "win or lose" proposition. How well do you take rejection? Are you willing to learn from your mistakes? Are you a selfstarter, working on your own agenda and timetable, creating your own daily goals? Can you handle working on your own without a support staff?

As difficult as the psychic costs may be to assess, the tangible costs are more readily calculated. If you are out of a job now, what is your current cash flow situation? How long can you support yourself on residual cash? Estimate how long you can support yourself without a paycheck, then subtract two to four weeks (until you get a first paycheck), and that is your deadline for finding a job. Have you taken into consideration the actual costs of a search? They include telephone, computer access, paper, postage, transportation, clothing, business meals, memberships and meetings, business cards, and an answering machine.

There are ways to be cost-effective in your search, but a professionally printed resume and cover letter (computer generated, laser printed) are of primary importance. That does not mean going to a commercial printer and paying for 500 copies of your resume; in fact, that is never an approach we would recommend. If you do not own a computer and printer, access is available in a wide range of venues, from free access at libraries, schools, and communities centers to paid hourly access at copy shops (such as Kinko's) as well as computer shops. Individuals with computers also advertise their rates for professionally typing letters and resumes.

For a rough estimate of how much time you can afford to look for a new job, complete the Financial Worksheet in Exhibit I-2. This review of your finances is part of the reality check portion of your job search. If you are thinking that you need a job "right now," this financial review will either reinforce your opinion or give you some breathing room. (After a week of job searching, on Day 7, we will review your finances again, make adjustments as needed to your estimates, and consider what other steps are needed or possible if financial considerations are causing you concern. If you are already concerned about finances and do not have a paycheck, read Day 7 first for suggestions.)

Why are you going through all this? This is the time to have a reality check and reexamine your commitment. You are the only one who knows how committed you are to changing jobs, what your motivation is, and how realistic your goals are. The purpose of exploring jobs is to match your needs and wants with job availability. No book or career coach can provide the right answers. You are the expert on you. Just as the shoe salesperson must know all the different styles in stock, you must have a working knowledge of your skills inventory and the value you can offer to a potential employer.

Exhibit I-2

Financial Worksheet
Short Form

Job Search Expenses (nonrecurring):

Purchase supplies \$ _____
 Memberships, dues \$ _____
 Business meals \$ _____
 Periodicals, subscriptions \$ _____
 Professional attire \$ _____
 Transportation, business \$ _____
 Other \$ _____
 Other \$ _____

SUBTOTAL \$ _____ (A)

Estimated monthly expenses:

Rent/Mortgage \$ _____
 Utilities \$ _____
 Insurance \$ _____
 Transportation \$ _____
 Food \$ _____
 Medical \$ _____
 Debt Service (credit cards, loans) \$ _____
 Other (child care, alimony) \$ _____
 Other \$ _____

SUBTOTAL \$ _____ (B)

TOTAL EXPENSES \$ _____ (A+B)

Amount of savings, cash on hand \$ _____

=#

- less Subtotal \$ _____

(A)

months

Available for monthly expenses \$ _____

before
paycheck

Divided by total monthly expenses \$ _____

required

(B)

Are You Ready to Start?

Complete this statement: *"I really want a job doing _____."*

Not precisely certain what you want to do? That is fine this is the time to explore your options. On Day 1 you will look at your particular skill, experience, and interest package, to target jobs that you will want to commit to exploring.

Still have lingering doubts? *"I have no big talent or skill; I have nothing to brag about. I have nothing to impress employers with on my resume."* Be glad you are not a one-skill wonder. You are a package of skills. You can ride a bike *and* chew gum (maybe even juggle) at the same time! Many of your skills are transferable and in great demand.

"I'm not so great! There are better applicants out there." Do not hide your light under a bushel basket. It need not be a giant searchlight to be seen. If you set yourself up as less than average, you are already giving yourself an excuse to fail. *"See, I told you I wasn't so great."*

The only cure for negative thinking is *knowledge*. Take your worst traits and turn them upside down:

Stubborn? You can be persistent.

Unconventional? No, you're creative.

Aging? You are a seasoned professional.

In "Getting Ready," as part of self-assessment, you will look at all the skills you have, including being good with animals and your uncanny ability to remember the lyrics to every Gilbert and Sullivan song. Which skills are transferable, able to be used in many different jobs? What proof can you offer to an employer that you have these skills?

Compiling evidence of your skills is part of the entire sales package. Going through the self-assessment exercises will serve more than one purpose:

You will gather information for your resume and marketing letter.

You will have all the data for any interviews right at hand.

Most importantly you will know yourself.

Because you will have a clear idea of what skills you can offer, you will be a confident and superb salesperson in all your written and verbal communications.

No matter what your current situation is, there is a job for you and you will find it. You can find your job and keep your sanity, your humor, and your life intact. You can start today by going on to Chapter 1, "Getting Ready."

Job Search Credo


Commit. Make up your mind to work to find your job.
 It is okay to be selfish; think of what *you* want. You are the only one who can find your job.
 Decide on your goals. You are the only one who knows what you want to achieve.
 Set a path to your goals. Look for short-term and long-term targets.
 Be determined to work diligently, effectively, and efficiently.
 Give and take. Do not expect help from everyone without giving something in return.
 Be thankful for all the help you do get.
 Be honest with others and with yourself.
 Smile. Be genuinely happy to meet people.
 Be enthusiastic and positive; this is your future that you are shaping.
 Be flexible and be realistic; things may not turn out as you wished. You may have to go to Plan B.
 Always have a Plan B.
 Ask for the job. If you want the position, be sure to ask!

How to Use This Book

Scan the book and the daily calendars to get familiar with the pace.
 Read the Table of Contents to see what is scheduled for each day. Go to topic areas as you may need them, regardless of the calendar.
 Are there areas that you need special help in? Go to those areas first. See Index for topics.
 Keep records of what you are doing. Write down goals and achievements; worksheets are provided.
 Do the exercises and worksheets in each section. For those who have Internet access, full-size copies of the worksheets are provided on our Web site <http://members.xoom.com/deluca5> for you to print and use.
 Keep the log sheets and daily planner records of what you have done and what you are scheduling.
 Check your progress and evaluate your efforts weekly.
 Visit our Web site for additional tips: <http://members.xoom.com/deluca5>. Links to Web sites cited in this book, as well as others, are provided on our site.

Getting Ready

Getting Ready



- ✓ *Assess my situation*
- ✓ *Write skill portfolio*
- ✓ *Write employment history*
- ✓ *Write education history*
- ✓ *Take achievement inventory*
- ✓ *Complete job profile*
- ✓ *List job possibilities, job targets*
- ✓ *List 10 organizations to target*

- ✓ *Assemble items from supply list; set up work area*
- ✓ *Write job focus statement*
- ✓ *Draft resume(s)*
- ✓ *Draft marketing letter(s)*
- ✓ *Set up filing system*
- ✓ *Fill out job search log, resume log, and interview log*

What Are You Getting Yourself Into?

There is no direct relationship between effort and success in a job search, as in many other events in life. However, chances are if you do little or nothing, little or nothing will be your result. Some people seemingly have wonderful jobs literally dropped into their laps, while others search endlessly with unsatisfactory results. Now the shocking news: No one method of job searching can guarantee you a job. On the other hand, you can increase the probability of your success by working smarter, choosing your goals wisely, focusing on your targets, establishing an action plan, and following through with your prospects.

You have to get ready for your job search, and this preparation will take place in this section. You will look at who you are and what you want. Commitment, knowledge, and a marketing package will take you to the start of your job search. These first three steps of your job search begin now; step 4 will begin on Day 1, with your marketing plan launch.



Commitment

Where to start? As in most things in life, it is best to start at the beginning: with you. Where are you right now? If you are to start looking for a job, it is important to know why you are doing that at this time.

WHERE ARE YOU?

1. I do not have the job I want now
because_____.
2. I am looking for a job
because_____.
3. I am looking now because
_____.

Why do you not have the job you want now? What has kept you from pursuing the career or the employment that you want? Have you fallen into jobs that presented themselves to you without ever actually making the choice? Why are you working where you are right now (or why were you at your last job if you are unemployed)? Using Exhibit 1, starting with your current or last job, write your reasons for taking the job and for leaving it.

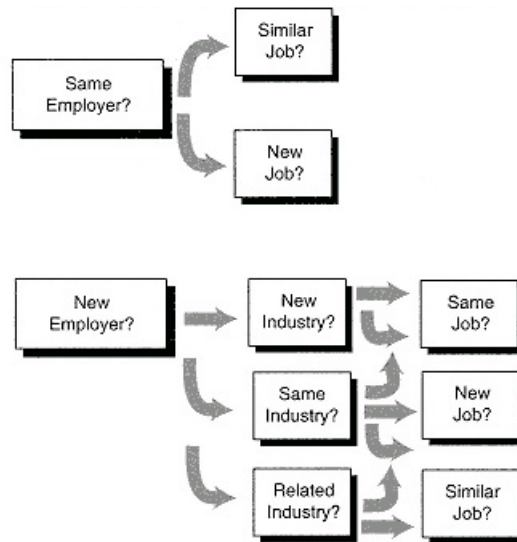
Exhibit 1

How I Arrived Here

List below your current and past jobs,
why you took the job, and why you left.

Job/ Employer	Year(s)	Reason(s) why I accepted job:	Reasons why I left the job:
------------------	---------	----------------------------------	--------------------------------

Why are you looking for a job? Are you looking for a different job? The same job but in a different organization? A different location?
Different industry?



What are your reasons for seeking new employment? Are there elements of your current or last job that you liked or disliked? Referring to the list of jobs you made in Exhibit 1, write what you liked and disliked about each job listed in Exhibit 2.

Go back a little further in your memory. What was your answer when all your friends and family asked, *"What do you want to do when you're done with school?"* What were your original plans and goals? Are you pursuing them now? Are you on a path to achieve them? Have you gotten sidetracked?

A colleague related the following story:

When I graduated from high school I received a scholarship to an art school in Cleveland. I needed money for living expenses so a friend found me a job in a bank working the swing shift in their fledgling data processing department. The job was ideal: It was detailed work that suited me, the hours worked well with my class schedule, and the pay was terrific for someone with no banking or computer background. Later, when I decided to move to New York City to continue my studies, I took another job in a bank there. If you had worked in one bank, it was easy to get a job in another. Time passed, and I took classes at night because I could not afford to work part-time and go to school fulltime. To make a long story short, I became very successful in banking I was promoted, was encouraged to get a college degree, and obtained tuition refund from my employer. At the same time, I was finding it harder and harder to

find lucrative freelance design work. So I fell into banking as a career. I became a lending officer and eventually moved into the factoring and finance division. When I was on maternity leave when my first child was born, I kept extending it. I also enrolled in calligraphy classes. Now, in addition to writing and designing Web pages, I do freelance calligraphy. I have come back to my art.

Exhibit 2

HOW I ARRIVED HERE, Part 2

List below your current and past jobs, and what you liked and disliked about each job.

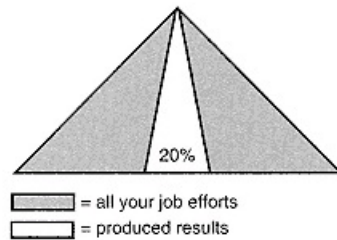
Job/ Employer:	What I liked about this job:	What I disliked about this job:
-------------------	---------------------------------	------------------------------------

Why now? Why are you considering looking for a job at this point in time? What are your reasons? If you are unemployed and you need the cash flow, your outlook for a job search is different from that of someone who is window-shopping and will only make a move if a better opportunity presents itself. Career changers have a different situation to deal with, as do recent graduates or people returning to the workforce after a long absence. Your reasons for looking now can range from the pragmatic (you have no job now and you need one) to the prosaic (you are wondering if this is the time to relocate to a warmer or colder climate).

Whatever has brought you to this point, if you are to go forward you must make a commitment now. You must be able to say to yourself:

"I want a new job because _____. I need this job [now] [soon] [by _____ (date)]."

You must make a commitment of resources. What will you do to support your job search effort? The first resource that you must commit is time. Whether you are currently unemployed, working part-time, or employed full-time, you must commit and dedicate the hours to your search. Using either your personal day planner, a calendar, or a software time-scheduling program, chart out the hours that you will specifically dedicate to your job search efforts.



It has long been a truism that 80% of any effort produces 20% of the results. In other words, 20% of what you do will produce the greatest outcomes. It may be the little details, the chance encounter, the resume that you sent at the last minute, or an article that you read that will produce your next job. The more situations you are involved in, the more chances you will have to discover opportunities!

You can look for a job using the tried-and-true, traditional method of answering ads, sending numerous letters and resumes, and hoping for a

response. You can bend the ear of everyone you come into contact with, asking for a job or information about a job. The most recent solution is to post your resume on-line, which may be similar to posting it on a telephone pole on the corner. Actually, the most effective approach is a combination of all the above. Use all the tools at your disposal. You need to use today's skills to get today's jobs.

Knowledge

When the time comes to build your resume, to write your marketing letter, and to go on an interview, each time you must be able to answer one simple question:

"Why should this organization hire me?"

With all the other applicants out there barraging employers with resumes, letters, faxes, and E-mail, why should they stop the search process and pick you? When you have finished "Getting Ready," before you formally launch your job campaign on Day 1, you will be able to answer that question for yourself and for any interviewer who poses it.

This is the single most important part of your planning and preparation. You are the only expert on you. You are the only one who can package, market, and sell you.

What Is Your Story?

If you follow the analogy that a job search is much like a marketing campaign, then you are the product. Who are you? You are the sum total of all the experiences, skills, achievements, failures, and information that you have amassed to date. Included in this mix are your interests, your aspirations, and your fears.

WHAT IS YOUR STORY?

1. Skill portfolio and evaluation
2. Work history
3. Education
4. Achievements

Your story will unfold in the data of your life: your work history, education history, skill portfolio, and achievements. The telling of your story will be colored and shaped by your goals and aspirations. The means of telling your story will be through your marketing package: resume, marketing (cover) letter, interview, and follow-up activities.

To begin to tell your story, you must gather the pertinent information. Later, you will determine what portions of your story you will share. You will determine what it is that you are selling. Are you selling skills? Education? Experience? Creativity? Potential? You will also determine your market. Who will you be telling your story to? Who are you making the sales pitch to?

Skill Portfolio and Evaluation

There are two types of skill sets: technical (knowledge) skills and transferable skills.

Technical or knowledge skills are all those skills particular to a specific profession or industry. For example, medical claims processing requires a knowledge base that is particular to that job. However, organizational skills and the ability to work with others and with details are transferable skills. Fluency in Spanish is a knowledge skill, but being able to interact with others (in any language) is a transferable skill.

Some other transferable skills that are in great demand are:

Budgeting	Public relations
Managing multiple priorities	Public speaking
Supervising	Writing
Project orientation	Interviewing
Teaching	Negotiating
Organizing	Coordinating

The greatest characteristic about transferable skills is that everyone has at least a few of them in their job skills toolbox.

Conversely, there are skills that are not useful in your job search:

Outdated skills. If the only secretarial skill an applicant possesses involves using a typewriter, those skills are out of date. The keyboard skills are transferable, as are the knowledge of business letter writing and other office skills. How many of your technical skills are current, on the cutting-edge, and competitive? If you suspect that you may be behind the times in any skill areas, get the training now to bring yourself up to competitive levels. Sometimes, while working for one organization for many

years, you can become insulated from progress and upon surfacing for a job search, find that the world may have passed you by. Many employers who prefer candidates with current skills and potential don't place high value on experience. If all you have to offer is experience but not current skills, you will have to retrain and repackage yourself!

Skills unique to an industry or organization. You have worked for years for an organization that used only customized, proprietary software for its business needs. You are a whiz on the database, spreadsheet, and financial software. But do you have the skills to quickly pick up the off-the-shelf software that many mid-size and larger organizations use? If you are uncertain, purchase or download sample trial programs to get some quick experience. If that is not an option, take a class.

Another problem is that you may have been doing things "their way" for years. Assuming that you were not working for Burger King ("Have it your way" has been their motto), are your skills so entrenched in a prior organization's methods that you cannot extrapolate and perform similar functions at another? Think carefully about what you have been doing, the essential tasks of your position, and break them down into distinct parts. Identify those elements that are marketable to various employers; those are your selling points.

Complete the Skill Portfolio in Exhibit 3 and provide evidence of your skills. Add any technical or specific skills in the blank boxes.

Employment History

In Exhibit 4, Employment History, start with your current or most recent job, and list your work experience including your supervisor(s), location, responsibilities, and achievements. Remember to list any volunteer work, internships, and part-time jobs. This is also a good time to think carefully about exactly what you did at each of your jobs, and who you did it for. Did you work with Fortune 500 clients? Senior management? Were you responsible for a staff? Budgeting? Hire and fire decisions? If your employer's name is not a household name, what details about the company, size of operation, and method of doing business will support your candidacy? You may have to educate your interviewer regarding the importance of your current or prior job.

Education History

Using the format shown in Exhibit 5 (Education History), list your educational background, most recent first. If you graduated from college or graduate school more than five years ago, what have you done since to continue your education? Have you attended workshops, seminars, or

classes? Do not forget any and all training received directly from your employers. Consider any extracurricular activities, both from the aspect of skill acquisition and for desirable job activities.

Exhibit 3

SKILL PORTFOLIO

In the middle column list the specific skills that you have to offer.

In the far right column indicate the proof of your competency.

COMPETENCIES/ SKILLS:	SPECIFICS	EVIDENCE: Where/When Acquired
--------------------------	-----------	----------------------------------

- Organization
- Planning, motivating
- Communication
- Oral, written, feedback
- Management
- Supervising, mentoring
- Finance
- Planning, budgeting
- Problem Solving
- Identifying, evaluating
- Teamwork
- Supporting, building
- Information
- Management
- Research
- Investigative, exploratory
- Technical
- Technical
- Technical

Exhibit 4

EMPLOYMENT HISTORY

- List most recent job first; continue in this format for each employer.
- Employer: Job Title:
- Location: Start/End Salary:
- Telephone #:
- Dates of Employment:
- Department/Unit:
- Size of Organization (# employees, national or international, annual sales volume):
- Size of Department/Unit:
- Who did you work for?
- Who did you work with?
- What were your primary responsibilities?
- What did you create, implement, establish?
- How did you increase income, reduce costs, improve production?
- Special Projects (talents, technical skills, hiring/interviewing/supervising):
- Promotions/Commendations/Achievements:
- What skills did you use to perform your job?
- Why did you take this job?
- What was your initial assignment?

Exhibit 5

EDUCATION HISTORY

List most recent education first; continue on separate page if needed. Consider workshops, seminars, and any current classes.

School:

Location:

Dates attended:

Course(s) of study:

Achievements/Special Studies/Projects:

Degree:

Skills related to job search:

Extracurricular activities:

School:

Location:

Dates attended:

Course of study:

Achievement/Special Studies/Projects:

Degree:

Skills related to job search:

Extracurricular activities:

Achievements and Associations

Last, list any achievements within the last five years in Exhibit 6, starting with the most recent. Do not fail to consider any extracurricular activities that you have made major contributions to. These may not be achievements marked with plaques or statues; remember also those other less-heralded achievements: all the compliments you received from your clients or customers, being chosen to lead teams repeatedly, or being asked to break in new employees. Cite where and when your achievements occurred.

In the bottom section, list any professional associations, certifications, or memberships that can add to your candidacy. (Do not consider any religious or political clubs for inclusion in your resume unless referred to generically: "*Treasurer for Portland, Oregon political club, 19XX-19XX.*")

What Are Your Dreams?

If we are to look at what you want to do, we have to look at both the job and the organization you are headed for. Both *what you do* and *where you do it* can make a major difference to your career. Your career is shaped by what you do to achieve your dreams.

WHAT ARE YOUR DREAMS?

1. What do you want to do?
2. Where do you want to do it?
3. What must you do now to achieve your dreams?

Job Profile

What jobs are you aiming for? Any job? Any industry? Any organization? Or do you have a wish list for your future employment? What do you like doing? What are you good at doing? Are they the same things?

Do you like to work with people or are you best propped in front of a computer terminal, grinding out code? Would you languish in a position that had very strict requirements and that did not value your creative side? Do you like to come up with new ways of doing things or are you happiest following the manual? What kind of job would you consider: part-time, full-time, temporary, volunteer, intern, or trainee?

List achievements below, most recent first.

Relate them to specific situations, employers, or activities.

Describe achievement: _____ Where or when did this occur? _____

Memberships/Certifications/Associations

[illegible]

Because this is a chance to reinvent yourself and to create what could be a new direction, take this opportunity to consider all the choices open to you by completing the two-page Job Profile in Exhibit 7A and 7B).

Exhibit 7A

JOB PROFILE

1 of 2

Date: _____

Circle all your choices for each category.

Job Content:

Work with:	people	things	data
Pace:	slow	steady	busy/fast
Tasks:	manual	service	automated
Constant lines of responsibility	flexible responsibilities		
Closely supervised	moderate supervision	autonomous	
Projects:	repetitive assignments	varied	
Dept. size:	large	medium	small
Report to:	middle management		senior management
Public contact:	lots	some	very little none
Internal contact:	lots	some	very little none
Variety:	always	often	sometimes rarely/never
Team:	part of team	leader	work alone

Ideal Job Description:

Primary responsibilities: _____

Secondary responsibilities: _____

Knowledge needed: _____

Computer proficiencies:

Hardware: _____

Software: _____

Exhibit 7B

JOB PROFILE

2 of 2

Circle all your choices for each category.

Type of employer:

- | | | | |
|----|---------------|-----------------|----------------|
| 1. | Profit | Nonprofit | Government |
| | Publicly held | Privately owned | Academic |
| 2. | Full-time | Part-time | Temporary |
| 3. | Global | National | Regional Local |
| 4. | Centralized | Decentralized | |
| 5. | Established | Mid-cycle | New/Start-up |

Locale:

- | | | | |
|----|----------------------------------|---------------|---------------------|
| 1. | Within _____ miles from home. | | |
| 2. | Willing to relocate _____ miles. | | |
| 3. | Major city | Mid-size city | Suburbs City: _____ |

Environment:

- | | | | |
|----|------------------|--------------------|-------------------------|
| 1. | Culture: | formal/traditional | informal |
| 2. | Career path: | established | flexible liquid |
| 3. | Union | Nonunion | |
| 4. | Family-Oriented? | Yes | No |
| 5. | Organization: | Hierarchical | Flat Team-based |
| 6. | Business: | Conglomerate | Single line of business |

Goal:

- | | | |
|---------------|-----------------------|------------------|
| Same job | different job | similar job |
| Same industry | different industry | related industry |
| Hours: | Standardized flexible | telecommute |
| | Day shift Night shift | Swing shift |

Other: _____

Job Possibilities

Without limiting yourself, brainstorm and consider all the jobs you could possibly fill. Go back and remember old dreams, goals, skills, and plans. Look over your Job Profile. List all the jobs you might fill in Exhibit 8.

For example, if you are a manager of an automotive parts store, are you looking for another store to manage? That is a viable, yet narrow, approach. Consider all the possible jobs your experience can qualify you for.

Exhibit 8

JOB POSSIBILITIES

Jobs that I could possibly fill:	Why? What makes me think so?	Where are these jobs (kinds of businesses)?
----------------------------------	------------------------------	---

Manage other types of stores (managerial skills are transferable).

Sales of automotive parts (product knowledge).

Management position with vendor (product knowledge plus management skills).

Operate or own a franchise.

Training or consulting.

Those possibilities are within a narrow band of experience. What are all the possible jobs you could target? The operative word is *couldnot* that you will necessarily seek those positions, but you might. Unless you consider all the possibilities, you may ignore or fail to recognize a door that is open to you.

An article in *The New York Times* (November 22, 1998) cited the recent election of Jesse "The Body" Ventura as governor of Minnesota as another example of a major career trend in evidence in the 1990sreinventing yourself. From the same parts (education, experience, and skills), a new career is mutated from the old. Ventura morphed from professional wrestler to radio talk-show host to politician. Factors such as the aging of the boomer generation (who are not showing signs of slowing down) and the layoffs and restructuring of the early 1990s combined with changes in social expectations (no one expects to work for the same employer his or her entire life) have made creative self-invention a major trend.

Reality Check

Review the list you created in Exhibit 8, Job Possibilities, and turn to Exhibit 9. On a "*This is what I want to do*" basis and using the jobs you listed as Job Possibilities, insert the names of those jobs ranked according to *desirability*, ranging from merely acceptable to your ideal. Next, with a more pragmatic eye, look at the same list of possibilities and rank them from possible to probable in terms of how realistic you feel your chances are, considering the current market, your location, and your skill and experience levels.

The jobs that rate highest in both desirability and probability should be your primary job targets. The next level down are secondary targets: jobs to keep in mind and be open-minded toward if one presents itself to you.

Example: You are currently an advertising sales executive for a local magazine but would really like to work for either a local newspaper or a national magazine for a change. There is only one local newspaper in your immediate area but there are several dailies in a larger city one hour's commute from where you live. All the national magazine offices would necessitate relocating, a prospect you might consider. Your primary targets might be:

Exhibit 9

JOB TARGETS, Part 1	
Primary job target(s):	
Secondary job target(s):	
<p style="text-align: center;">Desirability Rank</p> <p>Acceptable Ideal</p>	
<p style="text-align: center;">Reality Check</p> <p>Possible Probable</p>	

1. Local newspaper
2. (Large city) Newspapers

Secondary targets could be:

1. _____ Magazine in _____ (City)
2. _____ Magazine in _____ (City)

To commit to targeting these jobs, you must take action. You will spend most of your time aiming for your primary targets while maintaining awareness of secondary targets. As your job search progresses over the next 30 working days, you will have the opportunity to reevaluate your rankings, particularly if the possibilities change as you become more aware of the particulars of your job market.

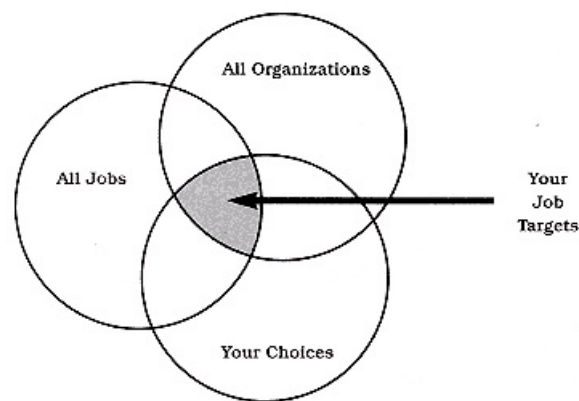
Long-Term Job Planning

Take a brief look at the jobs that you feel are desirable but improbable. Why are they out of reach? Can any of these jobs be recast into long-term job goals? Perhaps you really want to explore writing for magazines. What do you need to do to make that a more probable choice? Do you need to take classes? To move into an editing position? Is it time for you to write articles? Do you need a mentor or an agent? Should you move into an interim job, having set as your goal a position that you are working on obtaining the necessary credentials for? You have identified a long-term goal that will have an impact on your immediate, short-term goal finding a job now. (Current studies show that men remain in a job an average of 3.6 years, women 3.8 years.) If you find you have aspirations that cannot be fulfilled now for any reason, target your long-range job goals now in Exhibit 10, Job Targets, Part 2-LongTerm Goals, and determine what the intermediate steps should be.

If you do have hopes and dreams for your career, you are the only one who knows what they are and what you must do to achieve them. Perhaps the only step you can take now is to gather information about a possible career change down the road (job requirements, classes, training, professional associations). But if the desire is there, the effort must be made to achieve your goals, both interim and long-term.

Targeting

One key to success is being focused on a target. Of all the millions of jobs available, you only need one. This is the time to get specific about your goals.



You have established primary and secondary job goals. You have taken a look at long-range job goals. Your portfolio of skills is ready for writing your resume. You have painted a picture of the type of job environment that you would like. Now you have to have some specific organizations to target.

Exhibit 10

JOB TARGETS, Part 2
Long-Term Goals
Reasons Why Not
Possible Now.

Least Probable
Jobs Desired.

Actions To Be
Taken? When?

Where are the jobs? If you were seeking employment as an oceanographer, you would not think that there would be a wealth of jobs in Nebraska; you would concentrate your search in cities located near major bodies of water or on the coasts. For high-tech jobs there is Silicon Alley, located in lower Manhattan in New York City, in addition to Silicon Valley in central California, as well as new centers in Austin, Texas and Denver, Colorado for those interested.

What types of employers can use your skills? If you wish to work as a Webmaster, what are the various uses for your skills? You could work for a design house, designing Web sites for its clients. You could be employed as an in-house Webmaster for an organization that wished to maintain a presence on-line (and there are myriad types of companies within that category). Or, you could teach HTML (HyperText Markup Language) and Web design at a local school. Another alternative might be to freelance and go into business for yourself. There are always new jobs and professions being created. Culling various lists and articles published recently, we have listed some "hot jobs" for the millennium.

HOT JOBS

Environmentally sensitive design; remanufacturing operations
 Management: retail, telecommunications, and nonprofits
 Business information management: marketing, finance, credit
 Packaging: new materials and products, environmentally sensitive
 Health care advocate
 Marketing: nontraditional, nonmanufacturing clients
 Construction, roofers
 Computers and Internet-related
 Human resources administration and training
 Meeting planning
 Program and project management
 Purchasing management
 Tourism
 Professional and technical communication

The Bureau of Labor Statistics regularly publishes a list of the fastest-growing jobs that represents a more scientific view of the market. See Exhibit 11 for the most current listing.

Exhibit 11

Fastest Growing Occupations 1998-1999 Occupational Outlook Handbook, 1996-2006 Bureau of Labor Statistics

Occupations	% Change 1996-2006
Database administrators, Computer support	+118%
Computer engineers	+109%
Systems analysis	+103%
Personal and home care aides	+85%
Physical and corrective therapy assistants and aides	+79%
Home health aides	+76%
Medical assistants	+74%
Desktop publishing specialists	+74%
Physical therapists	+71%
Occupational therapy assistants and aides	+69%
Paralegals	+68%
Occupational therapists	+66%
Teachers; special education	+59%
Human services workers	+55%
Data processing equipment repairers	+52%
Medical records technicians	+51%
Speech or language pathologists and audiologists	+51%
Dental hygienists	+48%
Amusement and recreational attendants	+48%
Physician assistants	+47%
Respiratory therapists	+46%
Adjustment clerks	+46%
Engineering, science, and computer systems managers	+45%
Emergency medical technicians	+45%
Manicurists	+45%
Bill and account collectors	+42%
Residential counselors	+41%
Instructors and coaches, sports and physical training	+41%
Dental assistants	+38%
Securities and financial services sales workers	+38%

Jobs are listed in classified ads (newspapers, magazines, on-line, and even posted at your local grocery store). Other jobs are inferred if you are able to read between the lines. Even downsizing announcements may provide an opening for you; full-time personnel may have been let go but there may be a need for part-time or temporary employees, or the downsizing company may have to rehire in the future.

"Department Store announces plans to expand."

"New Technology spurs growth in industry."

"CEO plans to retire in 2 years."

"New product release delayed."

The trick to discovering these inferred jobs is to read. Read newspapers. Read magazines. Read trade and industry journals. Read Internet sources. Be aware of what is happening outside of your immediate sphere of influence. Keep your ears and eyes open all the time to all the possibilities.

When you do read, read between the lines to determine if there is a problem that you can provide a solution to. Notice that this approach does not involve waiting for a job opening to be announced. You may be ahead of the pack of job seekers who did not seize the opportunity.

With all this in mind, and with the choices you marked in your Job Profile (Exhibit 7), if you have any geographical preferences to target, now is the time to take that into consideration. You must know where you want to look for a job in addition to the type of job and type of employer you wish to spend the next portion of your career with.

Create a Target List

First, do you know of any existing job openings? Do you know any specifics as to organization, address, or any pertinent details about the job? Do you have any direct or indirect lines to the organization for a referral?

Second, using your own criteria for types of organizations that you would like to work for, list at least 10 organizations to target and research immediately, including those that you feel have suitable job openings, in Exhibit 12. As you progress through your job search, always have ten organizations targeted. Ten is a manageable number: You have to research, reach out to, and contact each organization separately. Targeting 50 or 60 organizations is not realistic unless you prioritize them and handle them in groups of 10. When one target is eliminated, add another to your target list. Researchreach outcontact!

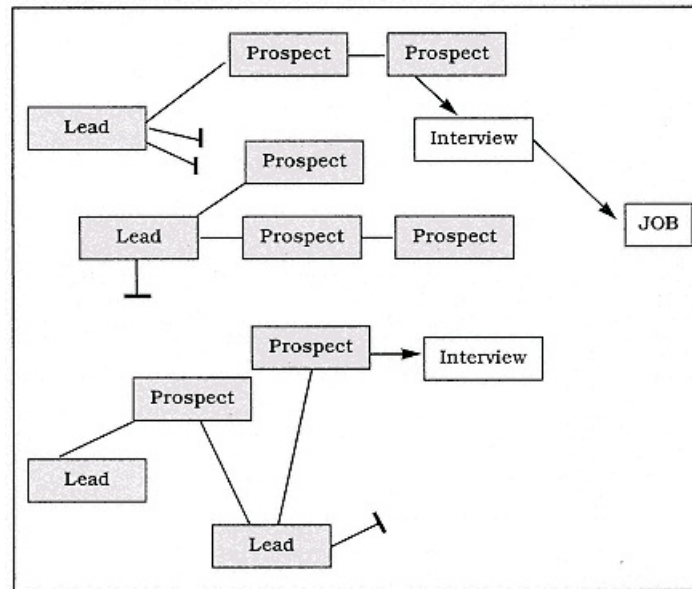
Exhibit 12

ORGANIZATIONS TO TARGET

Organization, Address	Contact person; title	Job Targeted	Leads/Referral	Why target?	Date
-----------------------	-----------------------	--------------	----------------	-------------	------

Marketing Plan

At its simplest, your job search plan (the marketing plan) is to put the product (you) in the hands of the purchaser (the employer). Just as Procter & Gamble deliberately plans the launch of its new face soap, you must plan your product launch. The objective of the marketing plan is equally simple to get you interviews that result in acceptable job offers. The key word is *acceptable*. No doubt there are many jobs you could have, but which ones do you really want? That is the reason planning is crucial to keep your focus on the objective.



The basics of the job marketing plan are:

Turn leads into prospects.

Turn prospects into interviews.

Turn interviews into job offers.

Turn job offers into your new job.

Interviews Get Jobs

Leads do not get jobs. Cover letters do not get jobs. Resumes do not get jobs. It is only having a conversation with the individual(s) who has the power to offer you a job that will actually get you hired.

What is an interview? Simply, an interview is a conversation with a purpose. Now for some shocking news: You may have to deal with some interviewers who are totally inept, due to a lack of training, attention, or information.

Think about it. The interviewer must assess your integrity, skill level, personality, and potential while referring to your resume (which he or she may or may not have had a chance to read ahead of time) and deciphering notes about the job opening. It is a daunting task made even more so because this typically takes place in a 30-minute time frame. Interviewers should be as excited as you about your interview and your prospects for a new job, because of their responsibility but cannot come anywhere close. They try to give the impression that the questions (and answers) are fresh and new to their ears. Then comes the ultimate challenge thinking of something to say while you sit there with your hands in your lap, waiting expectantly.

What do you really have to do to get interviews? First, you must remember to be selfish. This entire process is about you. Be an expert about you. Know what you like doing, what you are good at, and what you have done in the past. Know where you are heading, what skills you have and what new skills you need, and when and where you will acquire them. You also must know what the employer wants or needs (sometimes two different elements). Most importantly, you must *ask* for the interview, even when you are lucky enough to have someone intercede for you in the process.

Second, most of the work to get interviews is research.

Look up information about different organizations.

Find out who has the jobs and who has the power to hire.

Discover who knows about these jobs.

Learn who knows the people who do know where the jobs are.

Keep up to date on your industry, your profession, and recent news regarding organizations that you hope will hire you.

Determine what the employer is looking for, what the key skills and experiences are that match the job hiring criteria.

After you are invited for the interview, do more research to prepare.

Third, develop a marketing and sales plan.

You cannot *control* anyone's perception of your candidacy, skills, or potential, but you can *manage* their perception and appraisal of you. Advertisers do this every day. We are bombarded with their messages trying to influence us, to manage our perceptions of their products. A key element of your plan is timing. You need a calendar. You must plan what you are doing each day who to call, what to research, and what must be done the next day.

Last, assemble all your job search tools.

Your Toolbox

The essential component of your personal toolbox is your Skill Portfolio, Exhibit 3. The next most important component is knowledge: of the targeted job, the organization, and the job market. The rest is all packaging and presentation. Without the supporting complements of requisite skills and knowledge, the package is all smoke and mirrors all razzle-dazzle without any substance. Having a technical skill set but no communication expertise would pose a serious job search problem, for example.



Add commitment and passion to the other components and you have a formidable toolbox. All your tools need to be wrapped up and presented in:

cover and marketing letters,

resumes,

interviews, and

follow-up letters.

Embellishing the entire presentation are your demeanor, attire, personality, and self-confidence. Put it all together, tie it into the targeted job and organization, and it will be your marketing plan.

Research Leads

What exactly are leads? Leads include anyone or anything that can suggest a path to follow, lead you to jobs, or lead you to other people who can lead you to jobs. Everyone you know and everyone who knows you can be a lead. Then there is the world of unknowns-those who do not know you and you have not yet met. Those leads point to prospects, and prospects have the jobs. You never can tell which lead or prospect will point you in the direction of the interview that leads to your new job.

The movie *Six Degrees of Separation* was based on the concept that everyone in the world is connected through six people. In fact, it has been spun off into a parlor game involving the actor Kevin Bacon in which the players try to connect practically everyone in the world to Kevin Bacon in as few steps as possible. You have to compile a version of the six degrees between you and an interviewer.

Suspects to Prospects to Leads

In order to find the jobs, you need to find the people who know where the jobs are, or who at least know the people who know where the jobs are. You have to get these powerful people to know you in a most positive way.

Imagine that you are a radio signal. How many ears are you reaching? Those ears closest to you, those who know you, are the easiest to reach and the most receptive; but are they the ones that can help you the most?

Basically there are three groups of people:

Everyone you know.

Everyone who knows you.

Everyone else.

The trick is to use the first group to expand the second group and to convert members of the third group into the second group. Depending on your personality and background, this may be the hardest part of the job search for you. More often than not, it will be the most effective and will be the key to your successful job search.

First, get out all those business cards you have collected, your address books (both business and personal), the Rolodex, telephone directories from former employers, your alumni directory, and any membership lists from clubs or associations you were ever a member of. Do not forget churches or synagogues, parent associations, play group lists, Christmas or holiday card lists, Internet contactsany lists of names that you can even remotely think of approaching.

Make a working list of people to contact, in addition to those already listed on Organizations to Target (Exhibit 12). Divide the names into three groups:

1. Look like leads themselves.
2. Probably have leads.
3. Might have leads.

Marketing Package

To maximize your job exploration efforts you need double vision: micro-and macrovision. You have to see the total picture while still paying attention to details. There is no substitute for focus in your job exploration.

It is not the clever cover letter that will get you the job.

It is not the right-on resume that will get you the job.

It is not the choice of buff over white paper that will get you the job.

It is not the creative business card that will get you the job.

You send a perfect resume on great paper with a powerful marketing letter, even including a business card, but the most you can hope for is a meeting. There is only one thing that can get you a joban interview. The job may not go to the *best candidate*, but to the *best interviewee*.

There are many kinds of interviews, including telephone interviews when you do research and those important follow-up telephone calls. A key positive aspect to interviewing is that practice will improve your technique. You will be seeking and sharing the same types of information

on most of these interviews and it is very important that you maintain an appearance of freshness and spontaneity with everyone you deal with.

Cary Grant said it best: "A first impression consists of 500 details."

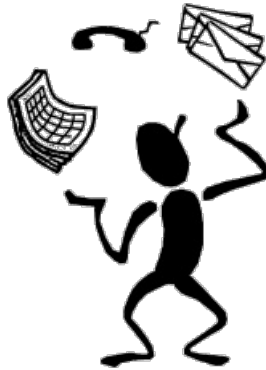
In line with the micro approach, each detail of your every approach into the job market whether in person, over the telephone, or through faxes, E-mail, or traditional letters should always present you in the best light. There are hundreds of opportunities to do it right, or to do it wrong.

All the preliminary steps are needed to get you *the* interview that will provide you with an offer that you want to accept. Imagine a marble run, the child's toy on which a marble is set loose at the top and scurries down tubes, tripping levers, turning wheels, and dropping through holes until it reaches the end of its ride. You are the marble; what you do and do not do sets off others' actions and reactions.

It literally is all about you; it starts with you and certainly ends with you. You do not go into this process unprepared; you have tools to use. As you go through the steps needed to lead you to your new job, you will use old, familiar tools at the same time you develop or acquire new ones.

Practicalities

Before you can turn to resumes, marketing letters, and interviews, you must set up your "marketing office." Whether you use the kitchen table, an office, or a corner of your living room, you need a work area that is convenient, conducive to work, and available to you during your planned work hours.



Space: If you cannot take over a table or desk for your job search use exclusively, then use boxes or a file drawer to keep your supplies organized. You need to be able to go to your area and get to work quickly.

Resources: Accessible to your work area should be the following:

Telephone.

Answering machine, with a businesslike greeting (or a reliable person to take messages).

Exhibit 13

SUPPLY LIST

___ Paper, 8.5 x 11 (20 lb. wt. in ivory, cream, buff, or other suitable color) for resumes

___ Business envelopes (#10) to match paper

___ 9 x 12 envelopes (white or color to match resume paper)

___ Postage stamps, current letter denomination and assortment for heavier mailings

___ Postage scale and U.S. Postal Service requirements

___ Business cards

___ Personal stationery for cover letters and handwritten notes

___ Calendar or daily planner

___ General office supplies:

Scissors, tape, stapler, staples, ink or toner for printer, computer disks, telephone message pad, clock or watch, pens, pencils

___ File folders with following headings:

Worksheets

Research-Industry, Organization

Expenses/Financials

Resumes

Correspondence

Leads/Prospects

Targeted Organizations

Work Logs

___ Newspapers, periodicals, trade magazines

___ Telephone directories (local/personal/business-to-business)

___ Index cards

___ Bulletin board (optional)

___ Storage box or filing drawer

You will also need access to:

Computer.

Laser printer.

Modem.

Internet service provider.

Fax machine.

These items are extremely useful and almost indispensable to your marketing plan. If you cannot afford them at this time, you can seek access through libraries, community groups, or commercial sites such as copy shops.

Additional supplies, readily available at most office supply or stationery stores, are listed in Exhibit 13.

Once your work area is set up, you are ready to prepare your marketing package: your resume and marketing (cover) letter. These two items are your calling cards. These documents literally are you when you are not directly in the presence of an individual with a job opening.

What Resumes and Marketing Letters Should Do For You

Your resume and marketing letter must make a statement. A marketing letter should always accompany any resumes submitted, whether by mail, fax, or E-mail.

Resumes
Marketing Letters



- Marketing sales tools
- Self-assessment opportunities
- Door openers
- Invitations to reader to take action

They must be marketing sales tools, refined and adjusted to specific targets and markets.

They must be vehicles for self-assessment, forcing both your and the readers' focus on your immediate goal(s).

They must be door openers, piquing the reader's interest.

They must incite the reader to take action, namely to schedule an interview.

Resumes should be presented in person, at an interview. However, most interviews are scheduled only after an employer receives and reviews resumes. The later a prospective employer requests a resume, the more likely is the serious prospect of your landing the job. (In a few instances, the contact at the potential employer will make a point of *not* asking for your resume, to demonstrate a complete lack of interest. This is considered discourteous.)

Product Presentation

Imagine yourself going into a new store, brightly lit, with shelves full of colorful products. Each product has been packaged to appeal to the buyer and has labels that say, "*Buy me*," "*I am great*," "*I can change your life*," "*New, improved*," and "*Better than the rest*." You are intrigued and take a package off the shelf to get further information. You find out where it was packaged, the name of the manufacturer, when it was created lots of interesting information. But what do you do with it to improve your life? Eat it? Smooth it on your body? Do your laundry with it? Bathe in it?

This analogy applies to your resume and marketing letter (also called a cover letter). Both must be clear and specific. Don't leave it to the reader to figure out what you want to do. Your resume and cover letter must appeal to the buyer the person with the power to say "*You're hired!*"

Some resumes or cover letters are written like a quiz: "*I have done this, that and the other thing. I am terrific. Guess what I can do for you (whatever it is that you do at your organization)?*"

Even worse are those that say: "*I need a job. Find one for me any job.*"

Dead last in inspiring any would-be employer is the package that begs: "*Find me a creative, challenging job. I need to grow. I need new horizons. I need . . . I want. . .*"

Like as not, the reader will not expend the effort to find out how he or she could help you. You must offer solutions, not problems. Telling the reader to figure out how to use your talents is not offering a solution. Unfortunately for the ill-prepared, resumes are the junk mail of the millennium.

When the Internet is added into the equation, resumes are being passed around at warp speed.

If you have been avoiding writing your resume or revising the one you have been using, change your mind-set. Writing your resume is an opportunity for:

reviewing and retaining key professional facts;

focusing on past achievements and current goals; and

preparing for the interview process.

Do not think of your resume as a necessary evil. A resume is an opportunity to sell you to a possible future employer. In all but rare instances (so rare, in fact, that only the exceptionally connected could omit it: the boss's daughter, the son of the number-one corporate client, or the owners' new daughter-in-law, for instance), *no* resume means *no* interviews. Regardless of the diverse strides made in technology and changes in society, a resume is most commonly required by nearly all employers simply because it is a quick, recognizable snapshot of an applicant's professional profile. The format is easy to read. It is a visual aid in an interview. It is required by almost every employer.

A well-written, targeted resume is a professional summary of where you have been, and should present viable possibilities in the mind of the reader as to the solutions you could offer the organization. It should read as if it were written with that particular reader in mind; that is what is meant by customer-driven. Your resume and marketing letter are written from the point of view of the "customer," who is the employer in the case of a job search.

A resume can also disqualify you if it does not fit the mold expected. You have to do a modicum of research to determine what the customer wants in order to attempt to fill his or her needs. An all-in-one, generic, one-size-fits-all resume is a sure obstacle to success. Regardless of the excellent quality of paper used, professional quality printing, and buzzwords employed, if your resume is not selling what the employer is buying, your effort will be wasted, except as a learning exercise.

Draft Resume Template

A resume always starts with the facts.

Gathering all the information and details is preparation both for your resume and for interviews, so be prepared to invest some time in the exercise. Not all the information will be included in your resume, but your entire professional past is fair game in completing application forms and undergoing interviews. Gathering all the information together in a de-

tailed format will assist your self-assessment and interview preparation Who knows? You may discover something new about yourself.

Consider your resume an opportunity to tell the reader what you want in the way that you want. The choices are yours. Employment applications force you to tell employers what they want to know in their form and in the space provided. The choices are theirs.



Preparing to Write a Resume

What goes in and what gets left out of your resume? Simple: What goes in is what will "prove" your candidacy. What gets left out are items that are extraneous.

This is not to say that you conveniently cover up your years in food service during the time you were laid off. Nor do you fudge information about the one job that you were fired from. Your resume must be honest; it must be a fair representation of your professional history. However, you can choose what to emphasize and what to play down. You can also be creative and dynamic in your presentation. You are in charge of disclosure. If there are elements of your professional life that do not support your current job goals, there is no need to make them a part (or at least a major part) of your resume. Expand those sections that provide evidence of your skills and experience needed for the targeted job. (However, remember that all information is open to discussion in an interview or on a job application.)

The primary concern is that your resume be targeted aimed at a specific job. Keeping the reader (employer) in mind, make your resume customer-driven.

Do put in your resume . . .

Your name (omit the Mr./Mrs./Ms. titles). Do include professional titles if applicable, such as Dr., Esq., SPHR.

How you can be reached . . . by mail, fax, phone, E-mail.

Targeted Job Summary or Objective.

Correct and complete names of employers, organizations, schools.

Degree type if job-related.

Professional affiliations if current or within 3 years.

Special skills and interests in support of your job goals.

Do not put in your resume . . .

Personal data regarding age, marital or family status, ethnic background, citizenship, race.

Vague statements about your job goals.

Names or telephone numbers of prior employers or supervisors.

Education or courses unrelated to job goals or older than 5 years.

Political or religious activities; extracurricular interests if not in support of job goals; "hints" about your personal status or agendas through your activities, interests, or memberships.

References. Statement that "references available on request" wastes time and space on obvious fact.

Salary history or requirements.

Targeting Your Skills

With your job goal(s) and targets in mind, review your Skill Portfolio (Exhibit 3) and consider which skills are required to fill the job. Complete the Focus Statement in Exhibit 14. State your job goal(s), skills required, and evidence of your having the needed skill(s) or experience, providing details to support your claims. If you need a reminder to help you focus on your goals or to give you confidence that you have the requirements to apply for certain jobs, take this focus statement and post it prominently in your work area. It can be your "daily affirmation." If you have multiple job goals, complete a Focus Statement for each goal.

Exhibit 14

FOCUS STATEMENT

- 1. Write in your job goal.
- 2. List the key skills needed for the job and proofs that you have the skill, citing details (employer, circumstances).

Job _____
Goal: _____

SKILLS NEEDED:	EVIDENCE:
----------------	-----------

Example:

Job Goal: Receptionist

Skills needed: Evidence:

Telephone	Handled phone for 10-person office 3 yrs.
Customer/client	Worked with customers 4 yrs. in sales
"People"	Received compliments on handling complaints
Computer	Windows NT, Word, Access, and Outlook

Traditional Resume Formats

Although each resume you submit should be targeted to a specific job, you may apply for jobs that are very similar and you may submit essentially the same resume to different (but not dissimilar) targeted employers.

For example, suppose you are a restaurant manager. If you are applying to a very formal restaurant and your experiences have primarily been with family-style cafés, you may choose to judiciously edit your resume and stress the transferable skills in your background that pertain to any restaurant. However, if you are applying to a similar type of restaurant, accentuating your experience in a "just like you" situation would be a wise marketing approach.

RESUMEFORM vs. CONTENT

CONTENT = What do you say in your resume.

Summary or Objective targeting the specific job or organization.

The specifics of your experience, skills, education, and professional life.

FORM = How you say it in your resume.

Format

Paper

Typeface (fonts)

Style

Grammar

Language

Graphics

Attachments

The content of a resume is contained in separate, designated sections. These sections can be displayed in various orders, but the most advantageous order puts your best foot forward. Lead from strength and place those elements that most closely align you with the job requirements at the beginning of your resume.

Exhibit 15 shows the parts of a resume.

Exhibit 15

PARTS OF A RESUME

Header:	Your name Address Telephone / fax/E-mail Web site
Job Objective or Summary:	Objective: When you know the job you are applying for. Summary: Targeted highlights of experience and skills.
Work Experience:	Organization names, dates (years), location (city/state), job titles, skills, responsibilities, details to support summary or objective statement. Bulleted highlights
Education History:	School name, location (city/state), degree. Recent graduate (within 5 years) or current student can include pertinent courses in support of job goals.
Professional Memberships and Associations:	Current or within 5 years.
Honors/Awards:	If job-related and within last 5 years.
Special Skills:	Highlight other abilities to enhance candidacy. Refer to publications, articles, Web sites, or availability or work samples if appropriate.

Header: Make your name prominent, with address and telephone numbers in a smaller font size.

Job Objective: Do you know what specific job you are applying for? If you do, say so.

Job Objective: Web designer for organization located in New York City area utilizing my six years' experience with Adobe PhotoShop, Microsoft FrontPage, Java/JavaScript/JavaBeans and Corel Draw.

Job Summary: If you are not certain what jobs may be open and are flexible in your job goals, include a highlighted list of your sales points.

Summary: Web designer with six years of commercial experience.

Strong design background.

Experienced in Adobe PhotoShop, Microsoft FrontPage, Java/JavaScript/JavaBeans and Corel Draw.

Worked in dynamic team-based environment.

Proven ability to meet deadlines.

Employment History/Work Experience/Professional Experience: Provide details about where you have worked and what you have done. If you have worked for "big names" in your industry or field, this is the place to brag about it. If what you did is more impressive than where you did it, then stress that aspect.

Professional Experience:

ABC News New York City 1995-present

News writer, local and feature stories.

Investigated stories on corruption in local school district, "Skell School?" Jan. 98

Led team of reporters in covering mayoral election, 1996.

Professional Experience:

WKBH News Hoboken, NJ 1995-present

News writer, local and feature stories.

Investigated stories on corruption in local school district, "Skell School?" Jan. 98

Led team of reporters in covering mayoral election, 1996.

Education History: As with work experience, if there is a "name" school in your past, highlight it. If you are a recent graduate, expand this section

and move it closer to the top of the page. Stress any related coursework or academic experiences that support your job goals.

Education: BA, 1997 Boston College Boston

Majored in biology, minored in computer science.

Professional Memberships, Associations, Awards, Honors: If they are recent (within five years) and are job-related, include them, unless they "brand" you somehow racially, politically, or any other way that may not advance your candidacy. For example: *President, Young Republicans Club* may help or hurt you. Do you want to predicate your resume on the reader's political leanings?

Special Skills: This is becoming an increasingly important area. If these skills are important to the job opening, include and highlight them earlier in the resume. If you have other skills that could be helpful or show that you have talents that can be assets to the employer in the future, add them here.

Special Skills: Fluent in Japanese, Russian and Gaelic.

Traditional Resume Formats

There are three basic resume formats: chronological, functional, or combined.

Chronological: Lists work history in reverse chronological order. For most conventional employers, this is the resume of choice. It is traditional and easy to read but will expose gaps in employment. It tells the employer what you have done for others, but does not focus on what you can do for him or her. (See Exhibit 16.)

Functional: Focuses on current skills, with your experience targeted to one employer. This resume is also well-accepted in that it relates what you can do for the prospective employer and highlights skills and experience pertinent to the job opening. However, employers who like to look for gaps in work history will be frustrated and may feel something is being concealed. (See Exhibit 17.)

Combined: Can highlight skills not apparent from work history and is an excellent choice for anyone who has had several employers within the same industry, allowing you to show continuity of experience and progression through different jobs. (See Exhibit 18.)

Exhibit 16

CHRONOLOGICAL FORMAT

Name
 Address
 City, State, Zip Code
 Telephone, Fax, E-mail
 Web Site

Objective: Refer to specific job or position.

Summary: Statement of qualifications/skills/experience related to specific job opening/position.

Professional Experience:

19xx- Present	Organization XYZ City, State Title/Position Description of key responsibilities, highlighting those relating to current job goals. 2 or 3 major accomplishments
19xx-19xx	Organization XYZ City, State Title/Position Description of key responsibilities, highlighting those relating to current job goals. 2 or 3 major accomplishments
19xx-19xx	Organization XYZ City, State Title/Position Description of key responsibilities, highlighting those relating to current job goals. 2 or 3 major accomplishments

Education and Professional Training:	College/University City, State Degree received Seminars, workshops
--	---

Professional/Memberships/
 Affiliations/Honors, Awards:
 Memberships, Honors, Awards, Certifications, Activities

Special Skills:

Exhibit 17

FUNCTIONAL FORMAT

Name
 Address
 City, State, Zip Code
 Telephone, Fax, E-mail
 Web Site

Objective: Refer to specific job or position.
 Supporting qualifications/accomplishments
 Highlights of experience/skills
 Competency: Describe transferable skills obtained through work experience.
 (Skill #1) Accomplishments, quantified if possible.
 Competency: Describe transferable skills obtained through work experience.
 (Skill #2) Accomplishments, quantified if possible.
 Competency: Describe transferable skills obtained through work experience.
 (Skill #3) Accomplishments, quantified if possible.

Additional
 Proficiencies: Related to job goal
 Employment History:

19xx-Present	Organization XYZ	Job Title	City, State
19xx-19xx	Organization XYZ	Job Title	City, State
19xx-19xx	Organization XYZ	Job Title	City, State
19xx-19xx	Organization XYZ	Job Title	City, State

Education and
 Professional
 Training: College/University City, State
 Degree received
 Seminars, workshops

Professional Memberships
 Affiliations/Honors/Awards:
 Memberships, Honors, Awards, Certifications, Activities

Special Skills:

Exhibit 18

COMBINED FORMAT

Name
 Address
 City, State, Zip Code
 Telephone, Fax, E-mail
 Web Site

Objective: Refer to specific job or position.

Summary: Statement of qualifications/skills/experience related to specific job opening/position.

Competency:	Job Title, Proficiencies Used	19xx-present
	Organization XYZ	City, State
	Describe transferable skills related to job opening	
	Key accomplishments, quantified if possible	
Competency:	Job Title, Proficiencies Used	19xx-19xx
	Organization XYZ	City, State
	Describe transferable skills related to job opening	
	Key accomplishments, quantified if possible	
Competency:	Job Title, Proficiencies Used	19xx-19xx
	Organization XYZ	City, State
	Describe transferable skills related to job opening	
	Key accomplishments, quantified if possible	
Competency:	Job Title, Proficiencies Used	19xx-19xx
	Organization XYZ	City, State
	Describe transferable skills related to job opening	
	Key accomplishments, quantified if possible	

Education and
 Professional
 Training: College/University City, State
 Degree received
 Seminars, workshops

Professional Memberships
 Affiliations/Honors/Awards:
 Memberships, Honors, Awards, Certifications, Activities

Special Skills:

As shown in Exhibit 19, each format has its particular advantages as well as disadvantages. You will probably have several resumes in your arsenal; you can choose the format that suits a particular employer or job opening. Again, the key element is that the resume be targeted to customer-driven matching your skills to the employers' needs.

Exhibit 19

TYPES OF RESUME FORMATS			
CHRONOLOGICAL RESUME BENEFITS	FUNCTIONAL RESUME BENEFITS	COMBINED RESUME BENEFITS	ALTERNATIVE RESUME BENEFITS
Highlights strong work history. .	Focuses on current skills; good for job changers	Highlights skills not apparent in work history.	Innovative form gives concrete sample of creativity.
Popular with employers. traditional	Customer-driven.	Stresses job abilities required in job opening.	Industry norm is to include photos graphics
Establishes applicant for next move up job ladder.	Plays down jobs that do not support current job goals.	Positive presentation of spotty work history.	Opportunity to catch eye of broad-minded employer.
POSSIBLE NEGATIVE ASPECTS:	POSSIBLE NEGATIVE ASPECTS:	POSSIBLE NEGATIVE ASPECTS:	POSSIBLE NEGATIVE ASPECTS:
Can show gaps in employment.	Candidate must accurately identify required skills.	Could downplay work experience	Could appear amateurish
May reveal age.	Obscures job progressions.	Skills not matched with jobs.	Might be perceived as a gimmick; a turnoff to conservative employers.
Employer has to search for relevant skills.		May be too narrow in approach.	

Electronic formats: Resumes submitted by fax, sent to employers who will scan the resume into a database, or uploaded through the Internet (on-line resumes) will have to be presented differently simply due to the medium employed for transmission. The information and format (chronological, functional, or combined) can be essentially the same, but certain considerations regarding typeface, paper, methods of submission, and additional information can be crucial. Electronically submitted resumes are discussed in Day 2. That chapter also examines the opportunities offered by cyber resources on-line and helps you determine which of those resources are most effective for your job search.

Creative alternatives: If you are in a creative field such as theater, graphic arts, or advertising, you may have greater latitude in preparing your resume. Actually, some employers may even expect a level of creativity and uniqueness in any resumes that they would consider. Our book, *WOW Resumes for Creative Careers* (McGraw-Hill, 1997) gives details and multiple examples of creative resumes to consider for many professions. In this book, Week 3 provides insight into alternative presentations for those who feel that this may be a viable approach or an option you wish to pursue for specific employers.

Just Write It!

When you assemble your materials (Exhibits 3, 4, 5, 6, 12, and 14), you should outline the information (content) you will include in your resume. Whether you prefer to do a pencil outline or create one directly on your computer screen, refer to the outline for the format you have chosen (Exhibit 16, 17, or 18) and block out the information.

Be correct. Names, dates and titles must be accurate. You must not invent facts, but you are in control of disclosure in your resume. At some time, either at an interview or a follow-up meeting, you may also be asked to complete a job application form for the prospective employer; you may be asked to expand on your resume in the interview. So do not paint yourself into a corner with unsubstantiated "facts." However, in your resume, you can show yourself in the best possible light by packaging your skills and experience to fill the job requirements. If you are looking for a job with a magazine whose reader demographics are family-oriented, pull out any and all related experiences. If it is a local publication, cite those skills and experiences that would be especially valuable to a smaller print operation. See Exhibits 20 and 21, two resumes from the same applicant for two different jobs. Different aspects of the applicant's experiences have been highlighted to support the stated objective.

You already have a resume?

You need a new one if . . .

- It ends 3 years ago.
- It does not reflect your current assignment.
- It does not reflect new skills acquired.
- It does not highlight recent experiences and accomplishments.
- It has a typographical error.
- It does not utilize action words.
- It contains too many typefaces, cutesy graphics, or an unorganized presentation.
- It contains "I" statements.
- It is longer than 2 pages (unless you are senior management even then, reconsider).
- It lists positions that go back more than 10 years.
- It details positions that do not support your current job goals.
- It identifies school activities but you graduated more than 5 years ago.
- It is not targeted to your current job goals.
- You want to try another format or electronic media submission.
- It is not working for you.

Exhibit 20

SAMPLE RESUME #1

B.J. Evans
 39586 Lake Shore Road
 Eastlake, Ohio 44060
 216-456-7890
 Bjevans@lake.com

Objective:

Training department supervisor with major financial institution.
 Five years' experience heading management training program for leading money center bank.
 Conducted sexual harassment training, sales training and orientation programs for new employees.
 Initiated "Customers and You" customer service program which improved customer satisfaction 12% over 6-month period.

Employment History:

1991-present	World Bank International	New York City
	Vice President, Metropolitan Training Department	
	Managed staff of 23; training budget of \$3 million.	
	Developed training manuals and off-site training centers.	
	Increased training turnaround time 15% with no cost increase.	
	Senior Training Specialist, Credit Training Department	
1988-1991	International Trade Corp.	Hoboken, NJ
	Training Specialist, Credit Analysis Department	

Education:

New York University, Stern Business School	MBA
Villanova University	BA

Affiliations:

Stern Alumni Association, Vice President
 American Training Association

Special Skills:

Fluent in Japanese, written and oral

Exhibit 21

SAMPLE RESUME #2

B.J. Evans
 39586 Lake Shore Road
 Eastlake, Ohio 44060
 216-456-7890
 Bjevans@ lake.com

Objective:
 Lending officer for commercial lending department
 10 years' experience in credit analysis and credit training.

Employment History:
 1991-present World Bank International New York City
 Vice President, Training Department
 Developed "Case Study" program for commercial credit training program
 Conducted seminars on secured and unsecured lending practices
 Senior Training Specialist, Credit Training Department
 Senior Credit Analyst, Factoring and Finance Division
 1988-1991 International Trade Corp. Hoboken, NJ
 Training Specialists, Credit Analysis Department
 Senior Credit Analyst, Commercial Finance

Education:
 1997-present
 New School for Social Research
 Courses in Business Law, Uniform Commercial Code
 New York University, Stern Business School MBA
 Villanova University BA

Affiliations:
 Stern Alumni Association, Vice President
 Conference Board (reviewer)

Special Skills:
 Fluent in Japanese, written and oral
 QuickBooks, Quicken

Spelling must be 100% accurate. Grammar must be correct. There is absolutely no margin for error. A well-formatted, grammatically correct, targeted resume will present you in a great light, but even more attention to details is needed. For all but electronically submitted resumes (on-line and scanned), a key element is the use of verbs. Specifically, you must use action words.

Each word must count in your resume. For manually submitted resumes (what we all used a few years ago, before faxes and E-mail), the reader must be enticed to *read your entire resume* and then be prompted to take action call you for an interview. Do not waste space; *space equals time*. The average resume is visually scanned for approximately six seconds. First impressions count, so put your biggest guns in front. Cite your most impressive, relevant credentials in the beginning.

Use action words to support your claims. For inspiration, see the list of action words in Exhibit 22. Be creative, not repetitive. Use the thesaurus included with your word processing software or a paper copy. Make your resume interesting to read but do not use language that you would not normally use. Write your resume in "your voice." Do not say *augmented* when you really would have said *increased*, for example.

Add details when possible. Numbers and dollar amounts can add strength to your achievements.

Increased *market share* 8% over a 9-month period.

Developed a sales program that added 15 new clients and \$2 million in sales volume in past 2 years.

Hired and trained a technical staff of 16 responsible for implementing MIS program.

Designed presentations for senior management and for major Fortune 500 clients.

Let the reader know what you did, how it affected your prior employer's business (income, growth), and whom you worked with. Paint a word picture that enables the would-be employer to "see" you working in his or her organization.

Note: For those readers with a particular job search problem or situation, such as career changers, recent college graduates, those with gaps in employment, those returning to the workforce after a long absence, or those with multiple job goals, further suggestions are discussed in Week 3.

Without seeming gimmicky or contrived, you can add certain elements to your resume to make it easier to read and to call attention to certain

areas. These elements are available for only manually processed resumes and, to a limited extent, scanned resumes. A chart of different resumes and style choices is provided in Exhibit 23.

Exhibit 22

ACTION WORD LIST

Choose words that describe your professional experiences and skills. Add your own.

accumulated	compared	educated	improved	offered	redesigned	tabulated
achieved	compiled	eliminated	installed	opened	reduced	taught
acquired	completed	employed	instituted	operated	referred	tested
adapted	computerized	enforced	instructed	ordered	refined	trained
addressed	conceived	established	integrated	organized	reinforced	translated
administered	connected	estimated	interviewed	oversaw	reported	traveled
advised	conserved	evaluated	introduced	persuaded	represented	united
analyzed	consolidated	exceeded	invested	pinpointed	researched	upgraded
appointed	consulted	exchanged	issued	planned	resolved	verified
approved	contracted	expanded	judged	predicted	restored	wired
arranged	controlled	expedited	launched	prepared	reviewed	
assembled	converted	extended	learned	presented	scheduled	
assessed	coordinated	facilitated	lectured	prevented	selected	
assisted	counseled	finalized	led	prioritized	separated	
audited	created	financed	liquidated	promoted	served	
awarded	decreased	forecast	maintained	proposed	serviced	
balanced	defined	formed	managed	provided	set up	
bargained	delegated	found	marketed	published	shaped	
budgeted	delivered	furnished	measured	raised	shared	
built	determined	generated	modeled	reactivated	showed	
calculated	developed	governed	modernized	realized	simplified	
centralized	devised	handled	modified	received	solved	
coached	directed	helped	monitored	recommended	streamlined	
collaborated	discovered	hired	motivated	reconciled	supervised	
combined	documented	identified	negotiated	recorded	supplemented	
communicated	drafted	illustrated	obtained	recruited	supported	

Exhibit 23

RESUME CHOICES

Depending on the method of submission, the form of your resume is dependent upon how it will reach the employer.

MANUALLY PROCESSED RESUMES	ON-LINE POSTED RESUMES	SCANNED RESUME	FAXED RESUMES
Any format Any layout	Any format No bold, underlining graphics, or italics	Structured format No bold, underlining, or italics	Any format No underlining or italics
Choices of typefaces	Flush left 64-70 character spaces wide	Clear, legible typeface; sans serif preferred, 12-14 pt	Clear legible typeface; sans serif preferred, 10 pt or larger
Paper: cream, light gray, shades of white, some pastels or textured papers; watermarks; 20-24 lb. weight	Plain text or ASCII No choice If mailed hard copy, strong white stock Mailed flat, not folded	Strong white stock; 20-24 lb. weight Mailed flat, not folded	None if sent directly from computer Strong white stock (unfolded) if separate machine used
Judicious and appropriate use of graphics	No graphics If own Web page, can include if appropriate	No graphics	No graphics or limited to simple black and white
Use action words: verbs	Must include keywords: nouns	Must include keywords: nouns	Use action words: verbs

Be style-conscious. All resumes, regardless of how they are submitted, can benefit from the addition of simple white space to set off areas. If your text is single-spaced, for example, using double spaces between sections will make it more visually appealing as well as more reader-friendly. Think of your layout as a pattern, with dark and light areas; choose a pattern and adhere to it. If captions are to be indented, then be certain to indent all of them. If you have chosen to single-space your blocked text, then be consistent throughout the document. Other design elements to consider are presented in Exhibit 24.

Exhibit 24

RESUME STYLE TIPS

1. Bold typeface will get **attention**.
2. Italics *can emphasize*.
3. CAPITAL LETTERS can draw attention to a caption or title.
4. Use underlining to underscore a fact.
5. Bullets will:
 - ✓ Add emphasis.
 - ✓ Provide visual variety.
 - ✓ Make quick points easy to read.
6. Use columns to make lists:

MS Word	Access	PowerPoint
Excel	MS Publisher	Quicken
7. Use white space to set off sections or areas.
8. **Different typefaces:** These will provide visual stimulation if used judiciously and sparingly. Choose fonts for readability, attractiveness, and appropriateness; it is never wrong to use just one font.
9. Changing the font size from 10 pt to 12 pt can add **emphasis**.
10. Use lines or boxes to distinguish areas, Like this. Or use a line, like this:

11. Make your margins equal...start at 1" on all 4 sides. Enlarge or decreased as needed to frame your resume.
12. Avoid leaving a few lines on page 2. Either condense into 1 page or expand some areas to go at least halfway down page 2. Play with margins and white space to adjust text size.
13. Flush left captions/text

Centered captions/text	Flush right captions/text
------------------------	---------------------------

Text placement can provide variety, but use it consistently.
14. Size does matter...with fonts. 12pt in Times Roman is different from 12 pt in Arial, Rockwell, or Verdana (all True Type fonts).

There are only two rules to follow for adding any of these visual stimuli:

1. Form does not replace content. Visual additions to your resume will not call readers' attention away from weak skills, poor wording, or lack of details.
2. A little goes a long way. Do not add more than two (or at most three) style elements to your resume or marketing letter. Also, make the styles match; whatever style rules you establish in your resume (for example, typefaces, italics, bullets), incorporate the same in your marketing letter so that both documents look like they are part of the same presentation.

There are other aesthetic choices to be made that can either strengthen or weaken your resume presentation. Although there is no one type of paper, letterhead, color, or typeface that will ensure instant job success, there are choices to consider for most resumes. (Electronic resumesthose sent by fax, scanned, or submitted on-lineallow less flexibility in choices.) Consult the chart in Exhibit 24 to choose what will be the most effective.

WHAT EMPLOYERS LOOK FOR IN A RESUME

- A clearly stated job objective
- Related experience
- Neatness/clarity
- Diversity of interests: Special/specific skills
- College degree/internships
- Achievements/promotions

Draft Marketing Letter Template

Just as you did research regarding what organizations and jobs to apply for, you must also do research into who should receive your resume. Ideally, your resume should be presented in person but, in today's job market, it is difficult and some may say impossible to obtain an interview without first submitting a resume.

Resumes do not travel alone. They are always accompanied by a targeted and customer-driven cover letter. The cover letter markets you as a job candidate by aiming your resume to the correct individual; allows you to be more specific regarding the solutions you can offer the organization; and initiates action on your part.

Exhibit 25

MARKETING LETTER (REFERRAL)

(Your Letterhead)

Ms. Evelyn Martinez, VP
 Management Markets Inc.
 456 Main Street
 Cleveland, Ohio 44123

Dear Ms. Martinez,

In my capacity as Human Resources Director at Right Corporation, I have had the opportunity to work closely with Ed Harris, VP of Training in the Ohio Chapter of SHRM (Society for Human Resource Management). At our last meeting Ed mentioned that Josephine Janos, your current HR Director, is planning to retire in several months and he thought I would be an excellent fit in the position.

In my seven years with Right Corporation I have:
 Reduced turnover 22%.
 Initiated a defined contribution profit sharing plan.
 Managed a staff of 12 and annual budget of \$3 million.
 Developed in-house management and sales training programs.

Although I very much enjoy my responsibilities with RC, I would love to explore the possibilities of working with a dynamic international firm such as Management Markets. I have traveled for business and pleasure extensively in Canada and speak French fluently. Through recent news articles I am aware that you seek to expand into that area.

On Wednesday, December 2, I will telephone you to arrange an opportunity to meet and discuss how we can work together.
 Looking forward to speaking with you,
 Signature

The first step in writing an effective marketing letter is to write to the right person. There are two types of marketing letters:

1. Using a referral. You are using someone's name as an introduction to the addressee in hopes of getting your foot in the door. (See Exhibit 25.)
2. A cold call. You have not been able to find anyone who knows anyone else who knows anyone in the organization, so you are writing a letter to try to stir up some interest in your application. (See Exhibit 26.)

Exhibit 26

MARKETING LETTER (COLD CALL)
(Your Letterhead)

Ms. Evelyn Martinez, VP
Management Markets Inc.
456 Main Street
Cleveland, Ohio 44123

Dear Ms. Martinez:

In my capacity as Human Resources Manager at Right Corporation, I have had an ongoing interest in Management Markets' recently announced expansion plans into Louisiana. I have been fortunate to have traveled extensively there, for business and pleasure, and do speak French fluently. Because of my experience and skills, combined with my fascination with Louisiana, I feel that I could be the problem solver you need for your New Orleans office.

During my seven years with Right Corporation I have:
Reduced turnover 22%.
Initiated a defined contribution profit sharing plan.
Managed a staff of 12 and annual budget of \$3 million.
Developed in-house management and sales training programs.

Additionally, I have been active in the Ohio Chapter of SHRM (Society for Human Resource Management). That involvement has enabled me to expand my knowledge base as well as make many professional contacts that have proven to be extremely useful.

Enclosed is my resume, which shows skills and experience extremely well suited to Management Markets. I will telephone you on Wednesday, December 2, to arrange a convenient time to meet and discuss our mutual interests.

Looking forward to speaking with you,
Signature

A marketing letter has a certain "look" to it and involves many of the same style considerations that were part of writing your resume. Look at the two sample marketing letters (Exhibits 25 and 26) and notice their schema. There is a beginning (the introduction, explaining why you are writing to the reader), the sales pitch (what you can do that no one else can do better, faster, or less expensively), and a closing (promising future action). An outline of a marketing letter is provided in Exhibit 27.

Exhibit 27

MARKETING LETTER

Outline

Date:	
Letterhead:	Your name Address Telephone/fax/E-mail Web site
Addressee:	Name, Title Organization Address
Salutation:	Dear Mr., Mrs., Ms., Dr., Prof.
Opening Statement:	Attention-getter. Let reader know why you are writing to him or her (specifically).
Body of Letter:	Value statement. Why you can be solution to organization's problems. Concise state of your qualifications in support of your candidacy and targeted to employer's needs and job requirements.
Wrap-up:	What action is next. Follow-up.
Closing:	Regards, Sincerely yours, Looking forward to speaking with you, Enthusiastically yours
Signature:	Handwritten-always

Who should read your letter and review your resume? Ideally, the person(s) who has (have) jobs to offer. If you have targeted XYZ Corporation and wish to work in the auditing and finance department, a logical step would be to find out who is the head of that department, get the correct name of the department, department head, and his or her title, telephone number and extension, and exact location. How? There are a few options for you:

Try to find someone who works at the company, anyone who can either check the internal telephone directory (at the least) or provide you with an introduction to this person (your best bet).

Simply telephone the main telephone number and ask the operator. You can truthfully say that you have a package to send to the person in charge of auditing and finance and you want to be certain to have the correct address and spelling.

Web sites may contain names of key officers and department heads. If they do not, you can E-mail the company to request the information.

Directories such as Standard & Poor's or on-line resources (see Exhibit 1-17 (page 112) may have the information that you seek. Always use the most recent edition; it is highly recommended that you confirm by telephone that the individual is still in that position.

Search for news stories and articles about the company, either on-line or in the research area of your local library, looking for mention of key personnel in areas where you wish to work.

Write "up." Aim for personnel in areas above your level: supervisors, managers, department heads, corporate executives, or even the president of the company.

Do not forget the Human Resources area. Send a letter to the department directly involved with the area where you wish to work, but also send another package to the HR director, using the proper name and title.

If you are calling the HR department, do not forget to ask whether they scan resumes into a database or Applicant Tracking System (ATS). (See Day 2 for information about submitting electronic resumes.)

If you are not willing to do the necessary preparation for sending your resume, how can you convince the employer in an interview that you have the enthusiasm and determination to be a problem solver? That is, assuming that you actually get the interview! It *is* a quiz! You must be a problem solver, a self-starter, a hands-on manager, and an energetic worker all those cliches seen in endless resumes and cover letters to do the preparation for a targeted marketing campaign.

Note: We have actually received photocopied cover letters with the signature also photocopied. The worst part was that the Salutation, "Dear _____" was left blank and "Sir or Madam" was added by hand. How much research, thought, and effort do you think the employer felt went into the letter?

Why are you writing to the reader? Why are your letter and resume in this person's hands? Do the recipients know why you have reached out to them? Does your letter give any indication that you even know who this person is and what the organization does?

Your marketing letter must be targeted. Using the Rule of the WWF, if you can substitute "World Wrestling Federation" for the name of the organization that you are writing to, then you have written a non-targeted, generic letter. (It is surprising the number of letters and resumes forwarded to the highly recognizable WWF that show absolutely no knowledge of the business or the product.) Your opening statement should capture the reader's attention and give a strong indication that your letter is not another piece of junk mail to be tossed. Show that you have carefully considered and researched this job opening and that you are a notch above the other would-be candidates.

In a recent article in Modern Grocer, I saw that JP's Markets are planning to expand into the New England market. In my 6 years with Dyson Advertising I have successfully introduced numerous clients' products and, last year, orchestrated the enormously triumphant marketing campaign for Billings Bakeries. As you are currently in the market for a Vice President of Marketing, I feel that my years of experience and knowledge of the market "up north" would be extremely valuable to JP's Markets.

Rachel Weaver in your sales department recommended that I contact you regarding a possible position in your operations division. Rachel and I worked together at Kleine Cosmetics for three years before she joined your company, and she felt that my managerial talents and team-building skills would be just what Time Sales Inc. could use during this period of expansion.

What can you do for the reader? What solutions can you offer the organization? After the introduction, get specific regarding your candidacy. Cite achievements and skills that are unique to the situation.

As Vice President of the New England Marketers Association, I have my hand constantly on the pulse of the market. In my most recent position I have accomplished the following goals:

Increased market share 12% while holding costs level.

Introduced on-line marketing and sales sites.

Led a management team in planning a sales campaign in Mexico.

Hired a new advertising agency; current ad campaign won a Cleo in 1998.

Having achieved my intermediate goals, I wish to join an organization that is experiencing great growth and has a management team on board that is widely recognized for quality team building. That organization in Montpelier, according to many market experts, is XYZ Corp.

What will you do next regarding your interest in working for this organization? Do not leave the ball entirely in the employer's court.

On Wednesday I will be in Boston at a trade show; I will telephone you to arrange a mutually convenient time to get together. If you plan to attend the "Millennium Markets" trade show, contact me and perhaps we can chat over a cup of coffee while I am in town.

Marketing Letters: Form and Content

Many of the same rules that applied to resume writing apply to your marketing letter. The entire package—letter, envelope and resume—should appear to go together. Use the same paper stock and basic typeface. The voice should also be the same. Avoid overuse of jargon or buzzwords; sound as if you know the business and the market, but do not put it on too thickly.

Accuracy and grammar are givens. It is amazing how many resumes are rechecked for errors only to be accompanied by a marketing letter with the title of the addressee incorrect, with spell-check errors such as *where* for *were*, or with every paragraph beginning with "I."

If you have no clue as to what a business letter should look like, don't despair. Many word processing programs have business letter templates, and there are two sample marketing letters in this chapter (Exhibits 25 and 26). Beyond the format and appearance of the letter (form), it is the content that is important. See Exhibit 28 (Marketing Letter Essentials) for clues to writing a great marketing letter.

So, why should they hire you? After looking over what you want to do, where you want to do it, what skills and experiences you have to offer, your focus statement, and your research on the organization, at this point you must come up with your sales pitch. If a soap is being sold to get your laundry "cleaner, whiter, softer, and smelling like spring rain," what are *you* selling? What is your advertisement? Ultimately, what makes you so special that an employer should hire you?

Five reasons to start you off, then add your own.

1. You are their "door opener." You have the answers, the solutions to their problems. You can earn your keep and make things better, faster, and more creative. No one really cares that you need a job. That is your problem; they have their own problems or they would not be interviewing. How can you help them (and thus help yourself)?

Exhibit 28

MARKETING LETTER ESSENTIALS

1. Always write to a specific person, not "To Whom It May Concern" or "Dear Sir or Madam." Research the name and title of the person who is conducting the job search (Human Resources, Recruiter) or the line person to whom the new hire will report.
 2. Be 100% correct in spelling, grammar, and facts.
 3. Research the target organization and include information or facts relating to your would-be job or industry. Show that you were interested enough to look them up.
 4. Make your marketing letter visually appealing and coordinated with your resume.
 5. Do not overdo the style elements. It is never wrong to use just one font.
 6. Be concise in your statement. This is not the place to write your life story or add in all the comments that you cut from your resume.
 7. Look at all the "I"s in your letter. Is that how almost all of your paragraphs start?
 8. Either indent each paragraph, or do not indent but double-space between each paragraph.
 9. Check out those action words. Use them here too.
 10. Break it up. Use some white space to set off areas.
 11. Do not parrot the words and statements in your resume.
 12. You do not know which the reader will head for first: the resume or the letter. Use each to support and enhance the other.
 13. Show some enthusiasm in your letter.
 14. Read the letter aloud. Is it in your "voice"?
 15. Ask someone else to read the letter and provide suggestions.
-
2. You are the only "you." You are unique and can quickly prove to be indispensable to their business. You know the profession and the industry and have insights into the organization (because of all the research that you have done!).
 3. They will lose if they let you get away. They certainly do not want the competition to get you! You are so interested in working for them

and have their interests so prominently in mind that it would be a shame to pass on you.

4. When they look up *dedication* in the dictionary, they will see your picture. You are not just looking for a job, you are investing in the organization and in your career. Depending on your work record (few job changes can show loyalty in the past, or many different jobs can indicate that you have been searching for a place to settle down), you may have to put some spin on this.

5. Your enthusiasm and high energy level are unmatched. You are anxious to put your skills to work. Saying that you are "high-energy" will not do it; you have to demonstrate it:

Through your outlook ("These are exciting prospects for both of us.");

through your organized demeanor ("I am in control of the process at my end."); and

through the depth of your research (I know so much about the company it is almost as if I worked here already.).

6. (Add your own reason.) _____

7. (Add your own reason.) _____

8. (Add your own reason.) _____

9. (Add your own reason.) _____

10. (Add your own reason.) _____

Some Office Work

Before you launch your marketing plan on Day 1, do some paperwork. You have collected a lot of papers, made lists, and have drafts of resumes and marketing letters ready to go. Spend a few minutes tidying up the office area and filing your forms away for easy referral over the next four weeks. A suggested filing system is provided in Exhibit 29, or use one of your own. The important idea is to maintain organization and control. If a telephone call is returned, you want to put your hands on the resume you sent easily. You want to have a system to follow up and keep track of all your leads and prospects, your research, and the telephone calls made and received. If you set up a system, it will work for you so that you can concentrate your efforts on the job search itself. In addition to the filing suggestions, forms are included in Exhibits 30, 31, and 32 for you to track leads, resumes, and interviews, respectively. If you are preparing this on your computer, many of these files can be organized in folders for easy retrieval. Be certain to make a backup disk.

Exhibit 29

JOB SEARCH FILING SYSTEM

Worksheets Folder

- ☐ How I got to where I am, Part 1
- ☐ How I got to where I am, Part 2
- ☐ Skill Portfolio
- ☐ Employment History
- ☐ Education History
- ☐ Achievement Inventory
- ☐ Job Profile
- ☐ Job Possibilities
- ☐ Job Targets, Part 1
- ☐ Job Targets, Part 2
- ☐ Organizations to Target
- ☐ Focus Statement
- ☐ Self-Evaluation
- ☐ Effort Analysis
- ☐ Job Goals
- ☐ Job Offer(s)

Research Folder

- ☐ Information gathered on industry, organizations, associations, professional groups, markets

Resumes Folder

- ☐ Different job objectives/formats/templates

Correspondence (Marketing Letters) Folder

- ☐ Different job objectives/formats/templates
- ☐ Copies of resumes and marketing letters sent; awaiting responses or follow-up. Attach any ads or job opening information.
- ☐ Responses received; written or verbal notes for all responses; attach to marketing package originally submitted.

Work Logs Folder

- ☐ Job Search Log
- ☐ Resume Log
- ☐ Interview Log

Calendar/Daily Planner

- ☐ Details about who, what, when, where, and why
- ☐ Plan activities for next day; rest of week
- ☐ Update daily

Expenses; Job Search Related

- ☐ Receipts for all purchases, travel, communication, and rental expenses incurred directly related to job search
- ☐ Financial Worksheets

Exhibit 30

JOB SEARCH LOG

Contact Method and Date	Who contacted: Name/organization	Location: Address/phone #	Referred or found by:	Job opening: Details	Comments or Follow-up
----------------------------	-------------------------------------	------------------------------	--------------------------	-------------------------	--------------------------

RESUME LOG

Date sent/ How?	Sent to whom: Name, title	Location: Address/phone #	Referred or found by:	Job opening: Details	Telephone Follow-up	Additional Comments
--------------------	------------------------------	------------------------------	--------------------------	-------------------------	------------------------	------------------------

Exhibit 32

INTERVIEW LOG

Date of Interview	Name, title, organization	Location: Address/phone #	Referred or found by:	Job opening: Details	Comments or Follow-up
----------------------	------------------------------	------------------------------	--------------------------	-------------------------	--------------------------

You now have all the basics to start your job search; your marketing plan will be launched on Day 1. You have targets, leads or prospects, a resume template, and a marketing letter template.

You have a plan:

Research: Find out about the organization.


Reach out: Who do you know or who can you meet to refer you to the organization?

Contact: Send your marketing package.

JOB SEARCH WISDOM

1. Prepare for the worst. Have contingency plans for every event. Be aware of what is happening in your immediate job market, in the industry, and in your chosen profession. If there is a glut of legal secretaries in your area, what other options are open to you?
2. What you know is ultimately more important than who you know. You can milk all your acquaintances for job leads and network day and night for interviews, but it is you who will have to do the job. If you hitch your star to others, you may tie your future to their rise and fall. So keep your skills up and your eyes open for prospects.
3. Opportunities can show up in the unlikeliest disguises. The waiter in your favorite restaurant may have a cousin influential in your industry. The barber or hairdresser may have the latest scoop on who is leaving what position. . .and it could be the opening you have been hoping for.
4. Don't be a birdbrain. Do not get pigeonholed. Go to school and retool. Pick up some new skills or new ways of doing things. Meet new people; expand your contacts. Be a lifelong learner.
5. Give and receive. Give interviewers reasons for speaking to you. Provide an incentive for getting leads, even if it is only an honest expression of your gratitude for their time and advice. Furnish specific examples of how you can add value for a prospective employer.
6. Keep your sense of humor in working condition. Stay away from those who tell you how bad things are, put down your efforts, or belabor you with their own depressing war stories. When you have had a bad day or a really discouraging interview, remember the things that you did right. Keep a notebook of your own war stories for future chuckles.

Week 1Day 1

Day 1	
	<ul style="list-style-type: none"> ✓ Set up daily schedule ✓ Go over Job Campaign checklist ✓ Plan research ✓ Research, current events ✓ Make Priority Suspect List ✓ Evaluate leads ✓ Telephone contacts— suspects/prospects/leads ✓ Set up appointments
<ul style="list-style-type: none"> ✓ Follow-up: research letters telephone calls ✓ Work on top-10 target list ✓ Write targeted cover letters ✓ Send out resumes ✓ Update logs ✓ Plan for tomorrow 	

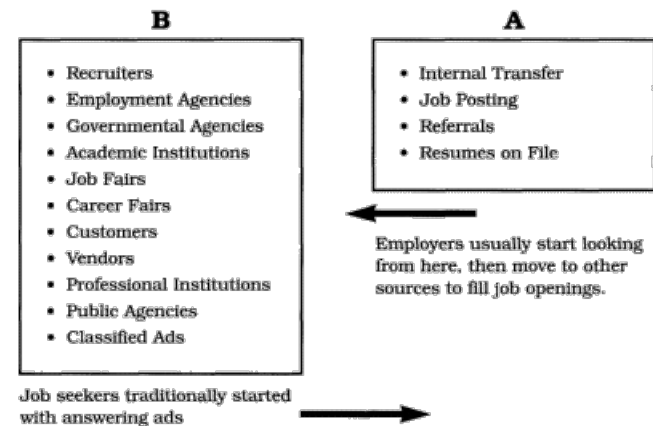
You can look for a job using the tried-and-true, traditional method of answering ads, sending numerous letters and resumes, and hoping for a response. Or you can bend the ear of everyone you come into contact with, asking for a job or information about a job. The most recent solution is to post your resume on-line, which may be similar to posting it on a telephone pole on the corner. Actually, the most effective approach is a combination of all the above. Use all the tools at your disposal. You need to do all that you can do to use today's skills to get today's jobs.

Additionally, you must think from the other side of the transaction . . . from the point of view of the employer. There is often a basic difference in

approach between how an employer seeks to fill a job opening and how job seekers typically look for jobs, as shown in Exhibit 1-1. It is easy, and requires only a lot of postage stamps and paper, to do a mass mailing of your resume each week, either answering ads or writing to "Dear Hiring Manager." However, from the chart you can see that the employer has many other places to find suitable applicants. First the hiring manager tries to fill the position internally or through referrals, Group A. Many employers offer a bonus to present employees who refer candidates who are hired. Then the hiring manager looks in Group B, choosing a method based on the costs involved and on how soon the job opening must be filled.

If you do not concentrate all your job search efforts in any one venue, you will have a greater chance of connecting with the right job opening. Don't put all your resumes in the same basket. The more avenues you explore, the more people you network with, and the more contacts you make, the greater your opportunities for making the connection that will lead you to the job that you want.

Exhibit 1-1.



Typical Day

Just as you do on the job, you need a schedule to plan your day. You need to set daily goals and record what you have done. It is easy to lose yourself in paperwork and telephone calls . . . and to lose focus. Whether you are looking full-time or are employed and looking in your off hours, it is important to remain organized. One of the easiest ways to be focused is to set up a system and follow it, leaving one less thing to "invent" each day.

Your calendar or daily planner will be your new best friend. Write down each morning what you need to do that day. At the end of the day check off what you have accomplished and write what must be carried over to another day. As you progress through your marketing plan, enter in all telephone calls, interviews, and meetings scheduled. If you promise to send someone an article that you read in the paper, mark it in your planner and then do it. A good portion of your success relies on your ability to follow up and follow through.

In "Getting Ready" you measured your commitment by considering the time that you will devote to your job search. Now is the time to schedule it. Determine what a typical day will be for you. Each day must start with your getting dressed for work; casual Friday attire is acceptable, but not pajamas or ripped sweatpants. Being dressed properly will give you added confidence even when talking on the telephone. Being washed, dressed, and with your hair combed will make you more available for any spontaneous meetings that might present themselves.

Using your daily planner or calendar, list all those tasks that you plan to accomplish today, tomorrow, and throughout the week. Include leads to investigate, research to do, and letters to write. Do not put off until later in the day those activities that you really do not want to do. Do them first and get them behind you. Do not like to work the telephones? Get over it. Plan a scenario for your approach on the telephone (not the same as a prepared pitch) to ease yourself through it. Still phone-shy? Enlist a few friends or family members to role play with you. (If you really feel that you have poor telephone skills, or if making cold calls sends you into a cold sweat, techniques and suggestions for various approaches are included in Day 3.)

Depending on the industry, early mornings may be the best time to make telephone calls. For stockbrokers, call before and after market hours. When is the best time for your targets to receive telephone calls? The hour before the office officially opens is now a prime time to get and make telephone calls, as many people come in early to catch up on their work. For others, lunch hours are highly productive, particularly the early and latter parts to catch the folks that eat early or late lunches.

Exhibit 1-2

TYPICAL DAILY SCHEDULE

8:00	On-line	Research, post resume
8:30	Telephone calls	Review today's schedule/ Confirm today's meetings
9:00	Telephone calls	
9:30	Research	Daily newspapers
10:00	Telephone calls	
10:30	Telephone calls	
11:00	Research	Library
11:30	Research	Library
12:00	Draft Letters/Resumes	
12:30	Lunch	
1:00	Lunch	Professional assoc. (<u>Fridays</u>)
1:30	Review responses/ nonresponses	
2:00	Draft letters/resumes	
2:30	Go for walk; get magazines	
3:00	Scan magazines	
3:30	Research article/organiza- tionskey executives	
4:00	Telephone calls	
4:30	Telephone calls	
5:00	Telephone calls	
5:30	Telephone calls	
6:00	Dinner meeting (Mondays)	Professional assoc.
6:30	Review tomorrow schedule	Complete log entries

If you do plan to do research or post your resume on-line, do it in the off hours, early in the morning, or late in the evening, before the bandwidths get jammed or you get hit with busy signals on the server. You can get a lot accomplished and still have the bulk of the day to develop other leads and schedule meetings. It is crucial that you establish your own "workday" schedule so that you start your day knowing what is to be done. (See Job Search Hazards in Day 7 for some of the time-eaters that may try to sabotage your efforts.) If you are unemployed and still reeling from the lack of a regular job, establishing a work routine immediately can be therapeutic. Knowing that when you wake up, there is a routine set up for you will keep you sharp, organized, and motivated. Telephone calls must be made, research must be done, appointments must be sched-

uled, and letters must be written. Anyone you were not able to reach by telephone on your first attempt should be scheduled for a callback. Ideally, you should get out and meet with at least two contacts or leads each day, more if possible. Scheduling sequential meetings can maximize your time. When you have time to kill between appointments, stop by a library or newsstand to do some research.

A typical day's schedule for someone who is searching for a job fulltime is shown in Exhibit 1-2. Outline your daily schedule in Exhibit 1-3; it is to be a suggested framework, flexible to the needs of your job search. Do not avoid scheduling an early morning meeting because that is the time you usually go on-line. It will be helpful for you to know that you have a regimen to follow daily, particularly when you are working at home for the first time. It is easy to get "lost" around the house, making coffee, reading old mail, answering telemarketers' phone calls, and looking for those brown shoes you wanted to wear only to find that it is now 2 p.m. and you have accomplished nothing!

Exhibit 1-3

YOUR TYPICAL DAILY SCHEDULE

8:00
8:30
9:00
9:30
10:00
10:30
11:00
11:30
12:00
12:30
1:00
1:30
2:00
2:30
3:00
3:30
4:00
4:30
5:00
5:30
6:00
6:30

Personal Time

During your job search is not the time to abandon your old, pre-job-search life entirely. If you were in the habit of getting to the gym three times a week, continue to do so (unless it requires an outlay of cash that you may not have). If a two-mile morning run was how you usually started the day, keep it up. If you met your cousin for lunch once a month, try to keep that practice going. If cash flow is a concern, you can always opt for less expensive restaurants.

If you look for a job 24 hours a day, 7 days a week, you will burn out and not have much in the way of enthusiasm or energy to offer a prospective employer. This is an intensive, 30-day action plan that should not take over your life. If it does you will come to resent the very process that should be exciting to you. Exploring new jobs and different organizations and meeting new people should be a positive experience. To the extent that your former activities do not cause a disproportionate cash or time drain, by all means continue with your life. The added benefits of keeping you in good humor and in good health are not to be ignored; even though these activities may provide you with opportunities to discover leads, that is not the reason to engage in them. Enjoy them for their own sake! Include them in your schedule (Exhibit 1-3).

Launching Your Marketing Plan

Today will be action-oriented. You are prepared. You are ready to start your job campaign. You know what you want and why. You have supplies and resources lined up and ready to go. (Refer to Exhibit 1-4, Job Campaign Checklist, to be certain that you are ready. If you have skipped any of the areas in "Getting Ready," please catch up now.) One area that may need additional attention is research.

What Don't You Know?

Even though you may be very knowledgeable about your profession or industry, unless you are in the practice of reading trade publications or industry journals, participating in professional or trade associations, or are otherwise very active within your particular job market, you will probably benefit from conducting some additional research. Certainly if the locale, the market, the industry, or the profession is new to you, a great deal will depend on your knowledge being up to the challenge. In addition, information will be needed on each of the targeted organizations.

Exhibit 1-4

JOB CAMPAIGN CHECKLIST

- ☐ Mind-set committed, impassioned, organized
- ☐ Mentally and physically ready
- ☐ Creative juices flowing; ready to "connect the dots" in job search
- ☐ Job(s) targeted and researched
- ☐ Organizations targeted and researched
- ☐ Resume ready for final review
- ☐ Marketing letter completed, ready for review
- ☐ Suspect List for future leads and prospects to be created
- ☐ Other leads and prospects to be developed
- ☐ Additional organizations and jobs to be researched

Finding research material can be as easy as making a trip to the neighborhood newspaper stand and picking up copies of newspapers, national newsmagazines, trade or industry publications, or other business-oriented publications. Another very easy source of information is your local library's reading room, where you can look through different magazines and newspapers and determine which are the most relevant to your situation and job goals.

There is a wealth of information available for free at the library regarding organizations that you have targeted. (In Day 3 we will discuss on-line research options.) What types of information are available? You can find out how the organization is owned (public, private), if it is profitable, what its products or services are, where it maintains offices, and who each of the key officers are. If it is a publicly traded company, you can determine how its stock has been doing lately and check into any recent press releases issued. You can look into any articles recently written about the organization, learn the names of other officers, and find out any problems the organization may be facing or has just come through. There is really no excuse for not knowing the basics about an organization that your marketing letter says you really want to work for. If it has been years since you have used the public library, go there as soon as possible and get your library card it is your access to free resources! For suggestions of books and directories to use, see Exhibit 1-5, Super-sources. Check to see if your local library has on-line resources available to their active card holders.

Exhibit 1-5

SUPERSOURCES
PROFESSIONAL ORGANIZATIONS,
INDUSTRIES, AND ASSOCIATIONS

American Association of Association Executives
1575 Eye Street, NW Washington, DC 20005
202-626-2723
Government Printing Office (GPO)
Superintendent of Documents, GPO
Washington, DC 20402
202-783-3238

Ask for *Bibliography Index*, *Government Depository Library Directory*, and listing of GPO bookstores for free government publications.

Public and/or Research Library Sources:

Encyclopedia of Associations
Encyclopedia of Associations: International Associations
Encyclopedia of Associations: State and Regional Associations
Directories in Print
Ward's Business Directory
Organization Charts
Subject Directory of Special Libraries or Information Centers (all above by Gale Research Company)
Directory of Conventions (Successful Meetings, New York City)
Occupational Outlook Handbook (U.S. Bureau of Labor Statistics)
U.S. Industrial Outlook (Department of Commerce, International Trade Commission)
New York Times Index
Wall Street Journal Index
Subject Guide to Books in Print (R.R. Bowker Company)
Gale Directory of Publications (Gale Research Company)
Ulrich's International Periodicals Directory
Standard Periodical Directory
Funk & Scott Index (F & S) (Information Access Co., Inc.)
Standard & Poor's Register of Corporations, Directors, and Executives (S & P)
Dun & Bradstreet Million Dollar Directory
Hoover's Handbooks (The Reference Press)
Moody's Manuals (Dun & Bradstreet)
Thomas Register of American Manufacturers
The Wall Street Transcript (Richard A. Holman)
America's Corporate Families (Dun & Bradstreet)
Who Owns Whom (Dun & Bradstreet)
Principal International Business (Dun & Bradstreet)

Exhibit 1-5 (cont.)

SUPERSOURCES

Current Biography (H.W. Wilson Company)
 Marquis' *Who's Who* Series/Index to *Who's Who* Books
National Directory of Addresses and Telephone Numbers
 (Omnigraphics, Inc.)
National Directory of Nonprofit Organizations (Taft Group)
The Foundation Directory (Foundation Center)
The Yellow Pages
Oxbridge Directory of Newsletters
Directory of Executive Recruiters (Kennedy)

Exhibit 1-6

INDEX CARD

Correct title of organization
 Location(s) of main office/branches/subsidiaries/affiliates
 Products/services
 Major clients/customers/markets
 Date organization started
 Mini-history of organization; who founded it?
 General financial picture: profitable? marginal? turnaround? losses?
 Names of senior management
 Recent developments with operations, senior management, products?
 Subject to government controls or regulation?
 Union or nonunion labor?

For each of the organizations that you have targeted and will be sending resumes to, complete an index card (or create a file on your computer in a folder marked Targets, for example) with the basic information listed in Exhibit 1-6.

If you are successful in catching an employer's eye with your resume and marketing letter and are scheduled for an interview, before the interview additional research and preparation will be needed. Compare the basic information profile (Exhibit 1-6) with your Job Profile (Exhibits 7A and 7B, pages 27 and 28) completed in "Getting Ready." Are you heading in the right direction?

Resume Ready for Final Review

Using the checklist in Exhibit 1-7, be certain that all details are correct and that this is the resume you want to represent you. Once you are ready, print a final copy (or copies) for submission. (Even if you are E-mailing, uploading, or faxing your resume, keep a hard copy of it and the marketing letter for your records in your correspondence folder and to refer to during any telephone follow-up conversations and interviews.)

Exhibit 1-7

RESUME CHECKLIST

Review content of resume before submission.

- ___ Whom are you selling to? Is your resume targeted? Does it match the requirements for the job? Clear and concise Objective or Summary provided?
- ___ What are you selling? Is the resume pointing out your key sales points (skills, experience, training, potential)? Why should employer need you?
- ___ Skills are emphasized and prioritized.
- ___ Buzzwords. Used sparingly to show knowledge; explained in parenthesis if not obvious: TQM (Total Quality Management)
- ___ Electronic resume: Used keywords (nouns).
- ___ Traditional resume: Used action words (verbs).
- ___ Information is correct. Employers will check out serious candidates.
- ___ Experiences quantified when possible. Numbers used.
- ___ Chosen format suited to experience and job opening
- ___ Questionable subjects avoided: race, religion, marital status, age, politics, personal views.

If "Yes" to the questions above, go on to review form.

- ___ Resume visually looks good. Neat. Clean. Well-proportioned margins. Use of white space to divide sections. Visual elements used appropriately.
- ___ Quality paper and printing; no smudges.
- ___ No errors. Grammar and spelling checked and rechecked.
- ___ No "I" in resume. Avoided use of personal pronouns.
- ___ Key sales points highlighted in text using bold, indents, bullets, italics, symbols, and/or white spaces.
- ___ Common section headings used.
- ___ Flows consistently; most important areas at top of resume.
- ___ Includes name, address, and telephone/fax numbers.
- ___ Omits salary information.
- ___ Tenses agree; past tense for old jobs, present tense for current.
- ___ Length: 1-2 pages? (3 pages if senior management; 1 page if a recent graduate)
- ___ Format suited to method of submission (faxed, scanned, E-mail).

Marketing Letter Ready for Final Review

You have done all the work so far. You have written a targeted, customer-driven resume. You have created a marketing letter extolling your professional and personal virtues. You have found the right person to send the package to in an organization that you would love to work for. You have checked and rechecked for spelling and grammar errors (see Marketing Letter Checklist, Exhibit 1-8). You have printed crisp, clean copies and are ready to put them in the mail.

Do not let a little thing like an envelope mess it all up for you! Resumes have been sent with the following faux pas:

Duplicates sent to same address. How targeted and customer driven is that? The sender was not even aware enough to notice duplicate mailings.

Exhibit 1-8

MARKETING LETTER CHECKLIST

- ☐ Paper coordinates with resume and envelope.
- ☐ Your name shown prominently on letterhead, with address and telephone number, fax number, and/or E-mail address.
- ☐ Correct name, title, and address of person and organization being contacted.
- ☐ Written to a specific person; spelling correct.
- ☐ First paragraph introduces you and states why you are contacting this individual/organization. If a referral, correct name and title of person referring you. Targeted; shows that you know what the organization does and who person contacted is in the organization.
- ☐ Concise, directed sales pitch; what can you do for this person? This organization? Give specific examples of what you are selling: experience, skill, potential. Show insight into job opening: what are needed skills, experience?
- ☐ Strong closing; indicate the next step you will take.
- ☐ Correct spelling.
- ☐ Correct word usage and grammar.
- ☐ Avoided overuse of buzzwords or acronyms.
- ☐ Did include quantifiers (numbers, amounts, size) when relating your prior experience or work history.
- ☐ Does not include statements verbatim from resume.
- ☐ Uses white space, bullets, bold, and underlining judiciously to make letter reader-friendly.
- ☐ Envelope professionally addressed (laser printed, typed, or neatly handwritten).
- ☐ Resume has been enclosed.

Wrong size envelope used. You need either #10 business envelopes or 9 x 12 flat envelopes for resumes you do not wish to fold. Ideally, the paper stock and color should match the enclosures.

Messy addresses. One hapless applicant apparently (at least we hope so) enlisted his young children to help in addressing envelopes. This assessment was based on the look of the envelope.

Address labels SCREAM mass mailing. If you cannot get your printer to neatly address envelopes, haul out the old typewriter. A typed address is better than a handwritten address; a neatly handwritten address is better than a poorly printed address. If you have absolutely no other choice, find the person you know with the most professional handwriting to neatly address your envelopes. (A calligrapher's trick is to use a lined guide sheet an index card for example inside the envelope to avoid an uphill or downhill slant.)

Cutesy return address labels. We know you want to save the whales or you love growing sunflowers; does your prospective employer need to know this? If you are serious about this job search, it is a reasonable investment to get 100 to 500 preprinted envelopes made up with your return address. Unless you have plans to relocate, you can always use any extras to announce your new job to any and all who have helped you. Another alternative is printing the return address directly through your printer when you address the envelope. A final alternative is purchasing unobtrusive return labels in clear or the same white stock as the envelope, printed with your return address in a clear, legible typeface.

Using your current employer's stationery and mail meter. It does not inspire confidence to see that you are appropriating supplies from your current employer while seeking a new one; and prospects will assume you are probably doing it on your current employer's time.

We have said repeatedly that details do matter. If you have the greatest skills imaginable but cannot be bothered to do the research, check for errors, and make the required effort, you will not be successful either in your job search or in your career.

If you are sending your resume by fax, your fax cover page is important. It should be concise and complete, whether you attach a separate marketing letter or use the fax cover page as your marketing letter (following the outline of a marketing letter).

Be certain you are using a quality fax machine. Faxing directly through your computer will eliminate any fears of torn or smudged copies. You will also have a record of all faxes sent right in your computer for use in following up.

Exhibit 1-9

To: Matthew DeLuca, Senior Vice President Titan Sports
 From: Susan Harrison
 Fax: 1-203-123-4567 Pages: 3
 Phone: 1-203-456-1234 Date: 12/07/98
 Re: Receptionist in Human Resources

Attached please find my resume. In speaking with Victor Ross at last month's meeting of SPHR, he mentioned that you were currently looking to fill the position of receptionist in your Human Resources Department. Between my secretarial background and my current evening classes at NYU in Human Resources Management, I feel that I would prove to be an excellent candidate. As an added plus, I have enjoyed watching the current story lines unfold on WWF Sunday Night Heat as well as the long-running Monday Night RAW, and feel that I have the appropriate "attitude" to support Titan Sports and all their employees.

Recently relocated to the Stamford area, I am seeking full-time employment in your area. My six years as a junior secretary for Strawberry Shops in New York City has given me an "edge"; working in the garment district has certainly prepared me to go "into the ring" at Titan. I have excellent word processing and computer skills, and have handled a 25-telephone network for the past three years. If Steve Austin thinks he gets a tough time in the ring, he should try dealing with buyers at 4:45 PM on a Friday night before a long weekend. Now that is pressure!

If you need a receptionist who:

- Knows and appreciates the WWF product,
- Is personable and unflappable under pressure,
- Is computer literate in the MS Office Suite, MS Explorer, AOL 4.0, and
- Has been told by clients and supervisors that she is a joy to work with,

then I am your new receptionist. You can assess my telephone skills firsthand; I will telephone you to discuss my prospects with Titan on Wednesday afternoon. Should you wish to reach me earlier, please call me at your convenience. Looking forward to speaking with you.
 Susan Harrison

Get a confirmation of receipt, either directly on your computer or from the fax service or machine you are using. Never assume a fax has arrived at the addressee's location.

Use a well-designed fax cover page for your fax with all the correct information printed on it. Your word processing program will probably offer several templates for fax cover pages, or you can easily design your

own template that coordinates with your marketing package. Even if the fax template is recognized, don't worry. You will be seen as a person proficient in that software not a bad way to be remembered at all.

Two choices for fax cover pages are provided as Exhibits 1-9 and 1-10.

Exhibit 1-10

FAXFAXFAX

TO: Marion Williams, Sr. VP, International Operations
Interglobal Marine Corporation
DATE: February 3, 1999 PAGES: 3
FAX: 1-212-123-4567 TELEPHONE: 1-212-678-5432
FROM: Henry Edwards TELEPHONE: 1-212-456-7890
RE: Import/Export Operations Manager

After I read the article in today's *Wall Street Journal* regarding Interglobal's recent difficulties in obtaining timely deliveries of shipments from India and the Far East, I had to contact you.

In my 15-year career, I have dealt successfully with customs agents and bureaucracies that seemingly defy understanding. It takes a confident and persistent personality to wade through the web of import/export transactions while still keeping a diligent eye on the bottom line. That is what I do, and what I would like to do for Interglobal.

Expertise that I can bring to Interglobal includes:

- 8 years in International banking, specializing in financing Import/exports; handled transactions in excess of \$13.5 million.

- 7 years as Division Manager, Asian Sales Department; structured import sales volume totaling \$54 million annually.

- Trained and supervised a staff of 3 junior officers and 15 clerks.

- Automated shipment tracking and off-loading data which resulted in average annual cost savings of \$245,000.

The combination of Interglobal's far-reaching operations and my expertise could be a powerful force in international markets. I will call you on Monday morning, after you have had an opportunity to review my attached resume, to discuss how we can bring this about.

Regards,

Henry Edwards

Suspect List for Future Leads and Prospects

You have already identified some people who have direct leads to organizations that you have targeted, or who might provide a lead for you. Then there are all those other people who know you, or who you know: People represented by those piles of business cards that you have accumulated, holiday card mailing lists, directories from your former employer(s), and names on slips of paper that people have recommended to you. Again, it is time to work smarter, not harder. All these names are suspects right now you are not certain who can be helpful.

Who to Contact First?

There are two issues to consider in evaluating whom to contact first, next, or at all: relevance and enthusiasm. In other words, there are people with

Exhibit 1-11

LEAD EVALUATOR

Relevance: ☐☐☐☐ Has control of job openings.
☐☐ Knows where there are job openings.
☐☐ Has no jobs or direct knowledge but may provide guidance.

Enthusiasm: ☐☐☐☐ Is very knowledgeable about you and your skills.
☐☐ Has dealt with you on a professional level.
☐☐ Knows you by reputation.
☐ Knows you on a personal basis.

Leads: ☐☐☐☐ Best Bet top priority.
 Examples: Corporate officers in target organizations; former coworkers and supervisors.
☐☐☐ Good Chance next priority.
 Examples: Members of professional organizations; corporate officers in related industries; vendors; suppliers.
☐☐ Worth Trying low priority.
 Examples: Experienced businesspersons; professionals in same or another industry.
☐ You Never Know lowest priority.
 Examples: friends, relatives.

the contacts and people who are your fans. They both have their uses in terms of leads. Those who have the contacts may not know you or be one of your fans, while your staunchest supporters may be totally clueless about helping you find a job. There is also the *"You never know who they know"* factor. All are worth pursuing for leads as you progress through your job search. Because one of your resources is extremely precious, you must use it wisely and establish priorities for all your job search activities. (See Exhibit 1-11.)

What to Say?

When you call people you already know but haven't seen or spoken to in awhile, bring them up to speed after passing amenities. Do not just blurt out your situationask about the family, the dog, and whether this is a good time to talk to you for a few minutes.

. . . I have been working as general editor at Runners' Weekly for the past six years. It was a great place; I worked my way up from copy editor and our subscribers' list was growing rapidly. In fact, things got to be so great that the magazine was purchased by a conglomerate, FitnessPlus Corp., last year. From the start, the entire approach to the Runners' Weekly was revamped. Corporate executives sat in on all the editorial meetings and it just became not a fun job anymore. Last month, after many weeks of serious thought, I tendered my resignation. I had hoped to find another job before I left, but with the long workdays and deadlines, there was not much time to devote to a job search. I know you. . .

a.) have been an avid runner and I wondered if you had any advice about other related publications.

b.) changed jobs yourself last year, and I was hoping you had some tips.

c.) seem to know everybody. Do you have any ideas about where I should look?

When asking for leads or other assistance, remember the key points that are summarized in Exhibit 1-12, Suspect Etiquette.

Additional Organizations and Jobs to Be Researched

Go back to the Organizations to Target (Exhibit 12, page 37) that you completed in "Getting Ready." Review your listing of Job Targets (Exhibits 9 and 10, pages 31 and 33). What additional information do you need to find more organizations to target today? If you are looking locally, have you looked up listings in your Yellow Pages for names of additional organizations? How many names of organizations have you garnered from the suspects or leads you have spoken to?

Exhibit 1-12

SUSPECT ETIQUETTE

Be polite. Make some small talk. Be certain that suspects are able to talk to you for a few minutes. *"Is this a good time or should I call you back later?"*

Have a reason for calling. *"You have always been such a good friend; had such a great business sense; seemed to have a crystal ball when it comes to great ideas. . ."* Specify why you think the other person can or will be helpful.

Be specific as to what you want. If you feel a suspect has leads or introductions for you, ask for them. Do not make the other person guess how to help. If you truly need a friendly ear to bend, then say so. Make it easy for the suspect to help you. *"I know that you have always been active with the Chamber of Commerce. I am looking for introductions to several firms that are members. Perhaps you know them and would consider introducing me?"*

Be honest. Do not ask for information when you are really hoping someone will introduce you to a neighbor who is an executive in a company where you want to interview. Ask if you can use the suspect's name. *"You have given me several great ideas. I will call Sam Jones this afternoon. Is it alright if I mention that you suggested I contact him?"*

Be understanding. If you sense that people are unwilling to provide you with names or recommendations, let them off easy; they may come up with something later. *"No, it is quite alright. I caught you by surprise and some names may come to you later. Please call me if you do think of someone in the _____ industry that I could contact. It has been a pleasure talking to you. Stay well."*

Follow up. If a suspect does come through with a name, make the contact and then follow up with another telephone call or a thank you note relating what has happened. Don't burn bridges to any leads or prospects. *"I just wanted to tell you that Sue Jones says hello! She was so helpful and told me about a dinner meeting next week that I am now planning to attend. She said there may be others there who could help. Thank you."*

Every day you must come up with additional job openings or organizations to target; that is the only way to keep the momentum going and to pyramid your contacts. If you do not have 10 names to research 10 organizations targeted then hit the library, go to the newsstand, or work the telephones to get them. This will be your modus operandi daily, finding new names to target, to research, and to contact for job openings. If you need some help in thinking of people to consider as suspects, look at Exhibit 1-13 for inspiration. Afterward, fill out your Priority Suspect List (Exhibit 1-14) with names to contact today and tomorrow.

Exhibit 1-13

HAVE YOU CONSIDERED TALKING TO . . . ?

Business contacts:

- ☐ Secretaries, clerks, assistants
- ☐ Former customers, clients
- ☐ Professional societies
- ☐ Chamber of Commerce members
- ☐ Former employers
- ☐ Former coworkers
- ☐ Your employed (and unemployed) friends

Personal contacts:

- ☐ Religious, clergy
- ☐ Tradespeople (plumbers, carpenters, painters)
- ☐ Store owners (dry cleaner, barber, hairdresser)
- ☐ Students, former classmates, alumni
- ☐ Staff or editor of local newspaper
- ☐ Current/former guidance or career counselors
- ☐ Fraternity/sorority members

Family:

- ☐ Local
- ☐ Out of town/out of state
- ☐ In-laws and "exes"

Friends:

- ☐ Neighbors (old and new)
- ☐ Spouse's friends
- ☐ Parents of your children's friends
- ☐ Your children's friends
- ☐ Hobby groups

Professional:

- ☐ Doctors, lawyers, accountants, bankers, insurance agents

Exhibit 1-14

PRIORITY SUSPECT LIST

List information for suspects, then rank them according to priority
(as described in Lead Evaluator, Exhibit 1-11)

Name, Title	Address, Phone	Link to?	Reason for contact	Priority
-------------	----------------	----------	--------------------	----------

An Introduction to Networking

Networking is talking to people. You know how to do that. In fact, the telephone calls you may already have made were networking.

Networking is *not* calling people and saying (or implying):

Tell me what I need to know because it will benefit me.

I need your help right now (drop everything and I do not care if it is not convenient or if it will cost you anything).

I really am in bad shape. That %#&#& company I gave my life to has laid me off. I don't know who they think they are, letting me go.*

The worst are job seekers who call to ask if you can "network" with them. You cannot expect a busy person to take a half-hour out of the day to help you find a job for no reason.

Who Should You Be Talking To?

As highlighted in Exhibit 1-11, your peers in your profession or industry are key players for you to interact with. Members of professional associations are another example. Unless you are in dire need of direct personal support, any support groups consisting of other out-of-work individuals struggling to find employment will not provide a wealth of leads or prospects. (Of course, there are some groups with professional sponsors that work with job seekers to do resumes, research job openings, and help find leads that can be helpful. If you know of someone who has attended a support group that is action-oriented as opposed to people who are just bemoaning their lack of employment go ahead and try it out. Just do not make that your prime resource.)

If you are not currently a member of any professional associations or if you need information on organizations, industries, or professional groups, Supersources (Exhibit 1-5) contains a listing of directories and sources of helpful information that is available at most public or university libraries, such as Gale's *Encyclopedia of Associations* and *Directories in Print*.


End of Day 1

You are off and running! You are organized and you have resumes and marketing letters in the mail. You have been working the telephones, lining up more leads, and looking for more organizations to target. You have done some research (and you have promised yourself that you will do more, right?). Tomorrow we will look into electronic resumes and on-line resources.

TOP 10 RULES OF A JOB SEARCH

1. Get dressed for work every day if you are not employed at this time. It need not be suit and tie; casual Friday attire is fine as long as you have appropriate business attire ready to wear should be in prompt meeting crop up. Be showered, hair combed, ready.
2. Establish a work schedule for yourself. Telephone and paperwork in mornings; meetings in afternoon? Be flexible, but set up a work schedule that works for you.
3. Establish priorities. Determine when is a good time to reach people. Before 9 a.m. is ideal for those who like to get a jump start on their workday. Catch them before lunchtime. Middle of the afternoon might be a great time for some industries or professions and the worst for others. On-line during off-hours may be a solution.
4. Look at your calendar first thing in the morning and last thing at the end of the day; get in the habit of doing this every day. Anything left undone at the end of the day must be carried over to the next day.
5. Carry your planner with you to meetings and interviews so that you can schedule additional meetings as needed, or do research.
6. Add to your list of names and organizations. Always be on the lookout for new prospects or leads.
7. Follow up on promises. Whenever you agree to do something make certain that you note it in your planner. Do not cross it off until it is completed.
8. Mark in your log all dates and times to return promised telephone calls, attend meetings, send resumes or letters. Mark on your calendar or planner. Keep up to date with your paperwork.
9. Keep track of your supplies. Do not run out of paper, stamps, ink, or toner. Take stock regularly and mark on your calendar times to replenish.
10. Live your life. Do not forget to take care of yourself. Do things just for you take a short break or for a brisk walk to clear your head or stretch those limbs.

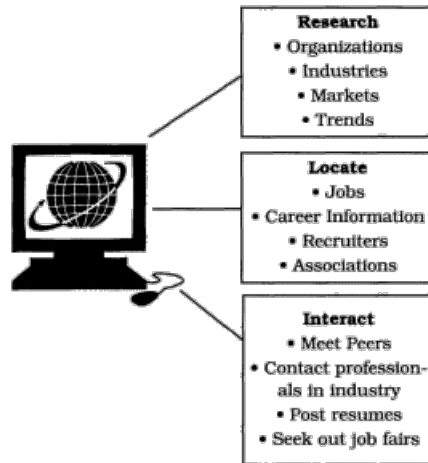
Week 1 Day 2

Day 2	
	<ul style="list-style-type: none"> ✓ Go over today's schedule ✓ Get dressed—get out ✓ Research, current events ✓ Telephone contacts—suspects/prospects/leads ✓ Set up appointments ✓ Follow up: <ul style="list-style-type: none"> letters telephone calls research
	<ul style="list-style-type: none"> ✓ Work on top-10 target list ✓ Write targeted cover letters ✓ Send out resume ✓ Write on-line resume ✓ Go on-line: <ul style="list-style-type: none"> visit Web sites post resume(s) do research ✓ Update logs ✓ Plan for tomorrow

Work Smarter, Not Harder

The last thing you need to do for your job search is to reinvent the wheel. You must look around and determine what resources are available for you to use in your job search, and then make maximum use of your time. If you know absolutely nothing about computers, this may be the ideal time to take an evening course in the basics. Many of the large computer store chains have classes for their customers. (The prices for a basic computer setup—computer, printer, and monitor—are spiraling downward. A good bundle can be obtained for \$750 to \$1,000.) There are adult learning pro-

grams at local colleges, high schools, community centers, and libraries; check into the schedules in your area. Many current job openings require or will reward those applicants who have computer skills, and computer literacy is an excellent addition to any resume. Additionally, with the surge of interest in knowledge workers, you must show that you are up to date in your skills and in your outlook.



Computer skills can make your job search duties much easier.

You can make subtle changes to your resume and to your marketing letter for each of your targets.

You can have different versions of your resume ready to print out.

You can keep track of telephone calls, appointments, leads, and prospects.

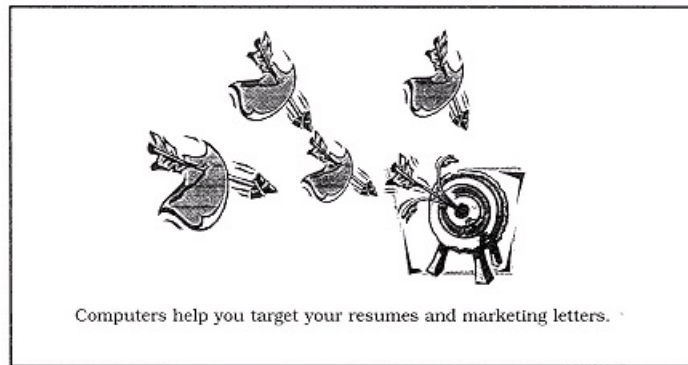
You can keep track of all your job search expenses as well as your budget with a finance program.

You can do research on-line into prospects, industries, job openings, and market conditions in other areas.

You can even obtain detailed travel directions from various Web sites to get you to your interviews!

As valuable as computer skills are to you in your job search and for future employment, do not delay your search efforts because you lack skills or do not own a computer! There are many alternatives to doing it yourself: computer access stores where you can buy time on computers; typists who will prepare resumes and cover letters for you; computer access at larger copy shop chains; and libraries, schools, and community centers that have computers available. It may take some effort but there is really no substitute for a crisply printed, customer-driven, targeted resume and marketing letter. Technology has moved on and if you have not kept pace, the job search should provide you the impetus to do so. (An acceptable alternative is a resume and letter prepared on an electric typewriter or word processor.)

Why is using a computer so important? The prime reason is ease of editing. In order to have a customer-driven, targeted marketing package, you must create originals for every instance. Using a template with your resume basics as well as the key elements of a marketing letter will save you time. However, some of the computer skills available to applicants have gone to their heads, or to their keyboards. The worst example (aside from the poorly designed, multiple-font resume or marketing letter) is mail merge documents.



In a mail merge document, the applicant sets up a master letter and leaves fields blank in the letter for the insertion of name, address, organization, and other comments. Then a mailing list is prepared and the two documents are combined, with letters generated that are seemingly "personalized." We have all received this type of mailing, usually from mass marketers seeking to convince us there are prizes waiting for us in our

OWN NAME! The rule for your marketing letters should be that each one should read as if it was written personally to the specific organization with a specific job in mind. If you can replace the name of the targeted organization in your letter with "World Wrestling Federation" and the letter would not read any differently, then you have not targeted the letter appropriately.

Let Your Computer Do the Walking

Your computer can talk to other computers by means of the Internet. (For a mini-briefing on the Internet, see Exhibit 1-15.)

You can access information from other computers on the next street or across the continent.

You can virtually visit other cities and countries.

You can determine what the latest corporate moves have been for a prospect company before you write your marketing letter.

You can check out the competition by looking up resumes posted online for your career category.

You can attend virtual job fairs or obtain information about a live event in your area.

You can read classified ads from most cities while sitting in front of your terminal.

You can register with a Web service and have job openings that match your criteria E-mailed to you.

You can respond directly to on-line job postings, either mailing or Emailing your resume.

To do any of this, you need access to:

1. A computer.
2. A modem.
3. A telephone line.
4. An Internet service provider.

Notice that the key word was *access*. Although it is wonderful to own this technology, you need not have made the investment to use the resources. From libraries to schools, copy shops, and even cybercafes, Internet access is available either for free or for a nominal fee.

Exhibit 1-15A

A MINI-GUIDE TO CYBERSPACE

Imagine over 50 million people in over 100 countries connected through their computers. That is the Internet. These connections allow for the easy transfer and exchange of information, ideas, opinions, and commerce.

To access the Internet you need an *Internet Service Provider (ISP)*, such as Prodigy, America Online, or Mindspring. Software provided by the ISP, together with special telephone access numbers and passwords, will allow you to dial into the Internet; charges can range from hourly charges to \$30 per month for unlimited usage. Most ISPs offer "free samples" of 50 to 100 hours or one month of free usage to new users.

The Web, also known as the World Wide Web (WWW), is a very popular branch of the Internet. The Web allows viewers to visit Web sites to see text, pictures, video, and sound; the visitor can also "click through" to other documents linked to the site by means of hyperlinks. You can read, download to your computer, or print documents located on other computers all over the world. These documents (commonly referred to as Web pages) are written in HTML (Hyper Text Markup Language); a series of Web pages linked together forms a Web site. Each Web site has an address called a URL (Uniform Resource Locator) that looks like this: <http://www.members.xoom.com/deluca5>. A Web site can also have a Keyword on AOL such as "Deluca."

Browsers are special software programs that allow the user to access Web sites. The two most popular browsers are Microsoft Explorer and Netscape, and they are usually bundled with the ISP software. Free downloads of browser software are available on the Web.

What is the big deal about on-line access? For one thing, it is available 24 hours a day while libraries are not. It can be available from the convenience of your own home. Most mail will take a day or two to arrive; E-mail can take hours or can be almost instantaneous. Hard copy resources are already dated there was all that time between writing it and getting it printed. Information can be much more recent on-line. It can also be inaccurate, misleading, or biased, as can information in print! So the source of information is always important, as is cross-checking to see whether the same data is presented by more than one source if it is important and you want to rely on it.

What do you want to do on-line? Before you invest one of your most valuable assets into cyberspace, decide what your goals will be. Will you collect or disseminate information on-line? Then, very important, how much of your precious time will you devote to this medium? If you can get lost in a bookstore or a department store window-shopping,

that is nothing compared to how lost you can get on-line: not lost in the sense of not knowing where you are but in the sense of, "Whoa, what time is it? That can't be right. I've been on-line only a few minutes, not three hours!" You can have a great time on-line, checking out interesting Web sites, chatting, and shopping (there is a lot of that available). But those activities will not lead you closer to a job. (If you really are in the midst of "rapture of the Web," going on-line in your after-hours can be a way to reward yourself for making five telephone calls or sending 10 resumes.)

Exhibit 1-15B

A MINI-GUIDE TO CYBERSPACE

In addition to the ability to visit Web sites and gather information, the Internet provides the following tools:

E-mail: Electronic mail, used to send messages or transfer files to and from an E-mail address dedicated for your use. In addition to the E-mail programs offered by the ISP, there are many free E-mail offers available on the Web (see Search Engines for free offers or do a search for "free email").

FTP (File Transfer Protocol): Sends and received files over the Internet; often used to download software.

Newsgroups or Message Boards: Internet discussion groups organized by topics or categories into "hierarchies." There are over 20,000 topics in these newsgroups; some newsgroups are moderated (each message is read by a moderator before posting to assure only related messages are posted.)

Most newsgroups have FAQs (Frequently Asked Questions) that contain the rules for the newsgroup. Those who read but do not post entries are called lurkers (this is not an epithet!) Newsgroups are organized under major categories such as "rec" for recreation, "soc" for social, and so on.

Mailing lists: These are not centrally controlled or overseen, but can provide you with information through E-mail on a variety of subjects such as *finance* and *marketing*.

Gophers: Individuals, organizations, and corporations have set up over 7,500 Gopher computers (servers) worldwide with information on a variety of topics. Information is presented in simple lists called menus and the files have plain English names. Most sources are text-based but there are pictures and sounds. Gopher sites can link you to other documents or menus on the same or different servers.

Search Engines: These portals or sites allow you to locate information, people, organizations, or general topics on the Internet.

JOB SEARCHERS' GUIDE TO THE INTERNET

Unless you have a URL address (or AOL Keyword) from an advertisement or another source, you have to find the information you want, whether it is Newsgroups, Free E-mail, Gophers, or Web sites. You find these sites or information by using Search Engines or Directories. If you have the URL you can just type it into your browser and go directly there; otherwise you type in the URLs of Search Engines or Directories.

Search Engines: These supersites or portals (as some like to be called) can be supermarkets of information. These sites provide an area for you to insert topics or queries to search for. Some search engines literally look through every word on every Web page to match your inquiry; others will range the responses according to the paid advertising they have received from the Web sites. Directories like Yahoo or the Mining Co. have humans who assess the sites and provide short synopses of the matches. There are also general subject areas such as *Government*, *Science*, *Employment*, or *Health* that provide links to subsidiary subjects for browsing. Metasearch sites allow you to access multiple search engines at the same time.

Searching versus Browsing: When you have a specific topic to research such as sites where you can post your resume for free, then do a search according to the specific requirement of the search engine or directory. Instructions are provided at each site telling the user to use "Quotes," "AND," "OR," - or "+" as operators to include or exclude information. For example: Searching for resume sites in health care could require the following instructions: "resumes" AND "free" AND "online" AND "posting" AND "Healthcare."

To browse, keep going down further in the hierarchy of directories from Employment to Careers to Resumes to Posting, for example, just to see what is available. A similar tactic is useful when researching industries or professions for which you are not certain what is available.

Warning: If you do a search for *resume* you may get everything that has the word "resume" on its Web page, from *John Jones' Resume*, and *Resume Writing Service* to *Post Your Resume Here*.

Collecting Information On-line

By typing in key words (*resumes* and *on-line*) or phrases (*Aerospace Job Openings*) you can search for information on practically anything. The keys are first, to have a good idea what you are looking for and second, not to get side-tracked. Going from site to site in search of the elusive factoid can eat up major portions of your time with little or poor results. There are many versions of Web site directories published in hard copy listing URLs (Web page address) by category. If you have access to one of these directories, it can save you a lot of on-line time by giving you key

sites and URLs to check into. Another group of resources in print are the magazines positioned for your profession or industry; often Web sites advertise in print to the audience they wish to attract.

Search Engines and Directories

Basically, there are two ways to search for information on the Internet through search engines and directories.

Search engines look on the Web for all the sites containing the key words or phrases that you have specified, and provide a listing of the sites that "match" according to their criteria. The sites that are found for you may or may not be relevant, and a great deal depends on the user (you) providing the correct key words in the proper manner. Some searches are based on your specifically including "AND," "OR," "NOT," "+," or "-" to limit the extent of the responses. You must determine how each search engine operates and follow instructions exactly. For example, if you simply ask for a search based on "resumes" because you are interested in posting your resume, you may get services writing resumes, resume databases, or Joe Smith's resume. However, if you search for "resume + free + on-line + posting" or "free resume posting," you will probably get more sites that are actually what you are looking for. There are also multiple search engine sites (metasearches) at which your request is funneled through several search engines and results are given for each.

Directories are human-assisted. Operators categorize sites and provide summaries for each URL. You can search for Businesses, New York, and Transportation to find employers with sites covering New York in that industry. The sites that are brought up by directories are those that individual researchers have reviewed and categorized as being within your requested subject.

See Exhibit 1-16 for a list of search engines and directory Web addresses. This list is constantly changing for some of the search engines or directories, due to the soaring growth of the Internet itself. One company will buy another and fold in its search engine; new alliances are forged and new means to search the Web are created. If you want to shop for other search sites, one reliable source is the Search Engine Watch (www.searchenginewatch.com), which provides detailed reviews of major as well as some lesser-known search engines and directories. You can even subscribe to a free newsletter just about search engines and be updated to any changes.

Exhibit 1-16

USEFUL INTERNET ADDRESSES

SEARCH ENGINES/ DIRECTORIES:	http:// (case sensitive)	COMMENTS:
Yahoo!	www.yahoo.com	Directory
Hotbot	www.hotbot.com	Search engine
Alta Vista	www.altavista.com	Search engine
Excite	www.excite.com	Search engine
Lycos	www.lycos.com	Search engine
Metacrawler	www.metacrawler.com	Metasearch
Dogpile	www.dogpile.com	Metasearch
Ask Jeeves!	www.askjeeves.com	Search engine
NorthernLight	www.nisearch.com	Search engine: books & periodicals
Internet Sleuth	www.isleuth.com	Metasearch
About	about.com	Directory
Galaxy	galaxy.einet.net/galaxy.com	Search engine
Library of Congress	lcweb.loc.gov	Gopher/Web access to federal agencies
Whole Internet Catalog	gmn.com/wic/wics/index.html	Directory
AOL Net Find	www.aol.com/netfind	Search engine
WWW Worm	www.cs.colorado.edu/WWW	Search engine
Seeko!	www.seeko.com	Metasearch
Dejanews	www.dejanews.com	Newsgroups
iTools!	www.itools.com	Metasearch
Looksmart	www.looksmart.com	Directory
SNAP	www.snap.com	Directory
Webcrawler	www.webcrawler.com	Search engine
SEARCH.COM	www.search.com	Employment search engines
Go Network	www.go.com	Search engine

Targets. An excellent activity to conduct on-line is checking out targeted employers. Many organizations have Web sites and often have job openings posted. These job openings are updated periodically and therefore warrant regular revisits. An E-mail address can permit you to request that materials regarding the company, its products, or its financial statement be mailed to you. How do you know if an organization has a presence on-line? Check ei-

Exhibit 1-17

USEFUL INTERNET ADDRESSES

GENERAL INFORMATION:	http:// (case sensitive)	COMMENTS:
Biztek & Knowledge Management Network	www.brint.com	Links to business & tech magazines, journals
Mailing lists	www.liszt.com	Search lists
Newsgroups	www.deja.com	Search newsgroups
Gopher Directories	cwis.usc.edu Conch.aa.msen.com	Search gopher menus
Internet guide	www.internetguide.net	Guide to Internet
Hoover's Online	www.hoovers.com	Business sites; information
GTE Superpages	superpages.gte.net	Links to businesses on-line
Internet Public Library Librarians' Index	ww.ipl.org/ref/ sunsite.berkeley.edu/ InternetIndex	Reference center Reference links
Brad Neff	d7dot.home.mindspring.com	Internet resources
Search Engine Watch	www.searchenginewatch.com	Detailed info, reviews
NewsCentral	www.all-links.com/newscentral	Newspaper links
Electronic Newstand	www.eneews.com	Periodical links
Gateway to Associations	www.asaenet.org/Gateway/ OnlineAssocSlist.html	Associations' on-line directory
InfoSpace	www.infospace.com	Looks up names, addresses
Mapquest	www.mapquest.com	Maps
Big Yellow	www.bigyellow.com	Business listings
Onebox	onebox.com	Voicemail, Fax and E-mail

ther a search engine or directory for that corporate name or look through any of the Yellow Pages-type search sites affiliated with the major search engines and directories; usually these services are highlighted on the toolbar or buttons on the Web site. Many organizations include Web addresses in their ads. Sources of information on organizations, industries, and professions are included in the list of Web sites in Exhibits 1-17 and 1-18 for general information and magazines or newspapers, respectively.

Industries. Whether it is the meatpacking or film industry, chances are there is a wealth of information regarding it on the Web. Federal and state governments have information about the markets for various industries as well as statistics about unemployment and job prospects. You can find out which organizations are industry leaders, giving you additional prospects to consider as well as insight into the competition that your prospect faces.

Industry trends, problems, and current events are of keen interest to your prospects and therefore should be to you also. When you are interviewed, it would be great to be able to comment intelligently on the organization's Web site and be knowledgeable about its market.

Exhibit 1-18

USEFUL INTERNET ADDRESSES

MAGAZINES/ NEWSPAPERS:	http:// (case sensitive)	COMMENTS:
<i>Crains New York</i>	www.crainsny.com	Business
<i>New York Times</i>	www.nytimes.com	Free on-line
<i>Fast Company</i>	www.fastcompany.com	Work & life
<i>Industry Week</i>	www.industryweek.com	Business
<i>Business Week</i>	www.businessweek.com	Business
<i>Fortune</i>	www.fortune.com	Business
<i>Networking Magazine</i>	www.doorway.com/netmag	Promotions
<i>Advertising Age</i>	www.adage.com	Advertising
<i>Forbes</i>	www.forbes.com	Business
<i>Harvard Business Review</i>	www.hbsp.harvard.edu/ products/hbr/index.html	Management
<i>Information Week</i>	techweb.cmp.com/iw	Technology
<i>Sloan Management Review</i>	web.mit.edu/smr-online	Management
<i>National Business Employment Weekly</i>	www.newwork.com	Employment; career, job search
<i>Wall Street Journal</i>	wsj.com	Personalized edition

Professional Associations. Many professional groups have associations that hold regular meetings, either on-line or on location. Some associations schedule regular chat sessions whereby members can "talk" in real time while on-line. This is a whole new level to explore for networking.

Newsgroups are devoted to many industries and careers. You can lurk (read the postings without disclosing your presence or posting any responses) to determine if the content and contributors can be helpful to you. For example, if you are considering interviewing with an organization in New Orleans, there is a very friendly newsgroup covering that locale ([neworleans.general](#)). After reading the posts, you could raise a question about commuting or what hotel is nearest your interview, or solicit any comments about the organization ("Are they active in the community? Are they perceived as a 'good neighbor'?").

If your industry or profession has a Web site, you can register for periodic newsletters or periodicals published. You can also get up to date on what is happening in your profession; are there conventions or seminars scheduled that you might want to attend?

Resume Posting Services. There are all types of services and organizations on-line that will accept and post your resume, either for free or for a fee. Some will only ask for your resume if a prospective employer has reviewed your anonymously submitted professional data and feels a match is possible. You then have the option of sending your resume to the service and revealing your identity.

Posting your resume on-line or submitting it to a service may be akin to hanging it up at the local corner grocery store with the Lost Dog and Garage Sale posters. You have no control over who will see it. If you are currently employed and you do not wish your employer to know you are looking for another position, be extremely careful about where you send your resume by electronic or traditional means. It can be a small world that you are dealing in and word can spread to people you didn't expect to notify.

An excellent alternative are services that do not accept your resume but conduct an on-line questionnaire, garnering all the details of your past professional life. The same data, key words, and concise sentences you have been cultivating are useful here too. You are offered fields to enter in your information, such as Job Objective, Professional Experience, and Special Skills. Some sites employ a detailed questionnaire. Their corporate clients then enter you into their databases for review. Others similarly ask for details about the type of job that you are looking for, and will E-mail to you job opportunities that fit your requirements. Depending on the service, however, you could get anywhere from 1 to 185 E-mails daily! There is no way of knowing what kind of response you will get until you try. If the response is unsatisfactory, you can ask to be removed from the database.

JOB SEARCH SITES

SITE	URL http://	FREE RESUME POSTING	COMMENTS
Advancing Women Career Center	www.advancingwomen.com/awcareer.html		Jobs & resume data-base; women's issues; resources
American Jobs	www.americanjobs.com		High-tech/computer job & resume database
America's Career Infonet	www.acinet.org		Information only
America's Job Bank	www.jobsearch.org		Dept. of Labor database
Best Jobs USA	www.bestjobsusa.com		Job & resume database
Boldface Jobs	www.boldfacejobs.com		Job database
Boston Job Bank	www.bostonjobs.com		Job database Boston
Career Builder	www.careerbuilder.com		Job database
Career City	www.careercity.com		Job & resume database
Career Connection's HEART	www.career.com		Job & resume database
Career Expo	www.careerexpo.com		High-tech career resource
Career Magazine	www.careermag.com		Job & resume database
Career Mosaic	www.careermosaic.com		View resumes; links to compaines; college, int'l
Career Net	www.netcareer.com		Job database
Career Path	www.careerpath.com		Classified ads database
Career Resource Center	www.careers.org		Resources and links
Career Shop	www.tenkey.com/cshop		Job & resume database; job fairs
Career Site	www.careersite.com		Job database & search

JOB SEARCH SITES

SITE	URL http://	FREE RESUME POSTING	COMMENTS
CareerExchange.com	www.careerexchange.com		Job & resume database
CareerMart	www.careermart.com		Job database; job fair
CareerWeb	www.cweb.com		Get E-mail on job opportunities
College Grad Job Hunter	www.collegegrad.com		Job listings
Contract Employment Weekly, Jobs Online	www.cweekly.wa.com		Job database; engineering, technical
Cool Works	www.coolworks.com/showme		Outdoor adventure jobs
DICE	www.dice.com		High-tech jobs
Entertainment Recruiting	www.showbizjobs.com		Entertainment jobs & resumes; internships; links
Fedworld	www.fedjobs.com		Federal job search
Futurestep (Korn/Ferry & Wall St. Journal)	www.futurestep.com		Job & resume database; executives
GoJobs	www.gojobs.com		Job search
Head Hunter.Net database	www.headhunter.net		Job & resume database
Help Wanted USA	www.iccweb.com		Search ads; place ad
Help Wanted.com	www.helpwanted.com		Job database
Hot Jobs	www.hotjobs.com		Job & resumes database
Job Digger	www.jobdigger.com		NY finance & technology job database
JobFACTORY	www.jobfactory.com		Job database; classifieds
JobFind	www.jobfind.com		Job database; links

JOB SEARCH SITES

SITE	URL http://	FREE RESUME POSTING	COMMENTS
JobHunt	www.job-hunt.org/ index.html		Job & resume database; links
JobOptions	www.joboptions.com		Job & resume database
JobTrak	www.jobtrak.com		College & grad job site; classifieds; message board
JobWeb/Catapault	www.jobweb.org		College grad job site
Law Careers	www.lawcareers.com		Legal job database
Monster Board	www.monster.com		Jobs & resume database; customized job search agent
NationJob	www.nationjob.com		E-mail job opportunities
Net Temps	www.net-temps.com		Temp job search
Recruiters Online Network	www.ipa.com		Jobs, resumes & recruiters
Resumes on the Web	www.resweb.com		Jobs & resume database
Saludos Web Site (Hispanic)	www.saludos.com		Jobs & resume bilingual college grads database
Top Jobs	www.topjobs.com		International Texas & Utah job openings
U.S. Office of Personnel Management	www.usajobs.opm.gov		US Gov't site; employ info; on-line resumes & applications

JOB SEARCH SITE PROFILES

To illustrate the variety of job search sites available on the Internet, here is additional information on several sites. Some sites are very well-known, having a large resume and job opening database, while others are specialized and smaller.

The Monster Board: One of the most popular sites, Monster opened in 1996 and posts an average of 50,000 resumes each month. Currently has in excess of 500,000 resumes and 194,000 job openings in its database. Over 40,000 different companies have done business with them since they started on-line. New feature allows job seekers to create a personalized "My Monster" page to track jobs and store resume and cover letters. Job seekers can use their search agent.

On-line Career Center (OCC): Opened in 1992, OCC was the first employment site on WWW. More than 170,000 resumes are listed with approximately 10,000 posted each month. They have over 2,700 member companies and 26,000 recruiters using the site.

CareerWeb: Housing 22,000 resumes, it has been on-line since 1995. Approximately 4,500 new resumes are added each month with over 300 employers listing job openings.

Boston Job Bank: Posting jobs and resumes since July, 1998, this local site has grown to 3,000 resumes, with 1,200 new resumes posted each month. Client base is currently at 150 clients.

Futurestep: Joint venture with Korn/Ferry and *The Wall Street Journal* to recruit executive management professionals; started in 1998. Resumes not accepted; detailed career and experience information requested for their database.

DICE: An information technology and high-tech site since 1990. Maintains a Hotlist of available candidates from information collected from candidates who register on their site; secure posting of resumes assures that employers will not see resumes unless approved by candidates. Reports 10,000 on Hotlist and 15,000 secure resumes, with 10,000 new additions to Hotlist monthly and client base of over 1,600.

HeadHunter.NET: Estimated 240,000 jobs and 133,000 resumes. Offers job seekers ability to set up a personalized home page, "My Stuff," which provides easy access to job searches.

JobOptions: Estimated 50,000 jobs and 130,000 resumes. Their search engine allows job seekers to search for job openings in up to five states and five job categories, using keywords. Will store up to three versions of your resume; resume-building features allow you to enter custom HTML-formatted resume or cut-and-paste on ASCII version.

If you are interested in throwing your cyberresume into the on-line job search, getting the answers to the following questions will help you to pick the better service to choose. Some of this information is available directly on the site in promotional materials; others will have to be raised by E-mail or telephone.

1. Who are the clients? Industries, professions, and geographical locations.
2. How can you target specific types or categories of employers with your resume submission?
3. What are the prime job openings listed? Is your profession a minority or well-represented? In other words, is it worth listing with them?
4. How recent are the job listings? When was the site last updated?
5. How long will your data be on file?
6. How will your data be categorized?
7. How often can you amend your data?
8. What is the success rate? (How many actual jobs are filled compared to number of resumes on file? Do they publish success stories on their site?)
9. Can you review job openings on file? How are the job openings categorized (geographically, professionally, industrially)?
10. Can you look at other resumes on file? (Check out the competition.)

Job Openings and Classified Listings. Job openings are provided directly by employers through their Web sites, and a wide range of third-party alternatives range from newsgroups that list jobs by agencies as well as employers; sites that present classified ads from newspapers; and recruiters or employment agencies who list their openings. Other sources of employment information are the newsgroups and sites that are specifically related to a city or geographical area. For example, if you are interested in working in Las Vegas, there are specific sites covering the city, its key employers, and links to other areas of interest. There are also newsgroups relating to different industries or professions. (With any newsgroup, it is considered proper netiquette to lurk, or read posts for a period of time, to determine if the content of the posts is what you are looking for before actually posting. Note that on-line, typing in ALL CAPS is equivalent to screaming, so don't do it. Also observe the rules inherent in each newsgroup.)

To research any newsgroups that may be of interest to you, go to Deja (www.deja.com) or keyword "Newsgroups" on AOL. Bullseye Job Shop (www.intero.com/usr/gcbristow) catalogs some message boards and AOL has a channel, WORKPLACE, with message boards relating to professions and job searches.

If an employer maintains a Web site there may be a link to job openings. Most of the job openings on-line used to be technologically related, either computer or Internet jobs, but that has changed radically. In fact, many technology-based companies post non-tech jobs (merchandising, sales) that are frequently not responded to! A *New York Times* article (1/3/99) stated that the most frequently used key word in job searches was *manager* (or *management*). Only three of the top ten key words used were specifically technical (*engineer*, *computer*, and *programmer*). Other search terms in the top 10 were *sales* (#3), *marketing* (#4), *finance* (#5), *accounting* (#6), *assistant* (#7), and *human resources* (#10). Don't feel that an organization is too high-tech for you; consider all the nontechnical functions that are needed to support the business and check out the Web site!

Many industries and professions are well-represented on the Web. Even if your target company does not list job openings, it will most likely have an E-mail address or telephone number where you can follow up to request additional information (name and title of whom to send your resume to, whether they scan their resumes into a database, or whether there is a particular preference for resume submission).

WHAT THOSE .WORDS MEAN

.com	U.S. commercial
.edu	U.S. college/university
.gov	Government
.int	International.NATO
.mil	Military
.net	Company, organization, or large network
.org	nonprofits and others

Preparation and Submission of Electronic Resumes

Online Resumes

Before we discuss how to send online resumes, you need a clear understanding of the confidentiality issue or rather, the lack of it.

If you have any concerns about your current employer seeing your resume, think twice about posting it online. Imagine you do a wonderful job with your resume, using just the right key words, and your employer goes online looking to fill a vacancy (yours?); guess whose resume pops up? Some organizations, fearful of losing valuable staff members, actually assign members of their HR department to surf resume sites searching for their corporate name, looking for employees that may have posted their resumes. Their justification for doing this? They will then actively seek to salvage employees who may be window-shopping or dissatisfied.

When you E-mail your resume to a prospective employer, you control who will see it. Should you decide to enter it into a resume database, you have lost control in most cases. If confidentiality is a concern, consider the following alternatives:

1. Do a power resume. Keep the details generic. Do not state current employer, job title or your starting dates. For example:
 "CEO of a major advertising agency"
 "Vice President for Technology for a Fortune 500 electronics corporation"
 "Sales manager for prestigious jewelry store."
2. Use a non-descriptive E-mail address. Many of the job sites and search engines offer free E-mail addresses; register for one and use it as your job search mail box.
3. Date your resume. If your resume does get pulled up by your boss, you can honestly point out that it was posted ages ago.
4. Put a legend on the bottom of your resume if you do post it. "Unauthorized transmission is prohibited. Submission to employers is only by the express consent of the applicant." You cannot be certain that unscrupulous headhunters will not purloin your resume, but this may be of some help.
5. Do not post your resume on newsgroups. That is like taking an ad in the newspapers advertising your job search.
6. Use the E-mail services at the job sites. Register only with those job search sites that offer to E-mail you job openings that match your criteria. It may be worth getting a full mailbox!

If your situation still leads you to believe that posting your resume, including details, is a route you wish to pursue, contact the job site and raise the following questions:

Do you maintain control of all resumes submitted to you? Are they ever traded or sold to other databases?

Who can access my resume? Is it limited to registered employers, headhunters or recruiters? Can anyone who visits the site access it?

Is there a firewall that will prevent search agent spiders from accessing resumes?

Once you are satisfied that some form of posting your resume is appropriate, you can proceed. Using the basic content information from your existing resume, you must change both the form and content of your resume to submit it on-line. This is why the ability to edit resumes on a computer is essential. If you do not have online service and must rely on the ISP at a community center or a storefront setup, your resume can be saved on a disk and brought along for submission; it is extremely portable!

Content. If a traditionally submitted resume relies on action words (verbs), a cyberresume relies on nounskey words. Think of these words as arrows that should point to your resume based on your skills, experience, and job goals. They are descriptors that provide the color and details the computer reading your resume is looking for.

Example: Resume of Pat Jones for Art Department Director (Exhibit 1-19). Converting this resume to be posted on-line would involve adding key words such as "art department coordinator," "3 years experience," and "computer graphics."

The inclusion of the correct key words is essential. Whether your resume is E-mailed directly to a service or employer on-line or you complete a resume questionnaire, you need to define yourself by key words. It is extremely important that the words you use to define yourself are current terminology. Do not talk HTML if the hot programs are all in JAVA. Do not talk *arbitrage* unless you add in *Eurodollars*. Regardless of the market, you have to beat the competition with better skills and your ability to add value.

You need to provide enough details to snag the interest of the computer database that will be "reading" your resume. Your key words are hooks you set up. You want to provide information to screen yourself in, to have your resume listed as a match for the job opening. You have to be able to imagine what the employer would list as key criteria for an applicant, and then list as many as you can legitimately claim. Another advantage of an electronic resume is that the one-page rule no longer applies, as long as there is data to beef up your resume. The resume is initially read by a computer, but will eventually be seen by a very human hiring manager!

Exhibit 1-19

RESUME #1

Pat Jones
 77 Boxer Street
 New York, New York 10023
 212-123-4567 Fax 212-345-6789

Job Objective

Art Department Director; video games and animated film department

Qualifications

Proven effective Art Department leader; 3 years' experience: video games, animated films, computer graphics. Trained staff of 6 artists on LucasArts film Art Coordinator on 3 major animated films.

Professional Experience

Strategic Inc. Brooklyn, NY 1994-present
 Art Department Director '97-'98
 Created new position to enable artists and programmers to eliminate time spent in preparation and setup for graphic integration.
 Major Objectives: quality work; at, or under, budget and timely completion.

Accomplishments

Cut overtime 13%; realized cost savings of 18%.
 Trained staff of 6 for LucasArts film "Digbert Digs Out," 1998
 Assistant Art Director '94-'97
 Credits include:

"Wrath Fighters"	1997
"Double Trouble"	1996
"Pretty Kitty"	1995

Education

Cleveland State University Cleveland BS 1994
 Computer science major; graphic art minor

Computer Skills

Deluxe Animator	Autodesk Animator Pro	Deluxe Paint
	Adobe Photoshop	

Videotape portfolio available on request

Three to four pages in length is the maximum, but usually the following guidelines apply:

College Graduate 1 page

Most people 1 to 2 pages

Senior executives 2 to 3 pages

Format. Because the resume will first be "read" by a computer, it must be packaged for a database screener, not a human. The elements used in traditional resumes use of bullets, bolding, and underlining are not available. You must rely on blank white areas or a few limited symbols to set off areas in your resume. It will eventually be read by a human, if the key words are triggered, but they will be viewing resumes that look essentially the same visually. Be that as it may, you can still be effective in your presentation.

Example: Pat Jones' resume for Art Department Director has been redone for submission to an on-line posting service in Exhibit 1-20. Note that the text is in plain text, blocked flush left, and without any bolding, underlining or italics. No graphics are permitted. Admittedly, it does not look as attractive as a traditional resume, but the primary reader is a computer. To a database, this resume is extremely attractive! To be 100% certain of the legibility of your resume, try E-mailing a copy to yourself or a friend! You may be surprised how it looks, and your confidence level can be raised a notch or two by seeing your resume on-line. If your resume does not look right, go back and revise it and keep revising until all the problems are eliminated. Doing this, you win twice: You achieve both improved computer proficiency and a perfect product.

Should you want to take your resume one step further technologically, and if you have the software to do so, save your resume in HTML format (Hyper Text Markup Language) so the employer or recruiter will be able to see it as a Web page! At Resumix (www.resumix.com), an Applicant Tracking System provider (ATS) will code your resume in HTML for free. Again, you will win because Resumix is the major provider of resume scanning software packages to the largest organizations in the United States and should expertly remove any and all bugs in your format.

If you do post your resume on-line, keep track of the site(s) you utilize. Some sites will keep your resume up forever, others only a prescribed number of days. You also want to be able to modify or update your resume as needed. Use the On-line Resume Log (Exhibit 1-21) to keep track of your posted resumes. Additionally, you may need passwords to access your resume to make changes; it is important to keep track of these. Finally, if you are targeting more than one job, keeping track of which resume is posted where by key words used can be helpful. (When you finally start your new job, you also want to erase all these cyber-footprints and delete your resumes from the databases.)

Exhibit 1-20

RESUME #2 (Text format)

Pat Jones
 77 Boxer Street
 New York, New York 10023
 212-123-4567 Fax 212-345-6789
 Email jones@artwork.com

Keywords:

Art Department Director 3 years' experience, video games, animated films, computer science, computer graphics, animation, BS, Deluxe Animator, Autodesk Animator Pro, Deluxe Paint, Adobe Photoshop

Job Objective: Art Department Director; video games and animated film department.

Qualifications:

Proven effective Art Department leader; 3 years' experience: video games, animated films, computer graphics.
 Trained staff of 6 artists on LucasArts film.
 Art Coordinator on 3 major animated films.

Professional Experience:

Strategic Inc.	Brooklyn, NY	1994-present
Art Department Director '97-'98		
Created new position to enable artists and programmers to eliminate time spent in preparation and setup for graphic integration.		

Major Objectives: quality work; at, or under, budget and timely completion.

Accomplishments:

Cut overtime 13%; realized cost savings of 18%.
 Trained staff of 6 for LucasArts film "Digbert Digs Out," 1998
 Assistant Art Director '94-'97 Credits include: "Wrath Fighters," 1997; "Double Trouble," 1996; "Pretty Kitty," 1995.

Education:

Cleveland State University	Cleveland	BS 1994
Computer science major; graphic art minor		

Computer Skills:

Deluxe Animator	Autodesk Animator Pro	Deluxe Paint
Adobe Photoshop		
Videotape portfolio available on request		

Exhibit 1-21

ON-LINE RESUME LOG

Web Site:	URL:	Date posted	Password	Last updated:	How long held on database	Key words used:
-----------	------	-------------	----------	---------------	---------------------------	-----------------

Scanned Resumes

Employers who may or may not have a Web site to solicit resumes may utilize an Applicant Tracking System (ATS) whereby all resumes submitted are entered into a database. Either an employers' data clerk will read each resume and enter in key information (as they determine it), or the resume itself is scanned by Optical Character Recognition (OCR) software directly into the database. Sometimes your cover letter is stored in the database along with your resume. In the first alternative, your resume is subjected to deciphering by a clerk who may or may not understand any of the terms in your resume. The second alternative is dependent upon the clarity of your resume (visually). Both will be dependent upon the inclusion of key words. Two of the major providers of ATS programs are Resumix (www.resumix.com) and Restracc (www.restracc.com). Resumix offers the ability for job seekers to format and submit their resume on their site.

Both major and mid-size organizations utilize ATS programs to keep track of the number of resumes they receive on a regular basis. For a large company, it is one way to keep track of the sheer volume of solicited and unsolicited resumes received on a daily basis. For a mid-size company, it results in cost savings and keeps the Human Resources department on the cutting edge.

ELECTRONIC RESUME CHECKLIST

ASCII (DOS) text for on-line resumes.

No ampersands (&) or ellipses (. . .)

Only "+" or "0" to set off sections.

Flush left format.

No columns.

No bold, underlining, italics

Use nouns, not verbs.

Use key words (buzzwords, descriptors).

Use common language; no need to wear out the thesaurus.

Use white space to separate topics.

Name on first line; address, telephone numbers on separate lines.

Minimize use of abbreviations except the most common (BA for Bachelor of Arts) and industry jargon (HTML JAVA).

10 pt or 12 pt font.

White, unfolded, sturdy paper stock for mailed-in scannable resumes.

How do you know if an employer scans resumes? Unless the company states specific resume submission requirements on its Web site or in a classified ad, one simple alternative is to contact the Human Resources department and ask. If they answer in the affirmative, you may then inquire whether they prefer any particular format or method of submission. Armed with this information, you will be miles ahead of the job seekers who submit their resumes in a format that cannot be processed. Pat Jones' resume has been redone for submission to an employer using an ATS (Exhibit 1-22).

Observe the following guidelines for scanned resumes:

- | | |
|---|---|
| Do use white paper. | Don't use colored or dark paper. |
| Do use laser-quality printing. | Don't send photocopies. |
| Do use fonts 12 to 14 pts in size. | Don't fold or staple materials. |
| Do use standard fonts. | Don't use italics, underlining, or bolding. |
| Do use structured format. | Don't use bullets, lines, or graphics. |
| Do spell out acronyms. | Don't use vague or excessive terms. |
| Do use more than one page if needed. | |
| Do list specific skills and experiences in a concise and accurate way. | |
| Do use terms and jargon specific to the industry. | |
| Do be generous in using key words; more are better than less. Be certain that you include any key words from advertised job openings. | |

Faxed Resumes

Whether or not you have any doubt about the legibility of your faxed resume, send one to yourself or a friend as a test run. Do not forget, a lot depends on the quality of the receiving fax machine. Keep it as simple as possible.

Once again, Pat Jones' resume is redone for fax submission in Exhibit 1-23.

Exhibit 1-22

RESUME #3 (Scannable)

Pat Jones
 77 Boxer Street
 New York, New York 10023
 212-123-4567 Fax 212-345-6789
 Email jones@artwork.com

Keywords:

Art Department Director 3 years' experience, video games, animated films, computer science, computer graphics, animation, BS, Deluxe Animator, Autodesk Animator Pro, Deluxe Paint, Adobe Photoshop

Job Objective: Art Department Director; video games and animated film department.

Qualifications:

Proven effective Art Department leader; 3 years' experience: video games, animated films, computer graphics. Trained staff of 6 artists on LucasArts film. Art Coordinator on 3 major animated films.

Professional Experience:

Strategic Inc. Brooklyn, NY 1994-present
 Art Department Director '97-'98
 Created new position to enable artists and programmers to eliminate time spent in preparation and setup for graphic integration. Major Objectives: quality work; at, or under, budget and timely completion.
 Accomplishments: Cut overtime 13%; realized cost savings of 18%.
 Trained staff of 6 for LucasArts film "Digbert Digs Out," 1998
 Assistant Art Director '94-'97
 Credits include: "Wrath Fighters," 1997; "Double Trouble," 1996; "Pretty Kitty," 1995.

Education:

Cleveland State University Cleveland BS 1994
 Computer science major; graphic art minor

Computer Skills:

Deluxe Animator Autodesk Animator Pro
 Deluxe Paint Adobe Photoshop
 Videotape portfolio available on request

Exhibit 1-23

RESUME #4 (Faxed)

Pat Jones
 77 Boxer Street
 New York, New York 10023
 212-123-4567 Fax 212-345-6789
 Email jones@artwork.com

Job Objective

Art Department Director; video games and animated film department.

Qualifications:

Proven effective Art Department leader; 3 years' experience: video games, animated films, computer graphics.
 Trained staff of 6 artists on LucasArts film.
 Art Coordinator on 3 major animated films.

Professional Experience:

Strategic Inc. Brooklyn, NY 1994-present
 Art Department Director '97-'98
 Created new position to enable artists and programmers to eliminate time spent in preparation and setup for graphic integration. Major Objectives: quality work; at, or under, budget and timely completion.

Accomplishments:

Cut overtime 13%; realized cost savings of 18%.
 Trained staff of 6 for LucasArts film *"Digbert Digs Out,"* 1998
 Assistant Art Director '94-'97
 Credits include: *"Wrath Fighters"* 1997
"Double Trouble" 1996
"Pretty Kitty" 1995

Education:

Cleveland State University Cleveland BS 1994
 Computer science major; graphic art minor

Computer Skills:

Deluxe Animator Autodesk Animator Pro Deluxe Paint
 Adobe Photoshop
 Videotape portfolio available on request

Electronic Marketing Letters

The same rules regarding content for traditionally mailed marketing letters and format for electronically submitted resumes must be adhered to when you send your cover letter with your resume via fax and E-mail. In most cases your marketing letter will not be scanned, so you can prepare it as usual when mailing a resume to an employer using an ATS. Employers may scan your letter "as is" to be pulled up in their files for review.

Samples of a faxed and an E-mailed cover letter are shown in Exhibits 1-24 and 1-25, respectively.

Exhibit 1-24

MARKETING LETTER (Faxed)

TO: Joseph Soros, AVP	Unisystems Inc.
FAX: 1-216-456-1234	PAGES: 4, including cover page
FROM: Sara Evans	DATE: 6/23/99
FAX: 1-203-123-4567	TELEPHONE: 1-203-123-4568

For the past 5 years I have been creating advertising copy for many of the most prestigious names in the restaurant field located in New Jersey, including *Seasons Eating's*, *Cara Pasta*, and *Au Vielle Cachon*. In September 1999 I will be relocating to Cleveland (to accompany my spouse who has accepted a position with a local bank) and my research has led me to believe that you are the premier advertising house in the area.

My experience has included:

- writing television and radio copy
- designing copy for Web sites
- supervising 5 junior copy editors

One of my satisfied clients recently stated, "*We have never looked so good in print!*" while another gushed, "*Our business is doing better than ever up 15% since you got the word out.*" These are not atypical reactions to my work.

Over the summer I will be making several trips to Cleveland to secure living accommodations and to investigate employment opportunities. I would very much like to meet with you and your advertising team. On Wednesday, after you have had an opportunity to review my attached resume and samples of my copy, I will telephone you to set a mutually convenient time to meet.

Regards,

Sara Evans

If you do not receive all the pages, please contact me at the telephone number above.

Exhibit 1-25

MARKETING LETTER (E-Mail)

To: aloward@trux.com August 5, 1999
From: brill@yahoo.com
Subject: Transportation manager, Denver office

Dear Mr. Ward,

Today I visited the Trux Inc. Web site and was so impressed with the layout and information provided, I just had to see if there were any openings. It was most auspicious that I did for there was a recent posting of a job opening for a transportation manager. Trux, with its recent addition of a computerized delivery tracking system, is on the cutting edge of the transportation industry. I want to be part of the Trux team, working to move into the future.

If you are looking for a manager
skilled in troubleshooting operations and problem-solving,
experienced in turning around difficult situations,
dedicated to the bottom line,
proficient in involving employees in problem solving, and
with 15 years' experience in transportation, warehousing, sales and marketing.

then my resume (attached file) should be the answer to your customer service, profitability and budgeting problems. My experience also includes forecasting sales and budgeting expenses in a JIT production environment, including automotive/heavy truck supply chain.

Currently I am employed by a St. Louis chemical trucking organization but I am seeking a change. I want to be part of a team that is moving forward, growing with technology and can take advantage of all my skills. I am willing, enthusiastically, to relocate and very interested in speaking with you directly.

I will telephone you on Thursday, August 10th, to discuss our mutual opportunities. Should you wish to contact me before that, you can reach me by telephone or E-mail.

Thanks for the great Web site!

Sandra Brill
(Attached file)

Use Today's Skills to Get Today's Jobs

No matter how it is packaged or delivered, on 20-pound bond paper or in bytes through cyberspace, a resume is only good if it is read. To be read, it must first catch the attention of the reader be it a computer or a human gatekeeper. Following certain rules of format can increase your chances of having your resume read. Having your resume accompanied by a well-written, targeted cover letter will also improve your resumes-read rate.

But despite all the trappings that the entire employment community has evolved around resumes, it is the content that will get you the interview. Targeting the employers and matching your skills to their needs providing solutions will get you the interview. There is much left to the fates in submitting your resume. You cannot control the circumstances in which your resume is received:

The reader may be having a terrible day, so no one looks good.

The ability of the reader to judge a good candidate may be limited ("Hey, I just got this job myself, so how am I to know what to look for?").

The employer may have a hidden agenda ("I really want someone who is just like Bob Jones").

The only thing that you can control in the job search process is your input. Your resume and your marketing letter, in advance of an interview, are still the best ways to make an impression on a prospective employer.

Job Stories

Even though a recent story in *The Wall Street Journal* profiled a woman who found a new job in 24 hours on-line, that is not a typical story. Using the Internet for job searching is just adding another tool to your arsenal; networking on-line is another way to look for leads and job openings. It does not matter what tools you use; it is the results that count. Being active, being open to possibilities, and constantly looking for opportunities to find leads and job openings are the real tools. Here are a few success stories from job seekers that we collected from our Web site.

Gerald: Some years ago I used to investigate insurance claims. A coworker interviewed at a landscape company and they indicated that they needed a horticulturist. He shared this information with me; I applied and got the job.

Michelle: I got laid off by C_____ early this year. I sent messages to local and national lesbian and gay mailing lists and newsgroups about the layoff and said I was looking for employment. I got my new job from one of those postings. Someone I used to work with read one of my postings and asked for my resume; I started my new job four weeks after my layoff. (I would have started sooner but I took a week's vacation!)

Liz: I was seated next to someone at a dinner (big, political fundraiser) and I was complaining about teaching. My neighbor at dinner offered me a job! I did not even know who he was! It turned out he was a college president. I took the position as an assistant and went back to school, getting my Ph.D. so I could be eligible for decent promotions.

Carlos: I thought business was really slowing down at my office. Several people had already quit and I was wondering how long this branch of P_____ was going to stay open. On my lunch hours I started to "surf the Net," looking for classified ads in my area. On one of the search engines I used there was an ad for job openings at the search engines' offices near where I lived. I scanned through the openings and there was one that sounded interesting. I E-mailed them a copy of my resume. In two days I got a response and an invitation to an interview. Although I did not get the job I applied for (not enough experience), they did hire me for another position that they did not even have a chance to post.

Betty: I saw an ad in the paper for an advertising sales associate at a local radio station. I submitted my resume and as I anxiously awaited a response, I heard on the radio station that they were going to do a live remote at a local car dealership. The idea hit me: I'll go down to the remote, get on the air, and ask for the job! I did just that and the owner of the station heard me. He came down to the dealership and hired me on the spot, saying anyone with that much gumption and creativity would do well for his station.


Cam: I took a class in HTML and the last lesson was to make a page on the Internet. I thought for a moment and added my resume into MSWord and output it as HTML for the fourth page in my site. Months later I was talking to a friend and said I was unhappy with my current job. He asked if I had a resume to give him and I said, even better, go to my Web site. An hour later a company called me and wanted to interview me for a job (courtesy of my friend.) I went to the interview and they had printed copies of my resume from my Web page. I got the job.

Gary: I had been downsized from my job as a national promotion manager and was happy to have found another position, sweeping floors, just to keep my family afloat (I was over 50 with four kids and a mortgage). One day, eating a hamburger at Wendy's while at lunch from my job at D_____, I saw an ad in a free newspaper (where you never see ads) for a promotional writer for a business-to-business publication. I was invited for an interview. Two weeks later I was hired.

What will be your success story?

Week 1Day 3

Day 3



- ✓ Go over today's schedule
- ✓ Get dressed—get out
- ✓ Research
 - current events
 - classified ads
 - professional associations
 - job/career fairs
- ✓ Telephone contacts:
 - suspects/prospects/leads
 - cold calls

- ✓ Set up appointments
- ✓ Follow-up
 - letters
 - telephone calls
 - research
- ✓ Work on top 10 target list
- ✓ Write targeted cover letters
- ✓ Send out resumes
- ✓ Go on-line
- ✓ Update logs
- ✓ Plan for tomorrow

Focus, focus, focus.

Plato: "The life that is unexamined is not worth living."

DeLuca: "The job search that is unfocused is not worth conducting."

There are two challenges in a focused job search:

1. Choosing the right targets, and
2. Maintaining sight of the job objective(s).

Find More Job Openings and Organizations to Target

The best metaphor for any job search is the planting of seeds. You always plant seeds with the assumption that some seeds will be blown away by the wind, birds may take others, a third group of planted seeds will not take root for some other reason (rocks, for instance), and the last group is the bunch that will ultimately bear fruit. A job search process is much the same, and nowhere is that more evident than when one tries to consider the organizations to target.

The frustration that comes with any job search stems in large part from the realization that for every organization you do target, there are many others that you haven't. Rather than let that comment discourage you to the extent that you give up, take it instead as a call to arms and resolve to be ever vigilant for opportunities to target your job search efforts.

Consider the following example:

You promised your daughter you would take her to the local franchise of the most popular fast-food emporium. Now you are enmeshed in your 30-day job search effort. You are embroiled in a dilemma: Do you take her and walk away from your never-ending search or do you cave in to your commitment and break your promise? Solution: do both. See this as an opportunity to consider the restaurant you are frequenting as a possible new job lead for the following reasons:

Do you like the organization running the restaurant?

Is it a franchise? Rather than a small store, it could be part of a multimillion-dollar national chain.

Are there any job services you could provide for the organization: sales, marketing, graphic arts?

Do you know the owners? Can they be approached for possible leads?

There is one more aspect to consider: Getting out is an opportunity for visibility and exposure. You need to get out and mingle because job hunting is such a singular function. It helps to get out and be in contact with the world. Feel confident. Look like a million bucks. Appropriate clothes and a clean, well-coifed appearance will make you always primed to "interview" whenever an opportunity presents itself. The fresh air, human contact, and a contented (and well-fed) family member will also add to your mental well-being.

If you need an excuse to go out (remember, we are very much in favor of the job seeker getting out and about regularly), consider these ideas to get some exercise and fresh air, and a short excursion to do some creative

brainstorming. Try food shopping. Take an interest in food or beverages, distributors, or other merchandise itemsany local office distribution centers or headquartersfor the store itself or any of its products. While you are waiting in line, peruse the backs of periodicals and magazines for news about businesses, local residents getting promoted, and want ads. You may also run into potential leads from other shoppers.

Look around on your way back home. New stores opening? Ads on sides of buses? In the car, play the local radio station. Increasingly, employers advertise their job openings during morning and evening drive times. Business news will also allow you to count this time for job research, as well as provide possible leads! This approach should work for any organization that you need to be in touch with. The process should be an enjoyable and challenging one, but also useful because you never know what you will discover.

Refer back to your "Have you considered . . ." prospect list (Exhibit 1-13, page 98) for more ideas about whom you can contact. Have you gone to the library or on-line to learn more about professional organizations that can be sources of information or leads? If not, plan on doing so.

What about Classified Ads?

Classified ads provide another opportunity to perform a variety of activities and some creative brainstorming. First, when perusing the ads, start by performing a survey. This is at most a two-minute exercise that should get your creative and analytical juices going. Determine, for instance, what the volume of the ads is versus the volume last week. (This is an instant exercise. Just look at the total of ads by pages and compare it to the same for last Sunday. It is a broad indicator of whether the market is better or worse). If there is a significant difference, say 10% or more increase or decrease, then determine what was (were) the causes. Holidays are a frequent culprit for reduced ad pages; the conventional thinking is that people are not interested in looking for jobs around major holidays. Some HR professionals like to consider countercyclical thinking as effective and use the opportunity to run ads when there is less competition. Also, there are organizations that need to run the ads because they have to fill the position regardless of the holiday if they do not wish to lose a week by not using the newspaper to fill the position. From a job seeker's perspective, there is an advantage to searching the want ads during holidays because there are fewer readers, so your chances improve significantly.

Second, identify those job categories that are of interest to you. What is the demand for your target position? Mentally keep track of the volume of ads in your category to gauge demand.

Third, peruse the rest of the ads to see if there is something that you should consider.

Fourth, look at who posted the ad. Was it an employment agency, an executive recruiter, or the employer itself? Look for clues to indicate the name of the employer when one isn't listed. Consider any salaries listed to see if they agree with your assessment of what salary ranges are now and how the position is described. Do you have the skills needed?

Don't forget display ads. Those are the ones that usually appear in the business sections of newspapers and are called *display* because traditionally they were laid out by a printer and displayed creative techniques (e.g., corporate logos and other forms and figures that weren't part of other classified ads.)

With changes in technology, the line between display and classified ads is increasingly blurred. Just remember to look for job openings in other parts of newspapers and periodicals, not just in the classified section. For example, *The New York Times* on Sundays has three areas that carry job openings. First there is the classified section. Second there is the Money & Business section that carries display ads primarily for commercial institutions. Third is the News of the Week in Review section that posts openings in the health, nonprofit, educational, and public sectors. The national edition doesn't carry classified ads, but you can gain access through the Internet (www.nytimes.com).

How to read an ad. Cynics attack the verbiage of classified ads as positive hints for negative undercurrents. (For example, the phrase *great benefits* indicates the salary is low; *want people who can think for themselves* means there is an absence of management.) Do not look too deeply into an ad.

GUIDE TO READING CLASSIFIED ADS

1. What does the volume of ads tell me about the market?
More or fewer ads than last week? If significant change, what are possible reasons?
2. Look up my job category/categories. How many ads listed?
Salary and experience requirements? Am I still competitive?
3. Any ads worthy of following up? Meet my basic job requirements and I meet the posted criteria.
4. Who posted the ad: recruiter, agency, or employer itself?

Because most newspapers group ads by job function, the first place to look is under the particular banner or title of the position you are interested in. (See Exhibit 1-26) for sample ads taken from *The New York Times*, 12/30/98.) Personnel and Human Resources jobs could be under either category so check both. The same is true for Accounting and Finance or Graphic/Arts and Creative, for example.

Turn next to the copy itself:

Job title: What title is being used? To what extent are you able to perform the job with that given title? Does the ad mention whether it is a new position or filling a vacancy?

Exhibit 1-26

<p>ARCHITECT</p> <p>DRAFTSPERSON</p> <p>For Michael First Associates, Architects, Fairfield, CT office. Min 2 years drafting exp; profsnl attitude, team-oriented w/good organizational skills. Call xxx-xxx-xxxx or FAX resume to xxx-xxx-xxxx</p>
<p>Audio/Video</p> <p>MULTIMEDIA PRODUCER</p> <p>Princeton based communications agcy seeks multimedia producer. Pos reqs knldge multimedia tech. Team management and time and budget mngt mandatory. Reqs travel. Fax resume to Ms. _____ xxx-xxx-xxxx</p>
<p>PAYROLL</p> <p>Construction firm seeks computer capable payroll person to perform payroll services incld'g wkly payroll, taxes, certified payroll reports, union reporting & benefit analysis for Bklyn-based firm. Construction exp pref'd but not mandatory. Benefits and salary commensurate with experience. Fax resumes to Xxx-xxx-xxxx, attn Cathy</p>

Job description and activities: How much detail is provided? Can you meet the requirements?

Location: Where is the organization located? If a telephone number is given, what is the area code? (Note: If you have access to a reverse directory, you can look up the address from the telephone number.)

Compensation: What is offered? Are benefits mentioned? Perks?

Experience requirements: Do you meet the stated experience, both in years and type of experience? Are professional skills mentioned, such as college degrees or computer programs?

Personal requirements: Does the ad mention other requirements such as travel, working weekends, or flexible working schedule?

Other: Are unknown abbreviations used in the ad? One entry-level position was listed as "PA"; unless you knew that it meant Production Assistant, you would probably not qualify for the position.

How to answer an ad. The first rule is to *answer all ads promptly*. Do not put them aside until the weekend or until you are less busy. Like rolls from the bakery, they are best when fresh. The second rule is to keep copies of all the ads you respond to with a copy of your marketing letter and resume. Ads sometimes run again and, with all your telephoning and writing, it is easy to forget which ads you have already answered.

Based on the information provided in the ad, albeit sketchy, if you feel that you meet the requirements-and the job meets your objectiveshow should you respond? If the ad mentions fax or mail resumes, choose the fax for faster input. (Aren't you glad you have alternative resumes stored on disks?) If the ad purports to be from a high-tech company but only provides a post office box for responses, what does this dissonance suggest? If an E-mail address is given, treat your submission as seriously as you would a package you would put into the corner mailbox. (Go on-line and visit the company's Web site, if they have one.)

Is the ad wordy? Take advantage and volley back the company's own terminology. You would be surprised how many resumes are submitted with a terse "Saw your ad, here is my resume" cover letter. Just because you are answering an ad that is no reason to not sell yourself to the maximum.

What is the style of the ad? If it is formal, chances are the writer or organization is also, so reply in kind. A jaunty, fun ad can generate a more informal approach; can your temperament accommodate a nontraditional, "fun" work environment?

The ad asks for salary requirements; should you respond? Our first recommendation is never to provide salary history in responding to an ad. (In fact, we hope to forestall that issue even in an interview until there is a real indication of interest from both parties). However, you may choose to indicate a range of salary, exclusive of benefits and other considerations. *"Without knowing the benefit package and other compensation elements, I would be looking for a salary range of \$80,000 to \$90,000."* Using this language, you have not tied yourself down to a particular number but will get a response if you are in the ballpark.

Confidentiality issues. If you are currently employed, how do you avoid answering a blind ad (no name of employer given) placed by your own organization? If you know what employment agencies or recruiters your company uses, that may be of some assistance in avoiding those ads. If you are truly concerned that your job search will be discovered before you find a new position, consider masking details on your resume, similarly to the resumes posted on-line. Instead of "ABC Television" as your current employer, substitute "Major television network"; your starting date can be just "1995," not "June, 1995." Do not give a specific job title if yours is unique to your employer: Use "Manager for Domestic Sales" instead of "Sales Manager for Northern United States," if that would point a finger directly at you.

These hints are particularly applicable if you work in a small world and it would not take a great deal of detection to know who is submitting resumes. (Of course, if you are contacted and you learn who the potential employer is, then you can submit a completely detailed resume if you wish.)

Do all your due diligence in a cover letter. Research the employer if it is known. If it is an agency or recruiter, look into their credentials. Do they predominantly represent financial institutions, for example? Allow *no errors* in your cover letter. There is a real tendency to get sloppy when you are "just answering an ad." Because you do not know who will read your letter, be professional. Promise to follow up if a telephone number is provided. See the sample marketing letter in Exhibit 1-27.

How much time should you spend on ads. That depends entirely on you. If you are very focused and narrow about the range of your job search, then work the ads regularly. If you are curious about what jobs are out there (you are reentering the job market, for example), skim the classifieds to see what ads are listed and which are appealing to you.

Consider the classified ads another tool to use in combination with all your other tools: telephone contacts, face-to-face meetings, professional

organizations, networking, and the Internet. Under no circumstances should any one of these tools be relied on solely, particularly classified ads. It is so tempting to not make telephone calls looking for leads, and just pop resumes into the mail each day. But research studies have repeatedly shown that only approximately 15% of job openings are posted in ads.

Why do employers run ads?

The easiest answer is because someone always answers them. It can be more complicated than that, particularly if there are time and budget constraints for the hiring manager to consider.

Exhibit 1-27

MARKETING LETTER (FAX)

(responding to classified ad)

TO: Michael First Associates, Architects, Fairfield, CT

FAX: xxx-xxx-xxxx DATE: June 5, 1999

FROM: A.J. Hinton PHONE: xxx-xxx-xxxx FAX: xxx-xxx-xxxx

RE: Advertisement in NYTimes, June 5, 1999; DRAFTSPERSON

Although we have never met, your firm is very familiar to me by virtue of its work. I have frequently been in the Brownings Building in New Haven as well as the New Era Headquarters in Stamford. The clean lines and the innovative use of textures in the interiors give each of your designs a unique touch.

I would very much like to be a part of creating that unique touch in the position of draftsperson with your firm. I have been employed as a draftsperson for the past 3 years at B.D. & O Architects in New York City, ever since I graduated from New York University. My major accomplishments include:

- Supervising a team of draftspersons to complete the Whitebridge Project.
- Completing all the blueprints for the Battery Park Expansion.
- Providing technical support at client meetings.
- Working with senior architects on several major projects totaling \$450,000,000.

In addition to my current duties, I am attending evening classes in CAD and sculpture at the New School to broaden my professional skills. My references will all reflect my hardworking and professional attitude.

Attached is my resume. I will telephone you tomorrow to confirm receipt of my resume and to discuss my candidacy further.

Sincerely,

Signature

WHY EMPLOYERS USE CLASSIFIED ADS

1. They have always done so.
2. Ads are perceived to be cost-effective.
3. Everyone is an expert when writing ads.
4. HR departments are expected to run ads.
5. It is simple to write ads.
6. Ads generate internal activity.
7. Opportunity to confuse ads with a popularity poll.

1. Employers have always used ads, so they will continue to (it is one of those things you do because you always did it like the fact that new employees usually start work on Mondays because they always have).

2. Ads are perceived to be cost-effective. It could cost as little as \$650 or less to run an ad and \$5,000 (or more) to pay an employment agency fee, so it's cheaper (on the face of it) to run an ad. The problem is that the direct costs of the ad are the only ones considered. If you look at the indirect costs, the expenses to the organization for each day the position is open because it takes so long to meet the candidates who responded or because if there is no or a weak response, the additional time and expense to wait for the responses to come the second time the ad is run would substantially increase the "costs" of ads.

3. Everyone is an expert. No recognition is given to measuring the effectiveness (or ineffectiveness) of the ads that have been run. It is taken for granted that if you run an ad, applicants will come. This analogy seems no more true for sports stadiums than for ads. An ad is a marketing tool, its effectiveness should be considered not from the responses obtained, but from the result of ultimately filling the position the ad was placed to fill.

4. HR sees running ads as something that should be done because it is something that is expected of them. Woe to the HR department that never runs an ad. The department and the employees in it will more likely than not be considered costly and ineffective, regardless of their successful recruiting practices elsewhere.

5. Writing ads requires little training. It is so simple to run an ad. Actually, as we have already stated, there should be opportunities to evaluate

the effectiveness of the ads run, to determine whether they are successful recruiting tools.

6. Ads provide a reason for existence. Running ads is a demonstration that HR is accomplishing something. Executives and managers will be able to boast that an ad is going to be placed, then that it was placed, and finally that it ran on Sunday. Then they can say the ad ran yesterday and we are now waiting for responses, then either they got so many responses they are screening them or they got such a poor response that they need to run the ad again, and the cycle starts again. The point is that the ad exercise creates a whole cycle that gives meaning to the HR function.

7. Executive management uses ads as an opportunity to boast "Why we ran an ad for _____ position and got 300 resumes!" or an opportunity to take a swipe at HR, as in "I was just down at the _____ and I ran into the CEO of BCD Corp. They were boasting that they ran an ad for a _____ and they got 500 resumes."

Problems with Ads

Just because ads appear easy to write and place does not mean that they are done well. More often than not they continue to be more writer-oriented than reader-driven; they are not intended to sell the position. Some ads are more attractive than others, using logos or bold typefaces to get your attention. Ads that state "no experience necessary" may signal low-paying or commission work or poor working conditions. Other ads are written so vaguely that half the populace might respond and it probably does.

You may assume that there is a real job opening for the ad placed, but the job may already have been filled by the time you see it, or the position was filled internally but the ad was placed for EEOC (Equal Employment Opportunity Commission) purposes. Contrary to some beliefs, recruiters and agencies usually do not place ads for nonexistent jobs but, due to the lag effect between their receiving the job order and the placement (and your reading) of the ad, the job may no longer exist when you have the ad in hand. Some agencies may inflate their job descriptions: "*Secretaries! Earn up to \$75,000 per year, plus benefits!*" When you show up for one of the \$75,000 jobs, they are all gone but there are some lovely \$40,000 jobs to show you. Overall, the biggest problem with classified print ads is that they are frequently out of date by the time you read them.

This same situation applies to the Internet in large measure due to the fact that newspapers frequently post ads on their Internet Websites and that becomes an opportunity to sell more advertising. It also creates more

junk mail and garbage because employers frequently then have people from all over applying for positions that were intended to be strictly local in the first place. (On-line ads can be dated too; always check to see when the Web site was last updated.)

Who, What, When, Where, and Why of Networking

What is networking, anyway? Networking at its simplest is just talking to people. For a job search, it means recognizing relationships among people who may have leads or job openings, and exploring the possibilities. It involves the ability to communicate. This is a skill you really need to have. In a recent survey of 480 companies and public agencies, the ability to communicate was ranked first among personal qualities of college graduates sought by employers. (Work experience was second and motivation, third; academic credentials ranked sixth.)

Make it easy for people to help you by having a target statement ready. Know what you are hoping this person will do for you. Ask for names of companies that might employ someone with your background or for names of other people who might be able to help you.

I am looking for a position as a legal secretary. Do you know any law firms that I could approach for open positions? Have you any legal contacts that you can share with me?

Given the current merger situation, I am concerned that my current employer will begin laying off personnel after this financial quarter. I am trying to find a new position in another bank as a branch manager. I am open to any locations within the tri-state area. Do you know of any openings I might investigate? Do you have any banking relationships I could contact for further information?

I am trying to get another position in events management. Do you know anyone working in that field or working for _____? I really would like to get to interview with them. Do you know anyone I could approach for an introduction?

Who should be in your network? This is the toughest decision to make, and also the most creative. If your choices are effective it will be most rewarding, but it can also be very frustrating and disappointing.

The ball is in your court. Only you can decide whom you are to network with if you determine this is an approach you wish to pursue when looking for a job. There is the whole world population to choose from. You need to determine who to include and who to exclude, because time is a major limitation. It doesn't hurt to have a third group of maybes. Refer

back to the Lead Evaluator (Exhibit 1-11, page 95) and your Priority Suspect List (Exhibit 1-14, page 99).

Choosing whom to include and exclude as a suspect or lead is a dou-

WHERE TO FIND JOB OPENINGS

Parents, friends, acquaintances, neighbors

Classified ads

Local newspapers

Internet sources

Professional journals

Trade magazines

Internet sources

Employment agencies or recruiters

State employment service offices

School or college career development offices

Labor unions

Professional associations

Alumni groups

Libraries and community centers

Youth, women's employment programs

Minority employment programs

Employers

ble-edged sword. If you include too many names, it is almost an insurmountable chore to contact everyone. On the other hand, if you are too restrictive, you may put aside names that would have been helpful; because you put them aside, they may be forgotten. Go back and reevaluate the names you have not yet contacted in light of the information you have gathered these past three days.

What should you talk to network contacts about? Are you conducting information interviews or fishing expeditions? Even though the network process may be considered quite spontaneous and extemporaneous as well, the more prepared and deliberate the job seeker the more effective the process will be; that is, the more likely it will be to lead to contacts, interviews, and finally job offers. The more prepared the job seeker, the more enjoyable and fulfilling any network contact will be, aside from its ultimate goal.

Here is an outline of the topical flow of a networking meeting (either in person or over the telephone):

Greeting.

Small talk; a moment of polite amenities; does the contact have time to talk to you?

State meeting purpose; why are you talking to this person?

Give a brief background of who you are (see one-minute infomercials in Day 4).

Then listen Wait for questions, if none were forthcoming before this. If nothing comes after a long pause and all else fails to elicit a response, then offer an open-ended question or statement that is almost guaranteed to elicit a response. Consider examples such as the following:

"I was hoping that you would tell me what alternatives I have if I want to pursue a job in the __ industry. Please tell me a few of them that come to mind."

"If you were in my shoes, what would you do next?"

"Please tell me who I might seek out at this point in an effort to continue my search. Can I mention your name?" (Do not ask, "Does anyone come to mind who may be appropriate for me to contact?" If the answer is no, then what do you say next?)

If you have any additional questions, now is the time to ask them.

Then state the next action steps. Be specific about taking the next step, making sure you have agreement.

I will call you on [date], as promised, to get those names and phone numbers from you.

This is a direct statement that shows you listened; you are reconfirming to show the other person you are quite serious and professional in your approach.

I will send you the article that I mentioned today.

Try to avoid these kinds of commitments because they are more work for you. Are you sending the article because you volunteered to or because the person on the other side of the desk really wanted to see it?

Last, the closing. Do not take this part of the meeting for granted. Be courteous.

I want to tell you how much I appreciate the time you have given me today. Thanks so much for all your assistance.

When is a good time to make telephone calls? This question needs to be individualized. The answer is a simple one: The only good time to make the call is when the party you are seeking is available to speak to you and has the time to listen. Telephoning is a key activity, and the telephone is an extremely effective tool in the network process. To use the tool effec-

tively, you need to make contact. Answering machines and voice mail are a huge help, but they only enhance the telephone as a tool. The fact is that all the messages for missed calls in the world do not substitute for making contact. Of course, if you must, leave a message for the person that you would like to meet to discuss job opportunities at XYZ Company. Usually you need to make contact and get closure. (*"Sure, I will be willing to meet with you, Ms. Job Candidate, on [date] to discuss employment opportunities at XYZ Corp."*)

To get the other person on the phone you need to consider the most logical time and place to start. If the person is a personal contact, call him or her at the same time when you have regularly been able to talk on the phone and ask when you both could meet. You may have both home and office numbers. Because you know the person well, you should be able to determine whether he or she will be willing to accept your calls at home.

You need to be more flexible when it comes to the contacts you do not know as well, if at all. Here it becomes a matter of trial and error.

Some people are "morning people." These are the ones who show up at work at the crack of dawn and hit the ground running. They are available to all callers and thrive on this approach. How do you find this out? Try to call at an early hour to see what the effectiveness of the early call will be.

Others are in the office early, but they use the time as quiet time and resent all intrusions. If you call thinking no one is there but you get a live voice, be prepared. (We have heard callers say, "Oh it is you, I thought I was getting your voice mail!") Some people may not take early morning calls, anyway.

Then there are those who are available during normal working hours. There are some who only take calls during certain hours of the day, then make return calls at other times.

Consider "lunch hour" people. There are some who are easy to get during lunchtime because they eat at their desks, and others you lose because they refuse or are not around to take lunchhour calls.

There are people you can only reach before noon, and those who are easier to contact after two (or three or four).

Last, there are evening people who are best reached after five, six, or seven o'clock because they prefer to work late.

The point is that you need to employ trial and error with each contact you try to make. Watch out for voice mail and answering machines. Do not assume the contact has been made without verbal confirmation. Leave nothing to chance and don't assume you have been snubbed because your call wasn't returned. The person may never have gotten the message. (The same is even more true of messages left with personal assistants, wives, husbands, significant others, sons and daughters, babysitters, and next-door neighbors who happened to answer the phone because they were house-sitting or waiting for a furniture delivery.)

For best results, practice a script before trying to wing it. This accomplishes two things:

1. You can concentrate on your tone (exude confidence) and listening skills (you won't have to worry about what your next question should be because you have already written them down).
2. By reviewing what you are prepared to say in advance, you will be sure that you include courtesies and remember to actually say what you planned to say.

If you have been avoiding making cold calls, or even been reluctant to call names that have been referred to you, write out a script right now that you can use for several of the names on your suspect list. (See Exhibit 1-28.)

Exhibit 1-28

OUTLINE OF NETWORKING TELEPHONE CALL

Who are you calling?

Name _____
 Organization _____
 Title _____
 Telephone # _____

Why are you calling this person?

Referred by _____
 Connected to _____
 Other _____

What do you wish this person to do for you?

Why do you think this person might help you?

Outcome of telephone call:

Follow-up: _____

Where to meet contacts? When considering where to meet, you need to ensure that the other party is no more inconvenienced by your meeting than is necessary. When at all possible, meet in person, either in the other party's office or in a neutral location. It is our strong suggestion that you avoid offering to buy the person a meal or drinks. It is not at all necessary and you probably can't afford the time or expense. (Don't forget, it is an imposition on the time of the other party as well.)

If the person suggests that you meet over a meal or drinks, make sure the setting is appropriate and effective for you. If in high-pressure situations you find it impossible to have a meal without a tableside accident, finesse your way out of it. If you feel uncomfortable at the suggestion and wonder if there is a flirtatious agenda, be tactful but once again make an alternative suggestion. If you feel so uncomfortable that you are no longer interested in pursuing this individual, then close the conversation by saying you just wanted to introduce yourself at this point and that you will call again as your search takes off.

Avoid telephone interviews, if you can. The most effective form of communication when trying to build a relationship is the face-to-face meeting. A face-to-face arrangement is preferable because it is the most complete presentation. Not only do you hear the person, but you get to see him or her as well. On the telephone you are not sure whether the other person is distracted, and it is too easy to end the conversation (*"Oops, there goes my other phone. . . ."*).

Meeting the person face to face accomplishes a lot more. You get to see each other. You are out making a call and have no distractions. Your visit demonstrates two things:

This meeting is so important that you will do whatever you need to in order to meet with the person you contacted.

You are demonstrating real respect for the other person by indicating through your actions that you are deferring to him or her and showing that you want to minimize the extent of the intrusion.

You get to meet the person on his or her "turf" an opportunity to gain insight into the person. Seeing someone's office is usually an opportunity to learn a lot about the person. A face-to-face visit, if effective, may actually give you more time than you would have gotten on the phone, especially if the two of you hit it off.

Why should the contact help you?

There are a variety of reasons people will be willing and interested in helping you, and more often than not they will prove to be disarmingly generous and altruistic. What causes people to behave this way? The more you try to determine their reason for agreeing to meet with you, the more able you will be to determine their ability and willingness to assist you.

There is a link between sowing and reaping. Since biblical times there has been a link between what you do for others and what others do toward you. Those with the ability to say no may be inclined to agree to a meeting anyway because they feel there is validity to the golden rule.

It is a small world after all. "What goes around, comes around" is another adage that might encourage the person to agree to meet with you. If the meeting was not agreed to, the person might think that when having to deal with similar circumstances, he or she might be similarly rejected.

People are always looking for other good people. There are people in this world who are of the opinion that an organization can never have too many good people, so they are always recruiting. When a request like yours is made, it is seen as one more opportunity to possibly find another great employee.

Curiosity: Why me? From this perspective, the person approached wants to discover who you are and what circumstances led you to him or her.

Respect for your referral. Some people carry so much weight that just the mention of a name, for whatever reason (but it is always good to find out the reason) will lead to agreement for a meeting or whatever else is requested that seems reasonable and do-able.

They really have a hard time filling their day. Believe it or not there are people who just don't have enough to do; they welcome a meeting like this because it gives them an activity to look forward to. The lack of a fully occupied calendar may be due to restructuring, or the person may be approaching early or regular retirement.

They can't say no. There are people who will agree to a meeting because they find it unpleasant, distasteful, or contrary to their character to say no.

They think they know you or you are someone they want to know. Not a bad reason to meet with them, but be ready to participate in the search for the answer they are looking for. Of course there will be more interest in you if a link can be made and confirmed. In any event, delay the search until the face-to-face meeting. It will be difficult to enhance enthusiasm if the answer is quickly determined and the excitement wears off.

In networking keep in mind that the meeting itself may be ultimately rewarding to both parties. There was a fellow working in New York City who had his own recruiting firm. He agreed to a courtesy interview with a woman who called him. She was obviously networking; when he asked how she had obtained his name, she provided a complicated series of

names that led to him. Obviously impressed by her diligence, he agreed to the meeting.

The outcome of that meeting was the start of a friendship. Even though it turned out that he was unable to find a position for her, she was so impressed with his hospitality and professional bearing that when she got a job in the New York area, she retained his firm for a variety of HR activities.

Review Suspect and Prospect Lists

This is a good time to take a snapshot of where you have been and determine where you are going. The key to success is focused persistence.

Who have you called? How many calls have you made? This is day three, so how many people have you tried to contact for leads, job openings, or information? Look at your Job Search Log (Exhibit 30, page 77) and count the number of calls you have made so far, including today.

How many calls have you completed? That is, in how many instances have you actually spoken to the person you were trying to reach? A reasonable number is an average of ten each day. If you are not connecting, reconsider the timing of your telephone calls. Are you leaving messages with someone or on an answering machine?

Of the contacts you were successful in reaching, how many were interested in meeting with you? Here you need to analyze each interaction and be bluntly honest about whether each contact displayed an interest in helping you. If they didn't, do not pursue them. You need to be careful in your review of each transaction. Sometimes we are too hard on ourselves and our inner voices surface with questions like, *"C'mon now, who would really be interested in meeting with you?"* Avoid these doubts at all costs. If anyone you know expresses this kind of opinion, avoid them as well. This is true of friends and family as well as more casual contacts. If the contacts you made displayed genuine interest and you have also qualified them as prospects, then go after them one by one to arrange a face-to-face meeting. If you have been averaging ten completed calls each day, you should have gotten at least three appointments with people you feel are interested in meeting with you.

Either in Exhibit 1-29 or in your daily planner, keep a running tally of how many telephone calls you are making and your rate of success. Do not be overly critical: Some days will be better than others, with a stronger response from those you call.

What responses have you gotten? Look at the list of people you have actually spoken to. Which calls were most successful? Were these cold calls or referrals? Have you been trying to reach people on your own level, or below or above your level?

Exhibit 1-29

NETWORKING TALLY SHEET

	# Telephone calls made	# Telephone calls completed	# Meetings scheduled	# Meetings attended
Day 1				
Day 2				
Day 3				
Day 4				
Day 5				
Day 6				
Day 7				
Total Week 1				
Total Week 2				
Total Week 3				
Total Week 4				

Call to mind some of the conversations with people who were not willing or able to be of assistance. Was there another approach you could have taken that would have been more successful? How did you feel about making these telephone calls?

If you were unduly nervous (a certain amount of nervousness is expected, and will probably give you a push of adrenaline to make the telephone call), try taking a slow, deep breath before even touching the telephone. Remind yourself:

"I am prepared. I have the skills. I can add value to an organization."

Another trick to making those difficult telephone calls is to stand up while talking! If you feel like pacing a bit, fine! Get that energy flowing. Just have paper, a pen, and your daily planner handy to book those meetings!

What are the next steps? Ride the winners. Eliminate the losers. Look for more winners.

Have any of your successful calls been referrals? Can you go back to the source for more names? Be certain that you have contacted the sources of your referrals, letting them know of your appreciation and your progress (and asking if they have more names, please?).

Has one source been totally unhelpful? Maybe the person is not as plugged-in as you thought, or just does not happen to know people who can help you. Again, be appreciative and let the person know that the contacts came up dry.

Do not bemoan all the unhelpful people you may have contacted. It is very easy to fall into a missionary posture, trying to convert all to being your supporters. This is time-consuming and emotionally draining. It takes a lot of effort to sell yourself. If the sale is not moving along, then you should cut your losses and move on. The reason you are not getting through may have nothing at all to do with you!

Look at your Priority Suspect List (Exhibit 1-14, page 99). Have you contacted all of those names yet? How many new names have you added? In order to keep yourself in play you must keep adding names to contact and organizations to target. How many names have you added each day so far?

Telephone Contacts

Telephone contacts can be effective if you take them seriously and use your time effectively. Errors here are costly both because of the time wasted in the phone discussion itself and because of the additional time taken to pursue unqualified prospects that might develop from them.

Telephone Techniques and Skills

Be direct but courteous. Practice from a script. Listen. State the reason for the call. *"I'd like to meet with you, at your convenience, to discuss the possibility of employment with XYZ Corporation."* Or, *"I'd like to meet with you, at a mutually convenient time, to obtain your advice on my pursuit of a career in [profession]."* Notice we did not suggest phrases such as ". . . If it is convenient" or "Could I suggest . . ." or "I'd like to network with you. . . ."

Cold-Call Strategies

Cold calling is a most difficult process. Let's begin by defining it so we can understand what makes cold calling such a difficult process. Do not be negative about this technique, because your attitude will show in the calls you make. A cold call is calling any contact who has no previous experience with you. It is a cold sell; that is, you need to warm-up the prospect before you make the sale. To make matters worse, you need to be sure that the prospect is in fact a real prospect; to ensure that, you need to qualify the prospect so you do not waste your time. To qualify prospects, you need to assess their knowledge base.

Do they have hiring power?

Do they know who has the power to hire?

Do they know where job openings are?

Do they know someone else who knows where there are job openings?

Market research folks say that we are bombarded with more than five thousand sales pitches each day, from the time we wake up to the time we return to bed. Everyone is selling something. Needless to say that with so many pitches, everyone tends to become defensive, and the best defense is to say no from the start. You need to develop a pitch that penetrates so that the person you are trying to sell to becomes a willing listener. Tough? Yes. Impossible? Far from it. The key is to develop an approach that is effective.

The other day the executive assistant to the Chief Financial Officer of a major sports entertainment company approached the HR Manager. She was getting increasingly frustrated in setting up a meeting for the CFO with another individual in a different company. She had felt that dropping the name of the CFO and the company she was with would be sufficient to get through, but it wasn't. Since the HR Manager had set up the initial introduction between the CFO and the other individual, he had thought that subsequent meetings would not be a problem.

When the HR Manager made the telephone calls himself, he left a message with the receptionist and was called back within a half-hour. Why did he merit such a quick response while the Executive Assistant did not? Was it luck? The same receptionist took the messages from both the HR Manager and the executive assistant. What made the difference? The receptionist had remembered the HR Manager's name from other telephone calls while the executive assistant's name and the CFO were new to her. So, the HR Manager's message was given priority.

What is the point? Making cold (or even lukewarm) calls requires persistence and creative skills as well as advanced listening skills. In the situation we described, the executive assistant's persistence was not sufficient to succeed; she needed to be creative as well in this instance that was the key. Another subtle skill set was also displayed. Instead of just getting increasingly frustrated, she went to the HR person in the hopes of getting a solution. Realize that you will be more effective if you concede that you cannot control everything. Recognize your dependence on others.

COLD-CALL TIPS

- Be polite to all you speak to.
- Make secretaries and administrative assistants your friends.
- Keep your calls brief.
- Look for some common ground.
- Sell. "Use a 1-minute/30-second infomercial."
- Ask open-ended questions.
- Do not ask "no" questions.
- Close with choices: "What would be better for you?"
- Be thankful, no matter the outcome of the call.
- If the contact was helpful, follow up with a thank-you note giving an update on your progress.

Leads are too hard to come by to waste an opportunity by not handling it correctly. Common courtesy can be a rare ingredient in the business world; employing courtesy can help you get employed! Because you may have to make several attempts to reach one of your suspects, be friendly with the secretary or whoever takes your message. Ask for the message-taker's name and use it when calling back. If you are calling repeatedly,

trying to reach someone, it may be smart to enlist the message-taker's help. *"I seem to keep picking the wrong time to call. Can you suggest a better time?" "I am trying to reach _____ to ask for some advice. What do you suggest would be a good approach?"*

Job Fairs, Career Fairs, and Professional Associations

Sometimes, a job fair is called a career fair (or visa versa), when the sponsoring organization feels that one word is more powerful or attractive than the other. Keep in mind, though, that a career fair will represent more organizations than a job fair.

Job Fairs

Job fairs are usually organizational gatherings that are run in an effort to hire a group of candidates. These functions usually have a sponsor, and it is usually the organization that is hoping to hire enough qualified people to achieve its marketing objectives. More often than not, these fairs occur on the premises of the organization that is doing the hiring.

ORGANIZATION INFORMATION USUALLY AVAILABLE AT JOB FAIRS

- Birthdate of the organization
- Other names the organization has used
- Significant events in its history
- Major products, services, and/or mission
- Locations: headquarters, branch locations, affiliates
- Nature of environment (e.g., union, nonunion, or both)
- Current structure
- Current leadership
- Recent trends and developments that currently have (or will have) an impact on the organization
- Job openings

Virtual Job Fairs

This is an expression for an organization that posts its jobs on the Internet, frequently on the organization's Web site. Various other professional or recruiting organizations also arrange these cyber-meetings. (You can

perform a search for "Your city" and "job fair" or "career fair" to find those relative to your job search.)

When it is hosted by the employer, this is an all-in-one approach to the organization. Not only will you see what positions they are interested in filling, but you will also be able to use this source to complete a virtual application instantaneously. The last thing you will probably be able to do at this Web site is obtain organizational information that you should have when considering any organization, so do your research in advance.

Career Fairs

Career fairs are different from job fairs because a career fair is usually an opportunity to meet with several employers at the same venue. Colleges and universities, as well as trade and technical schools host career fairs. They are also sometimes sponsored by a third party vendor that operates the career fair for a profit. In these instances, employers pay a fee usually above a thousand dollars and the vendor frequently offers a guarantee that they will refund the fee if at least a minimal amount of placements aren't made. As with virtual job fairs, there are also career fairs offered online.

Sometimes in this environment, a career fair may be called a job fair if the sponsor feels that the word "job" has more impact. In any event the discussion above relating to job fairs would hold true here as well. Keep in mind though the players responsible for the fair's execution will represent more organizations than the job fair group mentioned above.

You may go as a participant (don't forget alumni frequently attend as well) or you may go as a member of the sponsoring group. Keep this in mind. If you are looking for a job, there is one more opportunity to pursue career opportunities at these fairs even if you are representing your employer. Frequently organizations send alumni to university career fairs so consider banging your own drum if the opportunity presents itself.

What You Need for a Job or Career Fair

Mental readiness. You are on display and you will be in an area with lots of other candidates looking for jobs. You should be sharp at all times and treat every exchange with any other person as an opportunity to shine. There is the staff who are responsible for setting up the event. There are hiring managers, other employees of the organization, and other candidates. Be prepared and ready to show your best and sharpest level of alertness at all times from the time you arrive and need assistance in determining where to go, to the time you depart and want to convey your

appreciation to all who are part of the host organization, with a friendly smile and a sincere "Thank you."

TIPS ON ATTENDING CAREER FAIRS

Dress professionally, as if you were going to an interview.

Wear comfortable shoes you may be on your feet a long time.

Bring your sales kit.

Arrive early for check-in, when everyone is fresh and supplies plentiful!

Be friendly and assertive and show initiative. Introduce yourself to fellow fairgoers and recruiters. Be enthusiastic, glad to be there.

Network. Keep eyes and ears open for any ideas or leads.

Do not get discouraged or overwhelmed by the crowds. Keep your mind on the benefits of being there.

Explore all your options look at possibilities not solely within your job objectives.

Follow up. Either telephone or write a letter to anyone whom you spoke to that you wish to pursue further if only to remind them that you met them and that they have your resume. Add some specific comments about the event, your conversation, or the organization to demonstrate your interest.

Appearance. Be careful in your appearance. That includes your mode of transportation and any outer coverings you wear. Do not go in your neighbor's Porsche unless that is a deliberate look that you want to convey. Dress appropriately for the organization you are meeting with. If you plan to visit J. Crew's booth avoid wearing Ralph Lauren brand clothing. If there are refreshments do not devour them, like someone who has just spent three weeks in the desert. If you take food and drink, how will you handle what you have taken? We do not mean to convey the impression that you are in a line-up, but be careful in all of your activities. Be mindful that even if no one is watching as carefully as you are watching yourself, the more careful you are the more confident and pleased you will be with your behavior and the less likely you will have an accident that would shake your concentration and confidence.

Your sales kit. Anything you bring to the job fair should be part of your sales kit. This sales kit can also be brought to interviews. It should include:

Copies of resumes in sufficient quantities. Regardless of the duplication efforts of the organization that is hosting the job fair, bring sufficient copies of resumes so that you can control the quality of the look you are passing out. Don't bring more than you can handle comfortably. Remem-

ber that you need a free hand for a variety of purposes, including note-taking and shaking hands.

SALES KIT

In a neat binder or portfolio, with a tablet:

Copies of your resume

Business cards

Work portfolio (if appropriate)

List of references

Copies of your Employment and Education Histories

Pens (professional)

Prepared one-minute sales pitch. (*Who are you? What do you want? What can you do for me?*)

Job objectiveswhat you want to do, where you are willing to work geographically, what you are selling (skills, experience, potential)

ID (Social Security card, driver's license) for interviews.

Your portfolio, if appropriate. If you are engaged in a profession in which a portfolio is considered an essential part of your sales kit, then it is mandatory. This is certainly true for artists, designers, and public relations professionals. If, on the other hand, you have either samples of work, articles you have written, pamphlets that you produced, accolades and testimonials, or even references, consider putting them into a folder for display purposes.

Employment and Education Histories (Exhibits 4 and 5, pages 23 and 24). Should the opportunity be provided to complete an application, you should be ready with all the pertinent names, dates, and addresses.

A portfolio with a tablet enclosed. This is a must that serves a couple of purposes. First, it is a great tool for taking notes. When meeting with anyone who may make points or offer information that you are interested in remembering later, ask if you may take notes. Be brief and concise. Second, the portfolio is a neat, professional way to gather materials and hold yours as well.

Professional Associations

Why join or attend professional associations? There are at least seven reasons to consider when making a decision to join a professional organization.

WHY YOU SHOULD JOIN A PROFESSIONAL ORGANIZATION

1. Opportunity to stay current in your field.
2. Networking!!!
3. Political agendas.
4. Job banks.
5. Become actively involved in projects.
6. Opportunity to enhance your communication and speaking skills.
7. The organization is a possible employer.

Ongoing information from the organization itself should provide a major opportunity to stay current in the field. In addition to the journals and newsletters, there are conferences, seminars, and workshops for your consideration.

Professional organizations are hotbeds for networking opportunities. They always present opportunities for professionals to gather together in a variety of settings. Each of these is an opportunity to build relationships and resources. Do not join just any organization that is related professionally to what you do. Each profession usually has more than one association, and you need to determine which best meets your needs. Some professional organizations become overrun with vendors or out-of-work professionals or career changers or entry-level people. Evaluate carefully and beware of any commitments and involvement. It could easily become an unpaid full-time job in and of itself.

There are legal and other lobbying aspects. Professional organizations always have a political agenda. They seek to be advocates for those they are trying to serve as members. The American Payroll Association, for example, is always watchful for any legislation moving through Congress that might make life more burdensome for payroll managers and other payroll professionals. In the late 1980's Congress was considering using the payroll function to obtain additional information about taxpayers because it is such a reliable source. The successful efforts of the APA prevented the legislation from passing.

Job banks are usually maintained on both the local and national level. At the local level it is easier to get additional information, because local members will probably have more knowledge about the vacancy and the contact person. If you are more interested in staying local, then you need to join the local chapter. Active involvement will require local chapter participation as well.

There are opportunities for each member to become actively involved in any ongoing projects. This could include becoming a member of a standing committee, attending an upcoming conference or convention, or being elected to the board of directors.

Consider it an opportunity to enhance your public speaking skills. Associations are always looking for speakers, so if you wish to hone those skills there is ample opportunity. Speaking could include being the featured speaker at some event or simply serving as the person responsible for making the introductions (another networking opportunity).

Consider the organization itself for a job. Professional organizations always have a staff. More often than not there are full-time professionals serving the organization. As a professional in the field this is an opportunity for employment for you. Pay heed, though, because associations are usually chartered as not-for-profits, so their organizational agendas can become quite complex.

What to Bring Back from Fairs and Professional Meetings

Whenever you attend a job or career fair, seminar, workshop, or meeting of a professional organization, be as anxious to get other people's names and organizational contacts as you are to give out yours.

Be a good listener. Do not attend these functions solely with an attitude of "What can I get from them?" Go to learn. Observe how others interact, particularly if you are new to the organization. Do not know anyone? Act like the hostgo and introduce yourself, bring others into conversations. Be as willing to hear other people's stories as you are to tell yours.

Get business cards from everyone you have met. Get in the habit of jotting notes on the back of the cards: *"Fellow with red tie; had leads to [____]."* *"Recruiter; very friendly. Knowledgeable about [____]."* *"Was employed by [____]; now looking for new job."* Be discreet. In most professions, protocol will encourage you to perform this task out of view.

Bring back ideas on organizations to contact and suspects or leads to pursue. As soon as you return home or to your office, write down any ideas that you generated. Get out your Daily Planner and Job Search Log to schedule telephone calls and follow-up letters. Keep generating more actionmore people, more organizations, and more leads to interact with.

HOW TO MAKE NETWORKING WORK FOR YOU

Prepare and research. Have a clear idea what information the person you are trying to reach might have.

Have a purpose in mind for making the contact. Do you want a job, a lead, a name?

Rehearse. Plan what you want to say. Go over it with a friend.

Turn it around, with your friend playing your role and you playing the contact.

Keep your cool. What is the worse that could happen? The person will not speak to you? After speaking to you, will not provide help?

Do not take it personally. Particularly on the telephone, you have very few clues as to what the other person is experiencing while you are talking. There may be distractions, a mound of paperwork on the desk, or you may have interrupted a heated discussion.

Offer alternatives. *"What would be best for you?"* Accept what help is offered graciously. *"No, I do not know of any job openings but my friend at _____ may."* *"I am really busy now; call me next week to talk."*

Ask open-ended questions that cannot be answered with merely a "yes" or a "no."


Get permission to use the contact's name. *"When I call _____, may I say that we have spoken?"*

Respect the use of silence. Ask for help, then wait. Let the other person respond.

Leave a door open. *"Yes, I do appreciate that you do not have information at this time. May I leave my name and telephone number with you in case you hear about any job openings?"* *"May I call you in a week or so to see if you have any (additional) suggestions?"*

Week 1Day 4

Day 4



- ✓ Go over today's schedule
- ✓ Get dressed—get out
- ✓ Research, current events
- ✓ Telephone contacts—
suspects/prospects/leads
- ✓ Set up appointments
- ✓ Follow-up:
 - letters
 - thank-you letters
 - telephone calls
 - research

- ✓ Work on top-10 target list
- ✓ Write targeted cover letters
- ✓ Send out resumes
- ✓ Write on-line resume
- ✓ Go on-line
- ✓ Plan for interviews:
 - go over answers to questions
- ✓ Update logs
- ✓ Plan for tomorrow

"Other Person" Focus

Even though we have said this entire job search is about you, there has been a lot of attention paid to the targeted organization. You have researched jobs as well as organizations, contacted leads and prospects, mailed resumes and marketing letters, and now it is time to put it all out in the open in an interview. As we have said, an interview is merely a conversation with a purpose. Your purpose is to get hired. You hope the in-

interviewer has the same purpose: to hire you. What other reasons could there be for an interview?

Is this a courtesy interview someone asked the organization to see you?

Is this just "one for the records" the position is all but filled and they are just going through the motions of a search?

Are you just seeing this through but are not really interested in the job?

What is the purpose of this interview? Is it a fishing expedition or do you really want this job? Do they really have a job to offer you and is it the job that you have in mind?

Why is the interview so important? With all the reliance on technology, why is interviewing still the method of choice when hiring new employees? Increasingly, jobs require communication skills. Most people fail at their jobs due to being poor communicators. In addition, this is the age of knowledge workers, when less than 20% of the workforce is employed in the manufacturing sector. There are few written tests that can accurately measure job-related knowledge, and none that are significant predictors of job success. No substitute has been found for the "kicking the tires" and "test run" approach of an interview to assess a candidate's skills and experience, determine if there is a fit with the organization, and get a feel for the underlying potential.

The first step after you have been invited to an interview is to go back to your research. What do you know about the organization? About the job? Check off all the sources that you have gone to in quest of information (See Exhibit 1-30).

Go over all the information you have collected and determine what it is that you need to know before the interview.

Exhibit 1-30

HAVE YOU CHECKED THESE SOURCES?

- ☐ Public library
- ☐ Publications
- ☐ Networking
- ☐ Trade associations
- ☐ On-line searches
- ☐ Web pages

Do you know anyone who works for the organization or who may have interviewed there recently? They might know the person who is interviewing you and may offer insights.

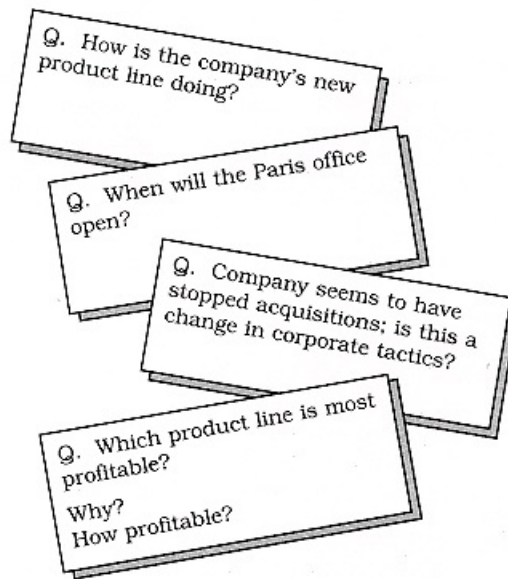
When was the last time you checked for news articles or recent developments on the industry or the organization? Update your data.

What do you know about the senior management? Are there recent or planned changes?

Do you have the basic facts about the organization's history? When was it started; who founded it; what is its operations history?

What do you want to know about the organization to determine whether it is to be the next stop in your career?

Flesh out the information that you do have and use index cards or a notebook to write down questions that you want answered about the organization, either before the interview or during it.



Next, turn your focus to the job opening you are pursuing. The interview is a chance to exchange information. One of your purposes in going to the interview should be to discover whether the opening is a job that you really do want.

What do you know about the position? What do you need to know? Use index cards or a notebook to record the gaps in your information. For review, go back to your Job Profile (Exhibits 7A and 7B, pages 27 and 28). Has anything changed? What do you want or need to know?

WHAT YOU SHOULD KNOW ABOUT THE JOB

(and Should Not Be Afraid to Ask)

- ___ Who owns the organization? What other organizations or companies do they own?
- ___ What major markets does the organization compete in?
- ___ Who are the organization's major competitors?
- ___ What is a typical workday?
- ___ What duties are most important? What are the priorities?
- ___ How does this job contribute to the organization? To the bottom line?
- ___ Is the work area a profit center for the organization?
- ___ What is the workflow like? Are there peak work periods? Deadlines?
- ___ What are the typical working hours? How often are weekend and evening work required?
- ___ Is there any flexibility in the workflow?
- ___ With the given responsibilities of the job, what is the potential for advancement?
- ___ Has this job been a revolving door? (How long had the prior person been in it; person before that?)
- ___ Where will I be working? Where will my workstation or office be located?
- ___ Can I see the work area?
- ___ Who will my immediate supervisor be? Who does he or she report to?
- ___ How will I be supervised? (What is the supervisor's management style?)
- ___ How will I get feedback on my performance?
- ___ How many applicants are you considering for this job?
- ___ How long will it take for you to make a decision?
- ___ What could I say or do to convince you to offer me this job?
- ___ I want this job. Could I call you in the next day (or week) to ask if you have made a decision? What day would be best?
- ___ Can I offer you a 30-, 60-, or 90-day trial period to prove myself?

Communication Equals Sales Skills

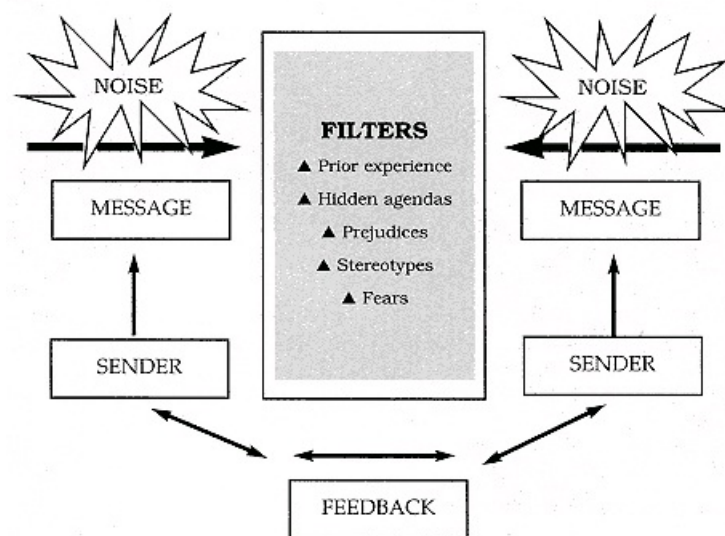
Whether your career path is computer repair, finance, fashion design, or operations, they all involve sales. If you are not selling a product or a service, then you are selling an idea.

Even when you are selling a physical item, what is important is what the product can do how it can improve, change, or enrich your business or your life and how miserable your existence would be without this product. It is not enough to kick the tires; the buyer must envision acquisition and all the benefits that will accrue afterward.

An interview is an opportunity for both the buyer and the seller to kick the tires, a time for you and the employer to envision your joining the organization. This vision of possible employment must be conveyed through communication. Communication is sending and receiving messages.

Communication 101

Does the illustration below look like an interview?



When you consider all the complexities of communication, it is no wonder that people are misunderstood! Lets look at a typical interview. We have one sender/receiver (you) and another sender/receiver (the interviewer). The interview can take place in a quiet, private office (the environment). There are telephones ringing in the outer office and the interviewer is shuffling papers on the desk (noise). When you meet the interviewer, you notice an alarming resemblance to your dreaded tenth-grade chemistry teacher (filter), while the interviewer notices that you are both graduates of the same college (filter).

While you make initial small talk, you are radiating nervousness due to flashbacks to your old chemistry class (message). Meanwhile, the interviewer is asking what your favorite subjects were in college (message). You respond that you loved art history (feedback) and get a noncommittal, "*Hmmm, really?*" (feedback). And so it goes, sending and receiving messages, back and forth. The interviewer may be trying to find out if you had a better time in college than he or she did (filter, message) while you have since moved on to bonding with a fellow alumni (filter, message). When you think that it is just the two of you having an interview, you are wrong. Everyone the interviewer has met with previously, everyone he or she may have interacted with before you showed up, and all the items on the interviewer's agenda later that day (including dinner that evening with the in-laws) are also present. The same goes for you: Your prior experiences, concerns about the parking meter, and your chemistry teacher are present in the interview. Those are all the filters that affect the messages you send out to each other.

If you are lucky enough to be interviewed in a private office, then at least your environment may be favorable. Unlucky is the applicant who is a dedicated vegan and is faced with having to sit on a leather chair. If your interview takes place in a cubicle that Dilbert would envy, complete with people peeking over the top and constant interruptions by telephone and in person, that is another type of environment to contend with.

These examples are meant to show that even the most prepared applicant may be faced with factors totally out of his or her control. The only things that you can control are your own filters, messages, and feedback.

What You Want to Say Versus What You Are Saying

How do you communicate? How many ways do you send messages?

1. Voice. It is not only the tone of your voice (nervous, confident), but the volume that communicates. Certain accents may trigger different re-

sponses or filters from the receiver of the message. There are also some methods of speaking that may be viewed as bad habits:

Volume: Both ends of the spectrum are to be avoided; speak in a conversational tone.

Fillers: *"You know . . . ,"* *"Like . . . ,"* *"Uhhhh."*

Up-speak: *"And then I went to college-e-e-e?"* (Voice goes up at the end of every statement making it seem like a question.)

2. Words. Don't use arcane or grandiose terms or buzzwords. Don't appear to have been born with a golden thesaurus in your mouth. The opposite is also to be avoided: One-syllable words shouldn't be the main ingredient of your speech. Of course, in no business situation are off-color or vulgar expressions an appropriate part of the interview process.
3. Facial expressions. A raised eyebrow can be worth a thousand words. The same is true of rolled eyes, pursed lips, and flared nostrils; they can either support or negate what your words are saying.
4. Body language. Is your handshake limp or a testimonial for "Grip of Steel"? Are you all sweaty? Do you slump when you sit, or just fidget? What nervous mannerisms claim you in times of stress? Do you make eye contact frequently (not the deer in the headlights stare)? What kind of hand gestures do you use, if any? Appear confident and relaxed; use humor when appropriate.
5. Demeanor. What overall first impression do you give? What is your attitude? Are you hopeful, confident, businesslike, and friendly? Will the interviewer get the feeling that you enjoy going through the interview? Do you exude enthusiasm? Leave the impression that you are eager and full of new ideas. Let the interviewer set the pace. If it is to be a 30-minute interview, do not give 10-minute answers; adjust to the interviewer's timetable.
6. Attire. With the advent of casual Fridays and their implementation in more and more organizations some on a weeklong basis being properly dressed for an interview now requires some thought. A good rule is to look like you already work there, but dress a little better if it is a dress-down day. If casual clothing is the rule, dress up a bit; still wear a suit or a business outfit, but be less conservative. Whatever you do, wear clothing that is clean and comfortable; do not go to a new barber or hairdresser for your haircut the day before a big interview. Make no radical changes in your personal appearance on the eve of an interview; give yourself a road test a few days in advance to be comfortable with your look. Be well-groomed and professional; do not overdo makeup, cologne, or aftershave lotion.

Preparing for the Interview

There are three basic steps to prepare yourself for an interview:

1. Research. You have done that already. You have information and you know what additional information you would like to gain from the interview.
2. Rehearse. This is what you will do next. Consider answers to questions that you will probably be asked, have all the information in mind, and be aware of the questions you do not have to answer unless you want to.
3. Relax. After you have completed Steps 1 and 2, the only thing left is to attend the interview with grace, charm, and a whole lot of confidence!

PRE-INTERVIEW PREPARATION

- ___ Research on the organization. Research on the job opening. Know what answers you need.
- ___ Review our worksheets: Employment, Education, Skills.
- ___ Details of interview: Name, title, location, time.
- ___ Rehearse. Go over questions and answers.
- ___ Know points you want to make. What message do you want to leave with interviewer?
- ___ Relax. Exercise, eat right, get a good night's sleep. Be yourself.
- ___ Plan your wardrobe.
- ___ Plan your transportation to interview.
- ___ Be on time (15 minutes early) and enjoy!

INTERVIEW KIT

- ___ Resume. Two clean copies.
- ___ Identification; Social Security card, driver's license, picture ID.
- ___ Index cards with questions you want to ask and points you want to make (For review en route and before interview.)
- ___ Job History/Education worksheets for details of dates, names, and places if you are asked to complete an application.
- ___ List of references; names, addresses, and telephone numbers.
- ___ Business cards.
- ___ Folio with blank notepaper.
- ___ Premium ballpoint pen.
- ___ Emergency supplies: Tissues or handkerchief, pantyhose, mini-bottle mouthwash or breath spray, nail file or clippers, comb or brush, needle and thread, over-the-counter headache and upset stomach relief and any prescription medicine needed. (These items can fit easily into a small purse or attaché case.)

Listening Skills

When you think about interviews, do your thoughts turn to, *"What answers will I come up with? What are the right answers?"* It is natural that your first thoughts go to what you will *say*, not what you will *hear*.

We spend an inordinate amount of our time in classes, from nursery through graduate school, learning communication skills (reading, writing, and speaking), but very little time learning how to listen. Few people stop to think about the difference between hearing and listening.

Hearing is an innate ability for all but the hearing-impaired.

Listening is an acquired skill; one develops the ability to decode messages.

Listening is multisensual. We pick up the messages, verbal and nonverbal, with our all our senses, and we transmit messages, both supporting and conflicting ones. You have no way of knowing at the outset whether the interviewer is a good listener, but you certainly can be; and you can be in control of the messages you are sending.

TOOLS FOR EFFECTIVE LISTENING

Make eye contact. Look the speaker in the eyes and occasionally glance slightly up (eyebrow level) and back to the eyes to avoid staring.

Offer feedback. Nonverbal cues such as smiles, head nods, and hand gestures can all say, "I am following what you say." Rephrasing what the speaker has said is another active listening tool: *"So you are saying that there are many opportunities for advancement after I get my degree?"*

Be aware of body language. Sit facing the speaker and lean in to give the impression that you are waiting for the next word. Don't fidget, tap your fingernails, or do anything else that can be a distraction.

Pay attention. Mentally concentrate on the words of the speaker do not think about what you have to say next or obsessing about your last comment. Take a page from Zen; live in the moment, be in the "now."

Slow it down. Consider your words before you speak. If you know you are taking your time to speak, you can allow yourself the time to listen.

Take turns. Use silence to allow the other person a chance to think. Don't take over the conversation or expect the other person to do all the work. Participate. Ask questions.

Put your emotions on hold. Do not let your concerns take over your responses. Do not be in awe of the speaker. Get over the fact that he or she is the "giver of jobs" or a corporate whiz. Be polite but not subservient.

Do not assume anything. Do not interrupt or complete the speaker's sentences.

Don't jump in with comments too early.

Use empathy. Put yourself in the other person's shoes.

Remember etiquette. It may sound slightly old-fashioned, but good manners have never gone unappreciated. Standing up to shake hands when you are introduced, using the person's name right away so that you can remember it, and using the magic words *please* and *thank you* may not land you the job offer, but lack of good manners may cost you one.

If you are totally in the dark about how to handle social situations, particularly if you might be faced with an interview over meals or drinks, get a book on etiquette and learn what fork to use first. (Try *Emily Post's Etiquette* (16th edition), *The Amy Vanderbilt Complete Book of Etiquette*, or *The Complete Idiot's Guide to Etiquette*.)

Interview Questions

After we wrote *Best Answers to the 201 Most Frequently Asked Interview Questions* (1995), we thought of even more questions that were not included, so there is no way we can cover them all here. From your viewpoint, there are four types of questions:

1. Yes . . . I hoped you would ask. (Good questions whose answers show you in the best light.)
2. Uh-oh. I was afraid this would come up. (Bad questions that hit on your sensitive or problem areas.)
3. Oh, no! Don't even think of going there. (Illegal questions that you do not have to answer.)
4. Questions you never thought of. (Aren't you lucky? You have an interviewer with imagination.)

Within those categories, all the areas on your resume, your application (if you completed one), and in your professional (and even personal) life are fair game. Employers want to know what you do, how you do it, why you do it, and what the results are. The interview is a discovery trip for the interviewer and a sales pitch for you.

There is a flow to the interview.

1. First there is small talk, general pleasantries meant to put everyone at ease.
2. Then come the interviewer's questions.
3. Usually, after that, there is an opportunity for you to ask your questions.
4. Last, there is a summing up (what steps are next) and the good-bye.

WHAT THE INTERVIEWER IS LOOKING FOR

Personal impression, physical appearance, attire, demeanor, speech patterns, body language

Competence

Likeability

Motivation, enthusiasm, commitment

Leadership

Communication skills

Poise and maturity

Outside interests

Can You Take the Fifth Amendment?

In an interview, disclosure is the sharing of information. It is a two-way street. Usually, the amount and degree of disclosure grows during an interview as both parties become comfortable and begin to see possibilities unfold for future employment.

You control disclosure. Whenever you speak, you determine how much you are planning to reveal. Nonverbal communication is also a form of disclosure; you can tell the other party about subjects you are uncomfortable speaking about or communicate whether you are telling less than the whole truth if he or she is a good reader of body language.

An interview is like a first date or a dance. Go too far, too fast and you may scare your partner off. Be too cautious or slow and the other person may read you as being "not interested." There is a cycle of reciprocity in a conversation. Here is how it works: You share something, the other person shares something. The other person shares a little more, you share a little more. You do this in everyday life with new acquaintances. You test the waters to see if the reception is warm. If the other person is too effusive, you back off. If the other person is tepid in response, you temper your overtures.

Do not be too aggressive. No strong-arm sales tactics.

Do not be too detailed. Give a one-minute answer instead of the ten-minute version.

Do not give information before the interviewer needs or requests it nor overwhelm him or her with data.

Do not get too personal. This is not a soap opera; personal details that do not support your job claim have no place in interviews.

Rehearsing for Questions: Asked, Answered, and Sidestepped

Before you go to the interview, consider what information you want to come back with. Exhibit 1-31 presents a Post-Interview Evaluation worksheet to allow you to record your impressions of the organization as well as of the interview itself. It is a good idea to fill out this record of each interview as soon as possible after the interview. This worksheet will serve as a reminder of the details of the interview itself, particulars about the organization, and an evaluation of your performance. When you write your thank-you letter or if you get a callback for a follow-up interview, these details will prove helpful. (After several interviews, it is easy to blend details together and forget essentials.)

This worksheet allows you to record your impressions of the organization and the interview: "modern offices," "cluttered hallways," "poorly prepared interviewer," or "enthusiastic staff." Additionally, you can adjust for future interviews by noting any questions you had difficulty fielding or any other surprises. Finally, record the situation when you finished the interview: Were you to call them back or were you given a decision timetable as to when you would hear back from them?

Rehearse, Rehearse, Rehearse

The key to being a great interviewee is to be comfortable, confident, and prepared. Do not have your answers scripted! Most interviewers will realize that this is not the first time you have heard these questions but you have to sound as if you are *so* glad they asked! Make it easy for them to like you by being gracious, accepting, and genuinely glad to be there. Use your social skills; the interviewers are looking for people who are at ease in different social situations.

Be comfortable with your information and be a storyteller. Give examples to back up any statements of fact. Don't give the extended version of your life story, but have vignettes ready. (Refer back to your Skill Portfolio, Exhibit 3, page 22; look back at your evidences of skills for story lines.)

You are the expert on you, so *be yourself*. If the organization appears to be more formal than you expected and more formal than you are by nature, you have to decide whether you want to put on an act to get the job and then have to continue the act for the duration of your employment.

Exhibit 1-31

POST-INTERVIEW EVALUATION

Date: Organization:
Job opening:
Interviewed with: Title:
Objective of interview:
Comments on location
Where was interview held:
Other people introduced to (names/titles):
Comments on interviewer:
Problem questions: Surprises:
Result of interview:
Follow-up:

SELF-MARKETING SKILLS

Make it easy for them to want you.
Be a storyteller.
Use your social skills.
Be true to your own personality.

INTERVIEW TACTICS THAT DON'T WORK

Chatterer; never lets a word go unspoken. Tells way too much.	One- word answers. Does not expand or provide any details.	Details, details. Inundates with facts, figures. Name dropper.	Too cautious, does not want to say the wrong thing.	Too polite. Unwilling to take any control over interview. "After you . .." mentality.	Tiger on the loose! Who said the interviewer was in charge? Takes control.
--	--	---	---	--	--

Small Talk

The beginning of an interview is meant to break the ice and inject some humanity into what might otherwise be nothing more than a cattle call for applicants. Depending on the interviewer, there may be nothing small about small talk. Under the ruse of getting you to relax before the "real" interview begins, a skilled interviewer can elicit a great deal of information about you. He or she seeks to quickly establish rapport to better be able to elicit your deepest secrets in the organization's quest for the perfect hire. Also, small talk can be planned to make the organization appear people-oriented while setting a tone of goodwill. Do not forget, the organization will be selling itself to you too!

Two other points about small talk:

1. It gives you a chance to warm up your listening skills for the balance of the interview.
2. It gives you an opportunity to initiate topics that might show you in a good light. *"In the newspaper, I read that your softball team won their league championship for the second year in a row. The employees must be really excited over this."*

After the small talk is done, the interviewer will proceed to the body of the interview. Some organizations use structured interviews in which the interviewer asks each applicant a subscribed number of pre-prepared questions. There are two advantages to an applicant in a structured interview:

1. The playing field is level; each applicant is asked the same questions.
2. It is a sign that the organization takes interviews seriously, so much so that interview questions are prepared in advance.

SMALL TALK QUESTIONS

Avoid controversial subjects, at all costs. You could always end up being on the "wrong" side of an issue as innocuous as sports or as volatile as politics.

Did you have a hard time finding us?" "How is your hotel?" "Was your plane on time?" Easy answers here; no complaining, everything is fine!

"What about those (sports team) (political party) (local hot topic)?"
Express general interest, *"Yes, I have been following the news"* but do not take a stand.

"You mentioned on your resume that you enjoy ____." Since it was on your resume, it is fair game. Do not try to inflate your talents or interests; you may be exposed as a charlatan in an interview. Adding outside interests to a resume may be more trouble than it is worth. Only add those interests that are germane and supportive of your career goals.

"Would you like a cup of coffee/tea/a soft drink?" Unless you are adept at balancing and want to tempt fate, stop and get a beverage when you are done with the interview. The same is true for smoking.

"How would you like me to call you?" This is the interviewer's attempt to make you comfortable by calling you by your name of choice. If it is overly cutesy ("Stash" or "Muffle"), consider not sharing that fact until you are hired on a need-to-know basis. This may be a clue as to informality of the organization, *"We are all on a first-name basis here."*

"Oh, I see that you are reading ____; what do you think of it?" Now you have no idea if this is a controversial topic with the interviewer or not. Best to pack away any reading materials out of sight from the interviewer. Unless it is a book published by or about the organization and favorable to it!

There are several possible disadvantages to structured interviews:

1. They may create a false sense of security; the organization thinks it is sophisticated in its selection process.
2. The questions may not be appropriate to the job opening or valid.
3. Structured interviews can discourage personal engagement and rapport with the interviewer.

On the other hand, unstructured interviews are subject to the skills, talents, and general mood of the interviewer. Without a prepared script, who knows whether he or she will ask all the required questions to elicit the information the organization needs to make a hiring decision? Generally, the interview is a combination of both tactics with the interviewer relying on some favorite questions that he or she thinks will expose the best hire, and then adding in questions as the situation warrants.

Types of Interviews

Screening interviews are conducted by gatekeepers to determine which applicants will be allowed to proceed through the application process. Recruiters, agencies, and HR departments conduct screening interviews, and the interviewer has basic information about the position. The interviewer will usually go over your resume with you and ask you direct questions about your education and experience. An experienced interviewer may ask questions in depth. It does not matter that this is a low-level interviewer if you do not pass by this gatekeeper, you are dropped out of the process. The gatekeeper's job is to weed out all the inappropriate candidates.

Courtesy interviews are exactly what they sound like you are being seen as a favor to someone else. These are the products of your networking efforts. Be thankful that you have obtained one of these interviews. Because organizations are mindful that they get their best employees through referrals, pursue this line in your interview. (*"Susan Green has worked with me in the past and thought XYZ Corp. would be an excellent match for my skills."*)

Selection interviews are what most people think of as job interviews. You meet with an individual who has the hiring power. Your background and aspirations and the organization's goals are explored to see if there is a match. Questions are asked in whatever order the interviewer deems suitable, but will usually include many of the types of queries listed in the next section.

INTERVIEWER'S EQUATION

Can do + Will do + Fit = Successful Hire

is candidate's ability to do the job. *Can do*
"He or she has done the job in the past."

is candidate's effectiveness potential *Will do*
"He or she can do what we need here."

Fit means the candidate comes from
 organization or workgroup like ours.
"He or she can be successful here."

Sample Interview Questions

Questions about the Organization and the Job Opening

This is when all the research you have done begins to pay off. You want to let the interviewer know that you were interested enough to find out about the organization but you don't know it all. Most of the questions are straightforward but, if you are not careful with your answers, you can get screened out very easily. Be positive about the organization and the position. Allow the interviewer to provide additional background on the organization and the position. (Remember those index cards you wrote out with your unanswered questions about the organization and the job?)

SAMPLE INTERVIEW QUESTIONS

Questions about the organization and the job opening

What do you know about our organization?

What is our business?

What do you know about the job that we're going to discuss?

How did you hear about this job opening?

What do you think about our organization?

What do you think is the organization's biggest problem? How could you help us solve it?

What important trends do you see in your industry?

What do you like the most about this job opening?

What do you like the least about this job opening?

If you could, what would you change about this position?

What do you think makes this position different from your current or last position?

What do you wish you could have accomplished at your last or current position? What prevented you?

Let me describe the workgroup you would be joining if we hired you.

How would you fit in? Do you see yourself as a team member or leader?

How do you think this workgroup fits into the entire organization?

What personal qualities do you think will be needed to make a success of this job?

Q. What do you know about the job that we're going to discuss?

"I have been employed as a graphic designer for the past five years and have been reading Wireless magazine for most of those years because I have always been impressed with the design elements. I know that you use several types of software that I am familiar with because you give credits to the designers and the software in the back of the issue. And, since I have worked for other publishers, the element of deadlines is very familiar to me. Every organization has its own way of doing things and I imagine the workgroup dynamics are essential to the successful design of each issue."

Q. What do you think about our organization?

Show some knowledge and a positive take on whatever recent negative developments may have been reported in the media.

"From what I have read, it appears to be an organization in the midst of change. Foreign imports have been nibbling away at your market share but you have expanded into alternative product lines. I am particularly interested in your new line of _____"

Q. If you could, what would you change about this position?

"Not having worked in the position, I would not feel comfortable commenting now on possible changes. However, I am a very flexible and innovative worker; if changes are needed, I would feel no compunction in discussing various solutions with the workgroup or team."

Personal Questions

This is an area where some interviewers may be tempted to play amateur psychoanalyst, given some of the questions you may be asked. Do not forget that you control disclosure. The interviewer is trying to gain insight into how you think and what is important to you in an effort to determine if you could be important to the organization. One thing that you are selling is that you can solve problems you are a solution to not only business problems but interpersonal ones as well.

The most highly touted and mishandled question is, "Tell me about yourself."

The applicant either goes on and on, or responds with, "What do you want to know?" Sometimes it is not the actual answer to this question per se that the interviewer is interested in, but how you handle the question.

The interviewer may have read a recent article saying this is the one question to ask, and may have no idea what to do with your answer. Another

SAMPLE INTERVIEW QUESTIONS

Personal questions

What are your pet peeves?

How would your best friends describe you?

Describe your personality.

Why are you leaving your current job?

Why did you leave your last job?

Are you looking for a temporary or permanent job?

How do you feel about looking for another job?

How are you doing with your job search so far?

How long have you been looking for a job?

Where else have you interviewed?

Have you ever been convicted of a crime?

Do you smoke?

What do you like to do in your spare time?

What was the last book you read?

Did you think of leaving your job before this time? Why did you choose not to leave then?

What other career options do you have at this time?

Do you consider yourself successful?

How do you rank among your peers?

How do you feel about your progress in your career to date?

What do you look for in a job?

Describe the best job you ever had.

Describe the best boss you every had.

How do you define success?

What would you say is your most important accomplishment?

What would you say has been your greatest failure?

What kind of people do you like to work with?

What type of person do you think is the easiest to work with?

What type of person do you think is the most difficult to work with?

What are your strong points?

What are your weak points?

What are your long-range goals?

What do/did you like about your current or last job?

What do/did you dislike about your current or last job?

What do you think of your current or former boss?

SAMPLE INTERVIEW QUESTIONS (*continued*)

Personal questions

Where would you like to be professionally in five years?

What was your starting salary?

What have you learned from the jobs you held?

What do you think your boss would say about your performance?

What do you think your boss would say about your leaving?

What will your references say?

Define *challenge*.

What goals have you set for yourself recently? What progress have you made toward achieving them?

Tell me about a goal that you failed to achieve. How did you feel about your failure?

How do you plan your day?

How do you define a successful career? Is this the type of career you want?

What business book have you read that had the greatest effect on your professional life? Why?

What special characteristics should I consider about you as a person?

When was the last time you got really angry? What caused this anger?

How did you handle it?

What kinds of rewards are meaningful to you?

Describe a situation when you were told "no." How did you react?

If you could choose any organization, where would you want to work?

possibility might be that the interviewer is wondering where your resume is and is looking for some way to jog his or her memory. This interviewer literally wants to know who you are. In any case, once asked, the question must be answered.

It is always good to have a personal, one-minute infomercial about yourself ready. It can also come in handy when you are trying to network or in an interview. This is an opportunity to lay out hooks that you want the interviewer to pick up on. Use terms or make references that you want to be asked to expand on. "Creative? What have you done?" "You were involved with _____; what was your role?" "You have spent twelve years in the field?"

Right now, come up with a one-minute response to this question. Time yourself; see if you are bored with it before one minute is up. Your statement should include four elements.

1. Begin with an introductory statement: "This will be very brief . . ." or "To sum up quickly . . ."
2. Say simply who you are, professionally, citing a few key accomplishments that are specifically enticing to the interviewer: "Since childhood I have loved to build things, and now I am a creative engineer who loves to design _____ using _____. I have been fortunate to design for [clients] and have even _____."
3. Give a short "What I have done" statement. Include references (if appropriate) to solutions or goals realized, workgroup or team support, and an other-person focus. "Most recently, while working for _____ I completed _____ and worked with a team that _____, which I believe is similar to your _____ project. I have worked for _____ for the past _____ years and have been involved with _____. " If you have had a varied work history with several employers, now is the opportunity to turn that into a positive statement. "I have spent the last twelve years of my professional life in fabric design and have worked for major couture and home furnishing houses in the United States and Europe."
4. Now comes the closing state what you want. "I have been looking for a position as _____ [job objective]." Tie it into the organization where you are interviewing: "With XYZ Company's entry into _____, I feel that there is real synergy between my professional goals and XYZ's corporate objectives."

Questions about Your Education

The best part of these questions is that the longer it has been since you graduated, the less important the specifics of your education are. Being a graduate of a "name" school will always carry a certain weight in some industries or with certain employers; but as time passes, what you have accomplished in the work world will be more important.

For recent graduates or for those who are continuing their education, the opportunity to relate academic experience to what is needed in the organization should be the top concern. Whether your experience came in the classroom, in internships, or in extracurricular activities, highlight these aspects of your education whenever possible. Additionally, if who you studied with is even more impressive than what subjects you studied, stress that too.

Interviewers are interested in knowing what you know about the job and the industry and how you learn. Are you a lifelong learner (still taking courses)?

SAMPLE INTERVIEW QUESTIONS

Questions about your education
 How do you keep informed professionally?
 Why did you attend that particular school or college?
 What made you choose your course of study?
 What is your learning style? How do you learn?
 If you could start your career over again, what would you do differently?
 What was the last new skill you learned?
 What was the best class or teacher you ever had?
 What was the most helpful skill you learned in school?
 What was your favorite subject? Why?

Questions about Your Interpersonal Skills

A survey done by a leading outplacement firm revealed that 80% of the people in outplacement lost their jobs due to interpersonal problems. Failure to communicate effectively, to deal with coworkers on a personal level and to relate to supervisors can all have a negative impact in the workplace. Add to the mix the subjects of diversity (cultural, racial, and gender) and sexual harassment, and it is a wonder anyone can get any work done!

For all these reasons, your ability to work well with your coworkers, to be motivated as well as to motivate others, is of paramount importance. It matters little if you are a whiz on the computer if no one can stand working with you! You could be more trouble than you are worth if you do not "fit" into the organization. Be ready with mini-stories to show how you handled workplace problems with other employees.

Q. How do you come to understand new people you have to work with?

"In my last position I was the first new hire for a long time and I had to come into a closely-knit workgroup. I first acknowledged to the team leader that I knew I was the "new kid on the block" and would appreciate any tips or insights into how the group operated. Then, I went separately to each team member and asked them to tell me what they were working on and how their piece of the project would fit into what I was expected to do. Finally, I was a human spongesoaking up all the details and dynamics of the informal power structure. I tried to see who the leaders and followers were and waited to comment on procedures until I was well into my personal learning curve.

The team really seemed to appreciate my biding my time and trying to learn as quickly as I could."

SAMPLE INTERVIEW QUESTIONS

Questions about your interpersonal skills

Describe an incident or a situation when you had to understand another person's point of view to be effective. What did you do? Why was this necessary to be effective? How did you feel doing this?

How do you come to understand new people you have to work with?

Are you able to predict people's behavior in various work situations?

What kinds of people have you worked with? What did you do differently with different types to get the job done?

What type of person do you get along with best? Why do you think so?

Define *cooperation*.

Describe a conducive work atmosphere.

Tell me about a time, during difficult circumstances, when you had to pull the team together to get the job done.

Tell me about a time when the team fell apart. What did you do?

How do you go about motivating your team?

How do you feel about working for or with: women, minorities, the disabled?

What do you think the challenges would be for you?

How have you dealt with situations when there were objections to your ideas?

Did you get involved with hiring staff? What did you look for in a candidate?

Have you ever had to fire someone? Describe the situation and how you handled it.

Q. Did you get involved with hiring staff? What did you look for in a candidate?

"In the normal hiring procedure at my current job, applicants that are up for serious consideration are invited to spend a few hours in the area they might be assigned to. On several occasions I was the host for an applicant in my department; afterward, I was asked for my opinion of the applicant. I usually watched for what they would comment on. Nothing turned me off faster than an attitude that said 'that's not how I would do that' about our procedures. Because a degree of technical knowledge is needed, I was interested in their knowledge base what they have already done elsewhere. I also liked to pick their brains, asking what they thought about their interviews so far."

Questions about Your Last Job or Current Job

First, every employer and every boss has been terrific. You have only been associated with winners (always find something good to say about where you have spent your working time.) Now is not the time to bemoan the stupidity and malfeasance of your last boss in letting you go.

Second, own up to any mistakes you may have made. Did you work for one employer for only five months? Acknowledge that you misjudged the commitment to training or the organization decided to delay indefinitely a project that you were specifically hired to work on. Whatever the reason, take some responsibility for the decision-making process.

Third and most importantly, look for "just like you" characteristics to point out and highlight. Whether the product, organizational structure, workgroup, or size of prior employers were similar, use the facts to your advantage.

Finally, get your job stories straight. If you were let go from a past job under less than amicable circumstances you were fired because you botched a project contact your old employer and ask what they plan to tell any reference callers about your employment and dismissal.

Q. How did you add value to your organization in your last or current job?

This is a key element in many interviews; the subtext is "What have you done for others that you can do here?"

"One of the biggest problems at ABC Co. when I was hired was the slow production line. I suggested that we change over to a team-based production line, with workgroups responsible for various production phases, and rewards such as compensatory time off were offered for cuts in production time. This was a big hit with the employees, because they appreciated extra time with their families as well as being able to work together with their team."

Q. What kind of people did you have contact with?

"Not only did I have to deal with my clients, I had to make regular presentations to senior management on projects in excess of \$5 million. My clients were typically CEOs from larger middle-market organizations based in New York City."

Q. What are some of the things your boss did that you didn't like?

"Well, we saw pretty much eye to eye on most of our projects and she seemed to value my opinion. I appreciated that she had more of the big picture than I

SAMPLE INTERVIEW QUESTIONS

Questions about your last or current job

When did you start your last job?

Why did you take that job?

What was your title?

In what position did you start with the organization?

What were your three main responsibilities?

How did you add value to your organization in your last or current job?

Tell me about your last organization (sales volume, markets, competitors).

What are some achievements you are particularly proud of?

Name a project that you worked on. How long did this project take? Did you meet your deadline? Were you on budget?

Did you supervise others? How many people did you supervise? What were their responsibilities?

Were you responsible for evaluating others' performance?

What was your workload like?

How did you feel about your workload?

Who was your supervisor (title)?

Describe your last workgroup.

What was your role as a group member? Tell me about your role in a group project you completed.

What kind of people did you have contact with?

Describe an incident from your last job that shows: leadership, persistence, creativity, initiative, or organizational skills.

Do you prefer to work in a group or alone?

Describe a typical workday.

In what ways did your last or current job prepare you to take on greater responsibilities?

Have you ever changed the nature of your job? How?

How often did you meet with your supervisor? For what purpose?

How did you know whether you were doing a good job or not?

How did your last department fit in with the goals of the entire organization?

If you could have made one constructive suggestion to management at your current or last job, what would it have been?

What are some of the things your boss did that you didn't like?

On what basis were you evaluated at your current or past job? What evaluation did you receive?

Would you like to have your boss's job?

had and had to deal with corporate restraints and power struggles within the organization. I sometimes felt that our entire team would have been more effective if she had shared more of the overall plans with the group, but she was trying to shelter us from much of the politics and keep us on task."

Questions about Your Organizational and Management Skills

Organizational and management skills are transferable to virtually any organization and workplace, so interviewers are interested in your talents in these areas. Every position requires some of these skills to a greater or lesser extent. These are the skills that can highlight your problem-solving abilities.

Q. Tell me about an occasion when your performance did not live up to your expectations.

"I was rushing to try to get a report out on time for a marketing meeting and everything seemed to go wrong that day. I had a problem with my computer's keyboard and I had to switch to another machine in another unit. Then the printer was acting up. As usual, the copy machine was being serviced and so I ran down to the lobby to get copies made for the meeting. Unfortunately, the copy shop was extremely busy and the report made it to the meeting 25 minutes late. With all the rushing, I was so embarrassed that there were a few typos that I had missed."

Q. What have you done to be more effective in your current or last position?

"It was not even one month into the job when I realized I did not know nearly enough about the foreign transactions that I handled daily, despite an intensive on-the-job training program. I saw a notice for a lecture series sponsored by the Foreign Trade Institute on international finance and I attended the series after work. It made a tremendous difference in my performance because I was able to catch errors and make suggestions to improve procedures. I understood why we were doing certain things, not just how to do them."

Stress Questions

Whether these questions are designed by the interviewer to cause stress (and thus see how they affect you) or, just by their nature, would cause stress in virtually every applicant, they do have to be handled with finesse. How can you do that? Anticipate and plan your response!

SAMPLE INTERVIEW QUESTIONS

Questions about your organizational and management skills

Tell me about a complex situation that you've had to deal with. Why was it important to resolve this situation in a positive manner? What did you do?

When you need help at work, where do you turn?

What kinds of decisions are hard for you to make? Why do you feel this is so?

How do you handle these decisions?

Tell me about a time when you had to make a quick decision.

How do you plan and organize for major projects?

How many projects can you handle at a time?

Describe a long-term project that required a lot of energy to complete. What did you do to maintain enthusiasm? Where did you find the energy?

What was the last new idea that you came up with at work? How did you get your supervisor's support to implement it?

Tell me about an occasion when your performance did not live up to your expectations.

What are you most criticized for?

What system have you developed for handling the day-to-day responsibilities of your job?

What was the most difficult situation you ever faced?

What is the one rule you live by?

Describe the most difficult boss or supervisor you have ever had. What made him or her so? How did you work through this person to maximize your effectiveness?

What have you done to be more effective in your current or last position?

How do you take direction? Tell me about a time when your supervisor was too rushed to give you complete directions; what did you do?

How do you prefer to communicate: in writing, face to face, over the telephone, or by E-mail? Which do you feel is the most effective?

Describe a situation when your work was criticized.

How would you describe a good manager? Who was the best manager you ever had?

Have you ever had a man, woman, minority, foreigner, or disabled individual for a supervisor?

What do you do when there is a decision to be made and there are no procedures to guide you?

Can you think of a time when a directive you were given really challenged you?

How was your approach different from that of others?

Think of a crisis situation when things got out of control. Why did it happen and what role did you play in containing it?

What is your management style?

What have you done that you are proud of?

Tell me about a project that you were really excited about. Why was it important?

Are you a good manager? Give me an example.

Describe a situation when you had to work under pressure and deal with deadlines.

We have a continuing problem with _____. How would you handle this?

SAMPLE INTERVIEW QUESTIONS

Stress questions

Why did you ask to meet with me?

Don't you think you would be better suited for a larger or smaller or different type of organization?

Have you done the best work you are capable of?

In your current or most recent job, how many hours did it take you each week to get your job done?

Some people think spending too much time in one job shows a lack of initiative. What do you think?

What reservations do you have about working here?

Why are you interviewing with us?

Why do you want to work for us?

Why should we hire you?

What kind of money are you looking for?

I am a bit worried about your lack of . . .

What are you going to do for this organization that no other applicant can do?

Are you willing to go where the organization would send you?

How do you feel about travel? About working weekends? About overtime?

About relocating to another city?

Tell me about yourself.

Why haven't you found a job yet?

You have been out of work for how long? Isn't that a long time?

What will you do if this job is not offered to you?

Why have you changed jobs so often?

Were you ever fired from a job? Why?

Where does your boss think you are now?

Why aren't you earning more money at your age?

How long will you stay with our organization?

When could we expect you to make a contribution?

What haven't I asked that I should know?

If we changed places, what would you ask me?

What do you think of your current or last organization?

Give me two reasons for not hiring you.

Why are you interested in relocating to _____?

What question could I ask that would really intimidate you?

Your resume suggests that you are overqualified or underqualified for this position. What do you think?

You do not seem to have the appropriate experience we are looking for. Why should we hire you?

What is the most difficult part of looking for a job for you?

Do you have any questions?

How do you think this interview is going?

You are stranded on a desert island; what three things would you ask for?

Subtle interactions such as asking an applicant to fill out an application without a pen or a clipboard to write on, a terrible commute to the interview site, or repeated interruptions during the interview can all add stress to what may already be a stressful situation. The interviewer may have his or her own problems, totally unrelated to your interview: an argument with a family member that morning, his or her own terrible commute, or a project with a deadline looming.

Depending on your background, almost any question can be stressful, particularly if you do not have an answer for it. Other questions are confrontational in their nature, particularly the "why" questions:

Why did you want to see me?

Why do you want to work here?

Why don't you have a job by now?

Why aren't you earning a greater salary at your age?

INTERVIEW STRESS

Causes:

The interview itself.

Cures:

Preparation

Know who you are, what you want and who you are interviewing with.

You are ready, you are fit for the job, and you have prepared!

Silences during the interview.

Accept the silence and ignore that inner voice that prompts you to keep on talking. Control disclosure.

Offers of beverage or smoking.

Say, *"No, thanks. I am fine"*

Limit exposure to mishaps.

Mealtime interviews.

Order simply this is not a meal, it is an interview!

A poor interviewer.

Be adaptable. Wherever you work you will have to deal with problem people. Use clear, concise language and try to read body language to see if you are making any points.

Confrontational questions . . . an attack of the *"Why's?"*

Do not get defensive . . . explain in the most positive way your reasons for your situation or your past or current actions.

The one question that you should definitely have an answer for, even if you are not asked it directly, is: Why should we hire you? List four to five reasons why you should be hired for each position you are being interviewed for; do this in advance of the interview. These are your selling points. This is the message you really need to get across. (Refer to your answers on page 73 to "So, why should they hire you?")

1. I have the skills and the experience to do the job.
2. I have done similar work successfully in the past.
3. I am excited and enthusiastic about your organization because
4. I have great potential; my energy level will allow me to contribute quickly to the organization.
5. I really work well with others; I enjoy working in a team-based atmosphere and I have thrived in such situations in the past.

Illegal Questions

Either by choice or by chance, an interviewer may ask an illegal question of you in an interview. If this happens, you must determine if this is an error on the part of the interviewer (ignorance or inexperience) or a sign of the organization's attitude in this area. If you are asked about your marital status, religious affiliation, or sexual orientation, these inquiries may indicate a hidden agenda at the organization. Of course, you may choose to answer some questions that are illegally asked if you feel that it will better your candidacy. Even if not asked, you may disclose information that the organization is precluded from asking if you feel that it can improve your chances. For example, marital status is not to be questioned. But if you are single and the position will require irregular hours and travel, pointing out the fact that you are not tied down might be in your favor. At another organization, candidates with families may be perceived as more desirable because the organization feels that they will be more stable. In cases when you have no idea whether certain personal information would add to your profile, be silent.

What are illegal questions? Title VII of the Civil Rights Act of 1964, as amended, specifically prohibits discrimination in any of the terms and conditions of employment based on race, creed, color, national origin, or gender. Employers can still discriminate if they do it whenever they choose one candidate over another provided their reasons are not based on the excluded characteristics of Title VII or any subsequent legislation (Americans with Disabilities Act, Vietnam Era Veterans' Readjustment Act, Federal Pregnancy Act, and Age Discrimination in Employment Act).

Various state and municipal laws protect same-sex partners and make sexual orientation or preference a protected category. The good news is that employers cannot discriminate under the terms of these laws. The bad news is that they can usually refuse employment for any other reason: a good reason, a bad reason, or no reason at all if the employer is located in an "at will" employer state which most states are.

An exception to this rule is a BFOQ (bona fide occupational qualification). Although the only true BFOQ may be a wet nurse (only females of a certain age can qualify), there are other circumstances that might apply. A print ad for children's clothing certainly could discriminate on an age basis, seeking models under 13 years of age. A religious institution still has the right to insist that persons hired to fulfill religious duties be of the related faith.

Is it illegal to ask you if you are married? Strictly speaking, providing the employer (is located in a state or municipality that does not make it illegal to do so) asks all applicants (male and female of all ages) this question, it may be an inappropriate question, but not illegal. The same is true of questions regarding your having children or not. Because these questions can expose the organization to possible complaints, most interviewers wisely steer clear of them.

What should you do if you are asked an obviously illegal question? Suppose you are asked any of these illegal questions:

Where were you born? What religious group do you belong to? How old are you? Are you disabled? Who takes care of your children when you work? Are you planning to get pregnant?

You basically have three choices:

1. Choose to answer if you feel the answer will have a positive or no impact on your candidacy, just to get on with the interview.
2. Respond that the question is illegal and should not be asked. Now you have thrown down the gauntlet and it may be difficult to go on with the balance of the interview. If you are truly offended, this may be the only course of action for you; you may choose to complain to senior management but that will not get you the job. It may stop the illegal questions, however.
3. Take the middle road (recommended). "If you are asking that question because you are concerned about my dedication to my career, be assured that I have invested too much time and energy to be sidetracked by domestic issues." Or, "Regardless of my outside affiliations, my career is important to me and I have always met deadlines and put in the extra hours when needed to finish a project."

ILLEGAL INTERVIEW QUESTIONS

Where were you born?
Where were your parents born?
What kind of accent is that?
You have an unusual name; where is it from?
What do your parents do? Are your parents employed?
You might have a problem with the workgroup. It is predominantly African-American or Hispanic or Asian. How do you feel?
Are you married?
(Getting off the telephone.) That was my wife or husband. Are you married too?
Do you have any children?
Do you plan to have any children?
I see you live down the street from _____ (name of house of worship). Will you join that parish or synagogue?
Are you a religious person? What denomination?
Will you have to take off many days for religious holidays?
During our busy season we ask all our employees to work several Saturdays or Sundays. Will this interfere with your religious beliefs?
What organizations do you belong to?
Who will take care of your children while you work?
Where does your spouse work?
How old are you?
Can you read well enough to take this test?
Don't you think you are too young or old to take this position?
What kind of discharge did you receive from the military?
Are you disabled? How long have you been disabled? How did you become disabled? How severe is your disability?
Have you ever filed a sexual harassment claim?
Has a sexual harassment claim every been filed against you?
Have you ever filed a worker's compensation claim?
How much did you claim under your medical plan last year?
Have you ever been arrested?

The Interview

The preparation is over. The date and time have arrived. You are relaxed yet excited. You arrive at least 15 minutes early so you will not be rushed. (If you get lucky and breeze through traffic, do not go to the appointed office more than 15 minutes ahead of time. Check out the neighborhood, or walk through the lobby to get a feel for the organization.)

When Does the Interview Start?

The interview begins when you arrive on the premises. Even your mode of transportation can come under scrutiny. (What about all those bumper stickers supporting various causes on your car? What if you park in someone else's parking spot in error?) Unless you are specifically directed to park on the premises, it is strongly suggested that you use off-site parking facilities.

Because you never know who you are riding in the elevator with or whom you may come in contact with, be pleasant and friendly to all you encounter. Be observant. Do the employees appear pleased to be there? What does the physical plant tell you about the organization? Is there a pleasant waiting area, or does that not appear to be a priority for them? How do the receptionist or other individuals that you meet treat you? Take this opportunity to observe everyone, from the security guards to the people in the offices that you may pass. What is the feel of the office? At first glance, does it look like a place where you want to work?

Take a moment to freshen up in the washroom. Use these few moments to calm yourself, freshen your breath (if needed), and put away your index cards and any other reading material you may have with you. If you have to wait in the reception area, see what the organization offers for reading material. It all counts toward sizing up the employer!

When you go into the interview, size up the importance the organization places on this function. Are you interviewed in a cubicle, a conference room or someone's office? How long is the interview 15 minutes or an hour? Are you given a tour of the facility? Are they trying to sell you on the organization? Whom else are you introduced to? Are you allowed to see your potential work area? What is the next step?

What should your response be when asked for salary requirements? Depending on when this issue is raised, it can mean that they are thinking of making an offer (late in the interview process) or seeking to eliminate you by means of a wrong answer (early in the initial interview). If the question is raised early on, a good response would be, "I really do not have enough information to determine an amount." If pressed, you can counter with, "What is a similar job in the organization? What is that job's

salary range?" If the interviewer still presses for an answer, come up with a range. "If my assumptions are accurate, a range of \$70,000 to \$80,000 would be my best estimate."

If this question is raised later in the interview process, on the second or third interview, the interviewer may be close to making an offer. Because they will confirm your current or last salary, that is a basis for starting salary discussions. Be prepared for this question by looking at recent ads for positions similar to yours, and have a range in mind. "I have seen positions similar to this advertised for \$75,000, which is a little more than my current/past salary." You can raise the issue yourself without seeming mercenary. "Just to be certain we are on the same level, in my last position I was earning \$ _____ for managing a smaller portfolio. I would hope that for the increased responsibilities here at _____, the compensation package would be better." By referring to a compensation package and not merely salary, you are opening the door for negotiations.

After all the questions have been asked by the interviewer, unless you have been able to wedge in your questions as you went along, state that you have a few questions of your own to ask, if you feel at this point that you want to pursue the job opening and you also feel the interviewer is receptive to your candidacy. If information about the position or the organization is not as you wished it to be and you are not interested in the position, let the interview wind down. Thank the interviewer for his or her time. If the particular position does not interest you but you are still in favor of working for the organization, say so. "Although I had hoped that the position in _____ would have allowed me to utilize my experience, I am still very much interested in working for XYZ Corp. Are there any other positions or openings that could utilize my skills and experience?" Do not burn any bridges behind you. Always keep the door open for future job explorations; it can be a very small world out there!

High-Tech Interviews

There are several opportunities for organizations to make use of technology in the job search process, one of which is holding virtual interviews. One example is for an interview to take place by means of teleconferencing. You sit in front of a computer terminal with a microphone and camera, conducting an interview with someone with a similar setup at the organization. This has been done occasionally at job fairs. It is done more often by executive recruiters in an attempt to screen candidates from a remote location to minimize search expenses.

A first-time interview of this sort can be disconcerting, depending a great deal on the technological expertise of the employer. Poor visuals, unworkable microphones or earphones, odd camera angles, and bad audio can set many applicants off their game. If you have any opportunities to be involved in these types of interviews, particularly if you are in a field in which they are not unusual, get as much experience as you can. It is better to try one for a job opening that you are not 100% dedicated to, rather than be faced with one of these high-tech scenarios when you are inexperienced *and* really interested in the position.

Job Applications

Depending upon the organization's practices, you may be asked to complete an application form before your interview, or after the interview only if they wish to continue the process, or at least before an offer is made. The lower the position, the more likely it is you will be asked to complete an application form. (A sample application form appears as Exhibit 1-32.) Some organizations, particularly the more technologically advanced, may have you complete an application directly into a computer.

Follow-Up Telephone Calls

If you have written a letter and have not heard anything in a reasonable period of time, a call may resurrect your candidacy or determine if the position has been filled.

If you are considering another job offer, let the organization have one more opportunity to get serious about your application.

If your situation has changed (you've graduated or complete a course of study related to the position or your availability), make the organization aware of these positive developments.

If they have not chosen you, ask for feedback on why you were not chosen; listen, take notes, and learn. Should things not work out for their new hire, for any reason, remind them that you are still interested.

Exhibit 1-32



APPLICATION FOR EMPLOYMENT

WORLD WRESTLING FEDERATION®

We are equal opportunity employers and actively support federal state and local laws prohibiting discrimination in employment practices due to race, color, religion, sex, age, disability, marital status, national origin or Vietnam era and/or special disabled veteran status.

PERSONAL DATA

Name: _____ Date: _____
 Street: _____ City: _____ State: _____ Zip: _____
 Telephone: (____) _____ Social Security Number: _____
 Position Applied For: _____ Salary Desired: _____
 Do you have the legal right to work and remain permanently in the United States? ☐ Yes ☐ No
 Appropriate documentation is required upon offer and acceptance of employment.
 Were you previously employed by this company? ☐ Yes ☐ No
 Have you ever been convicted of a felony? ☐ Yes ☐ No (Conviction will not necessarily disqualify an applicant)
 How were you referred to Titan Sports, Inc.? _____
 Please indicate the department in which you have relatives working in, if any?
 Department: _____ Relationship: _____

List all jobs and activities including U.S. military service schools, part-time employment while in school, self-employment, volunteer work and periods of unemployment.

EMPLOYMENT

Recent Position: _____
 Employer: _____ Telephone: (____) _____
 Street: _____ City: _____ State: _____ Zip: _____
 Your Position Title: _____ Name and Title of Supervisor: _____
 Job Duties: _____
 Employment from: Month: _____ Year: _____ Start Rate: \$ _____ Per _____
 Employment to: Month: _____ Year: _____ Final Rate \$ _____ Per _____
 Reason for leaving: _____
 May we contact this employer for a reference? ☐ Yes ☐ No

Recent Position: _____
 Employer: _____ Telephone: (____) _____
 Street: _____ City: _____ State: _____ Zip: _____
 Your Position Title: _____ Name and Title of Supervisor: _____
 Job Duties: _____
 Employment from: Month: _____ Year: _____ Start Rate: \$ _____ Per _____
 Employment to: Month: _____ Year: _____ Final Rate \$ _____ Per _____
 Reason for leaving: _____
 May we contact this employer for a reference? ☐ Yes ☐ No

Recent Position: _____
 Employer: _____ Telephone: (____) _____
 Street: _____ City: _____ State: _____ Zip: _____
 Your Position Title: _____ Name and Title of Supervisor: _____
 Job Duties: _____
 Employment from: Month: _____ Year: _____ Start Rate: \$ _____ Per _____
 Employment to: Month: _____ Year: _____ Final Rate \$ _____ Per _____
 Reason for leaving: _____
 May we contact this employer for a reference? ☐ Yes ☐ No

Exhibit 1-32 (continued)

U.S. Military Experience

Branch of Service: _____ From: _____ To: _____ Grade or Rank at Discharge: _____
Occupational Specialization: _____
Special/Technical Training, if applicable: _____

EDUCATION			
Name and address of High School and College(s) (If Applicable)	School Years Completed	Major Field	Diploma/Degree Received or Expected (If Applicable)
Specialized Skills: (If Applicable)		1. Computer Skills/Proficiency: 2. Hardware/Software: 3. Office Machines and/or Other Skills:	

Job-Related Avocational Interests and/or Activities (schools, campus, professional and/or community). List any job-related relevant activities you wish to share. You need not list any organization or activity the name of which indicates the race, sex, color, religion or national origin of its members.

PLEASE NOTE - APPLICANT AGREES TO THE FOLLOWING CONDITIONS OF EMPLOYMENT

Titan Sports, Inc., may conduct investigations including verifications of prior employment history and education. By signing this application, I authorize Titan Sports, Inc., to make these investigations. I understand that false statements or failure to disclose information may be sufficient to disqualify me for employment or, if employed, may result in my dismissal. I also understand that my employment is terminable at will and will be governed by Titan Sports, Inc.'s Human Resources policies and procedures.

Signature of Applicant: _____ Date: _____
Signature of Employment Interviewer: _____ Date: _____

THANK-YOU LETTER (after interview)

Your Letterhead

Date

Ms. Margot Evans
 XYZ Corp.
 123 Same Street
 Cleveland, Ohio 44123

Dear Ms. Evans,

As promised, enclosed is the article, "Fire Hazards," from *The New York Times* that we spoke about in my interview. You were very generous with your time and insights into XYZ Corp., despite it being a Monday morning!

I was particularly interested in your new printing process. It should speed up production considerably while holding costs down. The prospect of being involved in that aspect of your operation is very enticing. My recent involvement in insulated wiring would be of great use to XYZ Corp.

Because you stated that the position must be filled by the end of the month, I look forward to hearing from you before then. If you have any additional questions, please reach me at my office.

Thank you,

Signature

THANK-YOU LETTER (after interview)

Your Letterhead

Date

Ms. Margot Evans
 XYZ Corp.
 123 Same Street
 Cleveland, Ohio 44123

Dear Ms. Evans,

Again I want to thank you for the time you spent with me today discussing the operations manager position. The tour of your plant, particularly the new printing processing area, was fascinating.

Having spent the past 8 years of my professional life working in a printing industry, I can honestly say that I have never seen a better-run, more technologically advanced plant. The employees all seemed so excited to be working there.

Although I understand there are no openings in my area at this time, I sincerely hope that if and when a position does open up, you will consider me.

Thanking you for all your assistance,

Signature

WHEN IT'S YOUR TURN: POOR QUESTIONS TO ASK

Threatening *Why's*. Reverts to child-adult relationship.

Loaded questions: *"When did you stop dumping trash in the river?"*

Complex: Two or three questions strung together. *"How do you price your widgets? How long does it take to make one? Why are they so hard to find?"*

For curiosity's sake: *"Where did you get that suit? When was the parking lot paved?"*

Interrogation: Firing question after question, hardly giving a chance to answer.

Nonsequiturs: *"Inventory is slow-moving now." "How are your benefits?"*

Showing off: *"I warned Bill Gates about the browser . . ."*

Secrets to Winning Interviews

The first is not a secret: Each interview you undertake is a win-win situation because you always come away with something. You learn something either about yourself or about the organization or the job opening. Seven other "secrets" to keep in mind are:

1. Do not take it personally if you are not hired. It may have nothing to do with you. If you feel that you made mistakes or misjudged the job requirements, learn from the experience.
2. Answer unasked questions. If there is something in your professional background or in your personal history that might be a roadblock to your candidacy, subtly introduce it into the conversation. This is an excellent block to illegal questions that the interviewer cannot ask, particularly about age, for example.

You cannot say outright, "I am not getting older, I am getting better," because if the interviewer was thinking you were too old, you caught him or her and now the interviewer is embarrassed. If age was not in the interviewer's mind, you have now put it there! Instead, comment on activities, interests, or recent skills learned to show that you are active, interested, and experienced. Do not talk about TV shows or a recent attack of the flu that everyone seems to have had; maintain an image of a vigorous and healthy candidate.

Offset a youthful stereotype with examples of civic or business responsibilities dropped into your conversation. If you are a woman, talk

about your extensive business travel or independent decision-making ability. Whatever the circumstances (minority, physically disabled, overweight), exude confidence, warmth, and friendliness show that you will fit right in. A good offense to stereotyping is staying one step ahead and painting a picture in the interviewer's mind that will not support a stereotypical image.

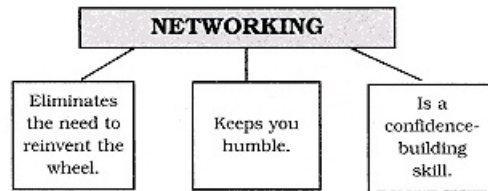
3. Respect silence. Do not turn it into a staring contest, but do not take the bait, if offered, to deliver more information than has been asked for because you feel compelled to fill up silences.
4. Practice. Interview people you meet (no, not the third degree) and open yourself up to interviews at any chance you get. Unless you feel that you will get hooked, do watch some of the better talk shows in which there is actual conversation taking place not the violence-filled shout-fests that are popular. Watch the give and take, body language, and responses in interviews on television.
5. Listen. Be a better active listener by paying attention and giving feedback.
6. Enjoy it. Each interview is an opportunity to meet someone interesting, to learn about an organization, and to grow from the experience.
7. Be thankful. Always provide positive feedback to anyone who has set you up for an interview or who has coached you beforehand, and to the interviewer.

Week 1 Day 5

Daily Activities for Week	
	✓ Go over today's schedule
	✓ Get dressed—get out
	✓ Do daily research
	✓ Answer classified ads
	✓ Telephone contacts: suspects/prospects/leads cold calls
	✓ Set up appointments
	✓ Target individuals: Research, reach out, contact
	✓ Investigate sponsored letters
	✓ Research recruiters, headhunters
	✓ Follow-up
	✓ Work on top-10 target list
	✓ Write targeted cover letters
	✓ Send out resumes
	✓ Go on-line
	✓ Update logs
	✓ Plan for tomorrow

Make Networking Work for You

Networking is a lifelong developmental skill that improves with age and practice. We cannot overemphasize its importance. It certainly is one of the most critical skills in your job search toolbox, but it is also a key element to being effective in life, regardless of your circumstances and needs, personal or professional.



Today we consider a networking channel using executive recruiters and employment agencies (frequently all lumped together as headhunters). Before we do that, let's look at a few networking concepts.

1. Networking eliminates the need to reinvent the wheel. One way to consider networking is to do it from the standpoint that we could benefit from the experiences of those have already "been there, done that." Job seekers who have already had to look for a job and took the same paths you are considering will offer opportunities to reflect on what worked and what didn't (a jump-start to the 80-20 rule). If you don't consider their thoughts and comments and thus benefit from their experience, you have to go through it all over again with all the pitfalls and none of the shortcuts.

2. Networking keeps you humble. Interdependence is a phenomenon that grows with the increasing complexity of contemporary life. When personal computers were originally invented they were successfully built by a bunch of antiestablishment geniuses who were tired of a constant dependence on technical experts in mainframe computers. These inventors wanted to share that knowledge with the masses so that everyone would be freed from that dependence. They unfortunately did not anticipate that one dependence would be replaced by another, and the shackles that were loosened were replaced by other sets that required, in many ways, even more dependencies and connections. The new freedom led to many more uses for and therefore more reliance on the personal computer.

Contemporary life makes us increasingly reliant on PC experts as well as a variety of specialists. The more sophisticated we become in all that we do professionally and personally, the more we need subject matter experts and specialists to make us more effective in what we want, need, and aspire to do.

The result is that if we want to maximize our effectiveness and concentrate on what we do best, we should seek out assistance from those whose

expertise is outside our own area of specialization. The more we know our own limitations, the more we understand when we should seek out the help of others. This is what networking is all about.

3. Networking is a confidence-building skill. Networking is an opportunity to dig into the huge black hole of the universe and find appropriate contacts who will help to maximize your own effectiveness, regardless of the task. It is a creative problem-solving process that starts with no shape or form but with an issue in this case who or what avenues shall I take to assist me to be successful in my search to find a new job within 30 days?

Taking this amorphous challenge and establishing a detailed action plan that leads to results is something that you are able to do. Remember this each time you make a successful contact that bears results. Remember this too whenever you are not quite successful because the lead or approach only results in a dead end. In baseball, hitting three out of ten can get you into the Hall of Fame.

"Don't Waste Your Time!"

The world is filled with people who are always interested in helping otherseven when they do not have the wherewithal to be of assistance. We live in Greenwich Village in New York City, one of the oldest and most illogical locations within Manhattan and a place loaded with tourists and students from all over the world. It is amazing how often we overhear people being stopped for directions and how willing they are to give themeven when the directions they give are totally wrong!

Recognize this situation when you see it. Watch out for the person who for whatever reason wants to help you, but doesn't have a clue how. This is a difficult problem because the person wants to be helpful and you need to show your appreciation for that concern and attention, but at the same time you need to recognize the situation for what it is and tactfully end it so that you don't waste productive time.

Be careful not to prematurely end a conversation that needs additional exploration. Use a carefully attentive listening approach and a resolute manner. Challenge your presumption that this meeting is not going anywhere with questions to provoke active listening on your part, to help you determine whether your initial instincts were correct. If they were, tactfully bow out by thanking the person for the time devoted and saying that you don't wish to impose further. In case you have judged prematurely, close by asking your supporter to call you with additional thoughts or ideas. If you volunteer to provide the follow-up phone call, then remember to do it.

Even in these situations, a polite thank-you note should be sent if you consider it appropriate, because not only is it the courteous thing to do but you never know whether this network contact may be helpful in some other situation.

"Don't Waste My Time!"

Networking should start with you. Be focused and selfish. Be aware that you are the supplicant, you are the one making the contact, you are the one needing help. Unfortunately, being inundated with calls from telemarketers at all hours does not make many people receptive to telephone requests for help. You must use your opportunity wisely: Know what you

NETWORKING WITH A TWIST

Instead of following leads and contacts other people recommend, target someone you feel you really need to meet.

Who can make the introduction?

Who is most likely to know someone who may know someone else who could introduce you?

How do you find this information?

Do research: Check that person's listings in Standard & Poor's *Register of Corporations, Directors and Executives* or Marquis' *Who's Who in America*. Look for:

- Fellow corporate board members
- Senior officers at present company
- Senior officers at former company
- Board members of present company
- Social contacts: clubs, affiliations, alumni associations.

Look for a link. Ask your friends and contacts if anyone knows anyone else who is connected to your target. This type of networking is a lot of work, but worth the effort if the target is justified someone who controls a job.

want, why you think this person could be helpful, and exactly the type of assistance you need.

Do not shoot yourself in the foot by being unprepared to leave a message on an answering machine or voice mail system. Judging by the strange messages we keep getting, there are people who apparently do not know what to do when offered an opportunity to leave a message. "This is . . . uh . . . Bob James uh . . . I wondered if you had, like, any . . . uh . . . positions for _____. " "I sent you my resume . . . uh . . . last week. I want to know if you have any positions that I could fill. Uh . . . my name is Susan Lord. Call me please." (Susan did not leave her telephone number.) Do not leave a message like . . . uh . . . this. Plan what you will say if you do not reach a human! If you cannot leave an intelligent and intelligible message, then hang up (and hope your contact does not have caller ID and will not recognize your number when you do call back.) Why waste your effort? Plan a short message ahead of time, even write it down, and make the telephone call an asset, not a liability.

Try this message instead: "This is Joe Jones and I was at the last meeting of Finance Executives when you spoke on Eurodollars. Currently, I am looking for a position as a foreign trader and would like to speak to you for a few minutes about the job market here in Chicago. I will try again to reach you in a few hours; should you have the opportunity to call me before that, I can be reached at 555-2222. Thank you."

Consider this scenario: The telephone rings at 7:30 a.m. and we answer. The caller is dumbfounded, expecting to reach an answering machine and leave a prepared message. Now what? The caller has a human to deal with. Be prepared!

Why should the contact help you? You should continually ask yourself this question, to remind you of your dependence on others in these situations. The answer will be one of two: They will help you either because of who *you* are or because of who *they* are.

They wish to help you because of who you are. Whether you know it or not, there are people out there who feel they owe you. The reason(s) may elude you, but they are there. The point is that we often do not know the impact we have on others, but because of that impact, when the opportunity comes to be of service to us, there they are. There are those whom we can charm into supporting us and those who feel that it is not in their best interests to refuse to help us because of who we are (title, position, power).

On the other hand, the person you approach to network with may want to be of service to you because they see in you an opportunity for them to be effective. They might have a heavy streak of the Good Samaritan

in them, or want to be on your good side because when you make it, you can help them. Finally, there is a great deal of "there but for the grace of God" at play and, rather than tempt fate, people may help you to ward off experiencing a similar fate (having to look for a job).

Don't get too excited here. The person you approach may only have five months until retirement and absolutely nothing on his or her calendar before then, so a meetingany meetingis a welcome opportunity.

The point is that you should appreciate whatever efforts others offer and remember that, regardless of their motivation, their assistance and attention are to be appreciated. Do not forget to follow up: Send a thankyou note for help received or in hopes of getting help in the future.

WHY SOMEONE WOULD GO OUT OF THEIR WAY TO HELP YOU IN YOUR JOB SEARCH

1. Because of who you are:
 - personal friend
 - fear of reprisals by your contacts
 - charming
2. Because of who they are:
 - altruistic
 - greedy

Network Wisely

You are the one who is able to determine the effectiveness of your networking efforts. In each encounter, to maximize your effectiveness, be prepared for the conversation. If the phone is the instrument, be even more ready to discuss the call's purpose briefly beforehand, to maximize the likelihood of the result. After the contact has been completed, take the time to record the highlights of the conversation and what the next step is to be (see Job Search Log, Exhibit 30, page 77.) Be careful to assess the success of the contact in order to sharpen your skills and assessment abilities. This will ensure that every effort you make to connect with your network contacts will help you achieve success in your job search.

Making Friends and Influencing People

"It's a small world after all" that's what the Disney song says over and over again. This is a variation on the six degrees of separation mentioned earlier in the book. Take each encounter as one more opportunity to make another contact and build a friendship. Some will grow deeply, others less so, but all have the potential to develop into friendships nonetheless. This process is like swimming or learning a language a lifelong process that, when developed, makes you more and more effective.

The world in this context is a small one, so look at your job hunt as an opportunity to enhance those friend-building and professional contact skills that will be part of an ever-increasing spiral that makes you more effective professionally and personally.

"Presenting . . ."

Another tool to consider is a sponsored letter. Suppose you have a contact who may have a direct line to an organization that you would love to interview with. Ask your contact to write a marketing letter and forward your resume directly. If this person is indeed plugged in, his or her letter will get read and will add weight to your resume. This can be particularly useful when your candidacy must remain a secret due to your continued employment. (You are not looking for work someone else is promoting you!) See the sample letter in Exhibit 1-33.

WHO COULD SEND A SPONSORED

LETTER FOR YOU?

Someone whose
 Credentials qualify him or her to judge
 your skills, experience, and potential.
 Knowledge of you gives him or her insight
 into your professional expertise.
 Reasons for not offering you a job at
 his/her company are credible.

Exhibit 1-33

SPONSOR LETTER (SAMPLE)

Letterhead of president of local manufacturing company

Mr. Ely Stein
 President
 Tornado, Inc.
 11 Main Street
 New York, New York 10011

Dear Mr. Stein,

As the president of a growing manufacturing concern very similar to yours, I appreciate the importance of quick and accurate financial expertise. Volatile suppliers and fluctuating demand, combined with all the risks inherent in foreign markets, make financial decisions all the more important.

Several years ago we sought to hire a new Chief Financial Officer and found the perfect candidate working for a competitor. She was not ready to make a move at that time so, sadly, we found another terrific candidate who has proved to be an asset to our organization.

I recently learned that my first choice is now willing to explore other employment options. Since, in good conscience, I cannot take advantage of her availability without doing a disservice to my current CFO, I am taking the liberty of forwarding her identity-omitted resume to you and several other growing manufacturers located in the Northeast.

Should you have a need for an excellent financial officer, contact me and I will be very pleased to put you in touch with her. Although equity and growth situations will have a great impact, her compensation in recent years has been in the \$150,000 to \$220,000 range.

Sincerely,

Professional Help

How much time and effort should be dedicated to employment agencies, executive recruiters, and headhunters in pursuit of your next job? Now that you have made substantial progress in your job search efforts, this is a good time to evaluate these helpers.

Headhunters

Whether recruiters are called headhunters, executive recruiters, or employment agencies, they are salespeople who are selling candidates to employers in exchange for a fee. The fee can be quite sizable. For instance,

the fee for placing Louis V. Gerstner Jr. at IBM was \$1 million plus the recruiting firm's expenses (that includes meals, advertising, hotels, transportation, and office administrative fees).

For paying that price and retaining their services, the organization gets a suitable candidate to offer the job to and a guarantee that the person will last at least six months on the job. If the person leaves sooner, the executive recruiting firm will replace the employee without additional fees except reimbursable expenses.

The other approach is referred to as contingency recruiting. The agency is usually categorized unglamorously as an employment agency, but its sales representatives and other staff members prefer to be called headhunters. In this business arrangement, also bound by contract, the recruiting firm agrees to accept payment only if the placement of the new employee is a result of their efforts.

For a comparison of types of recruiters, see Exhibit 1-34.

Exhibit 1-34

TYPES OF RECRUITING AGENCIES

Contingency Employment Agency	Retainer Executive Search Firm
Fees paid only when placement made.	Hired and paid by company, whether hire is made or not.
Must make two sales to get paid: individual client and company	Second fee paid when placement made based on % of salary.
Wants to build a pool of candidates to sell to various companies.	Usually searches for candidates in current positions; not particularly interested in those actually looking for a job. Your resume not sent out without permission.
Resume may be "floated" to clients.	Your resume may be included with other top candidates for submission to employers.
Resume submitted as part of a group of likely candidates.	Definite job opening in existence. Agency usually has exclusive arrangement with client on job opening.
Clients dealing with more than one agency; may fill opening and not advise other agencies.	
Job orders can be duplicated.	

We purposely avoided addressing the issue of headhunters before now for a variety of reasons, including these:

1. Using recruiters encourages a *passive approach* exactly what we wish to avoid suggesting as a major key in any job search.
2. Recruiters lull you into a *false sense of security* that is a hallmark of any good salesperson (and we don't mean this pejoratively). An effective salesperson closes sales when the prospect becomes the customer. That transition occurs when the sale is made, because at that point the salesperson has won the trust of the customer. So too with recruiters. Think of them first as salespeople, because that is what they are. Recruiters need to be doubly effective because, unlike in other sales situations, they need a double sale to close the deal: the organizational client who will make the job offer and a candidate who is willing to accept the job offer. To build the relationship, the optimistic recruiter will make the candidate feel that he or she is a shoe-in for a referral and, once presented, a slam-dunk for an invitation. This scenario encourages passivity, because the candidate will feel all he or she has to do is wait for the recruiter to arrange a mutually convenient meeting.
3. You may *lose control* of your resume. If you are still employed or are particular as to where your resume is sent, beware: you may not know if your resume is "floated" to several clients. Most recruiters do not send your resume to any clients without your approval, but some contingency recruiters who are overly anxious to make a sale may send your resume to multiple clients, even when the job openings may not meet your requirements (or when you don't meet the client's requirements.) Your resume can get very old quickly, having passed through many hands without any interest being expressed.
4. It is often *not a fast route*. Resumes are forwarded and may sit in a client's HR department for days. After HR has reviewed it, it will either be passed on ("not what we want") or forwarded to the department with the job opening.
5. Meeting with recruiters can be a *demoralizing, frustrating, and debilitating experience*. It could start with the initial phone inquiry when you are put on hold, or it might not start until you appear at their offices. Either way, be wary of the potential negative effects the experience may have on your ego. Remember the primary objective of the recruiting firm: retainer or contingency is to generate revenue for the firm by finding suitable candidates and getting one of them a job offer. Regardless of what the job seeker thinks about the encounter, that is always the recruiter's objective. So if the job seeker is considered the tick-

etbingo! If not, then there is little to be obtained from the contact. Regardless of the level of the job seeker's qualifications (enormous or minimal), if the recruiter is not looking for those qualifications to fill a current assignment, he or she does not have the opportunity to fill the position you are looking for and therefore cannot do anything for you. Do not take the rejection personally. It is a function of timing and the supply-and-demand relationship.

WHAT RECRUITERS CAN DO FOR YOU

Positives	Negatives
Give guidance and direction	Sap your energy.
Find job prospects.	Waste your time.
Provide contacts for networking.	Give you false hopes.
Provide practice for interviews.	Try to make you fit into their agenda.
Force you to get dressed and get out.	Lead you on.
Unlock doors to interviews.	Not call you back.
Sharpen your job search skills.	Injure your ego.
	Take you away from your job search.

Recruiters

You need to be a careful listener in any encounter with recruiters. They have a simple agenda: close the sale! Listen closely to what the recruiter says. Just because a recruiter uses the term *headhunter*, do not assume anything. Raise questions to make sure you are getting the message. Do not waste your time.

When you are approached by a recruiter, you cannot know if the recruiter is working on a contingency or retainer assignment. What is the stated reason for contacting you? How were they referred to you? Now you are on the other side of a cold call! Here are eight questions to raise with the recruiter:

1. Who are they? When did the agency start doing business? Who owns the firm? Does it specialize in a particular profession (legal, technical, finance, or advertising, for example)? How many clients do they have? Can they name some of their clients? Are they a national or local agency (particularly important if you have strong feelings on relocation)?

2. Is your firm working on this assignment on a retainer or contingency basis?

This is an important question because if the firm is working on a retainer basis, then you know if can convince the recruiter you will definitely get the interview. In retainer assignments, the organizational client is usually interested in seeing two or three finalists and sometimes agrees to just one, based heavily on the recruiter's recommendation. Second best is an exclusive assignment. In recruiting parlance, the firm is acting on a contingency basis but has been given the assignment on an exclusive basis (and therefore no other agency has an opportunity to fill the assignment for either the time it takes to fill the position or at least some period of time, say two weeks, at which time the assignment will be given to others). Keep in mind that the employer will only be required to pay the agency if the candidate who accepts the position offered has been provided by the recruiting firm. If the final candidate comes from an employee referral, no placement fee would be paid.

3. If the assignment is on a contingency basis, are other agencies working on this assignment as well?

This is a question to show the recruiter that you are astute and know the business he or she is in. This is slightly different from an exclusive assignment and if the recruiter isn't sure, then you can wonder how close he or she is to the client.

4. Will you circulate my resume without my permission?

You want to control the distribution of your resume and you want to preserve your right to go wherever you want to, so insist that the recruiters present to you each situation they feel you are a "fit" for. You will not be treated poorly when asking this question, but you really do want to control the flow of your resume. Even if recruiters promise they will not circulate your resume without your permission, there is no guarantee that they won't float it. In fact, if you ever catch them, confront them on this issue to let them know you are aware of what they are doing. Let them know that you appreciate their efforts, but you want them to know that you prefer the courtesy of being told before the resume is sent. You want them to obtain your permission first.

5. How long has this position been open?

There is no wrong or right answer here. If the position has just opened, the first candidate presented may get the job offer. On the other hand, if there are no other candidates, the hiring organization may wish to wait until it has a chance to compare candidates. In this instance, the agency, in

effect, is required to find two candidates the employer would consider serious candidates, when it is hard enough to find one.

If the position has been open for awhile more than a month is a yardstick to use-then you need to find out more. "Have there been changes at the supervisory level?" "How many candidates have they seen?" "What has been the problem?" These are all legitimate questions you should ask because the more you probe, the more you will learn, not only about the job in question but also about the recruiter.

If the position has been open more than three months, from the HR perspective the question that should be raised is whether the position should be filled at all. If an organization could survive for more than three months with an open vacancy, the open position should be reconsidered. How is the work being accomplished without an incumbent?

6. Is the organizational client your account (the person to whom you are speaking)?

The answer to this question will help you determine the level of confidence the organization has in the recruiter and his or her organization. Also, if the recruiter is responsible for the account, he or she will be more "plugged into" the organization and more knowledgeable about the organization, the supervisor, and the open position than if the opposite is true. On the other hand, if the person you are dealing with is at the assistant, associate, or counselor level, you need to be wary because that person is only serving as screener or gatekeeper for the account representative. In this instance you will probably have to go through one more recruiting firm interview before your paperwork will even be forwarded to the organizational client.

7. Why is the position open? Is it a new position or did someone leave?

If someone left, where did the person go and what was the reason? Did the person leave an organization in disarray (of more concern) or was it for the enticement of the new organization and the new position (and perhaps the new level of compensation), a more positive decision.

8. What are my strengths and weaknesses for the position I am being considered for? How will you sell me to your client?

This is an opportunity for the recruiter to share a decision with you. It is not an opportunity to start an argument. Remember, you are not a missionary and you are not going to convert the recruiter on this one. He or she needs to come to a decision, and even if the recruiter agrees with your response to this hurdle, it is more than likely that he or she will still not be convinced about the strength of your candidacy. It is more likely that

what you have done is wear the recruiter down and given him or her the opportunity to put a note in the file that you have a tendency to be argumentative.

Newspapers as a source of information about recruiters. The newspapers present a good opportunity to determine a lot about the recruiters you may consider doing business with. For starters, you can use the papers to consider who has the assignments. Look in the want ads. If recruiting firms are advertising for positions identical to or similar to those you are interested in, you know they have the assignments, so they may be worth a visit. If an agency is advertising for a position that sounds identical to another ad, it may be the same position. Both agencies may be vying on a contingency basis to fill the same position.

Face-to-face meetings. If you continue to get positive feedback from the recruiter, agree to a face-to-face meeting even if you have to make the suggestion! You want the opportunity to show your face for three reasons:

First, the recruiter will have to be impressed that you are so serious that you made the effort to meet face to face.

Second, you have more control over the situation than you do when dealing with recruiters over the phone, especially when they put you on hold so often when you (or they) call.

Third, you have the opportunity to see recruiters in their offices firsthand. If they suggest a neutral location (which a search firm will frequently do), you really have no choice but to accept, even though it's much more informative to visit them at their workplace. At the very least, get their address and walk by or look into their offices for a reading.

Just as you did on a job interview, be observant when you get there.

Are the offices plush?

Do they protect your confidentiality by keeping you out of the public areas?

Do they insist that you fill out a form before they will talk to you? What types of information do they request?

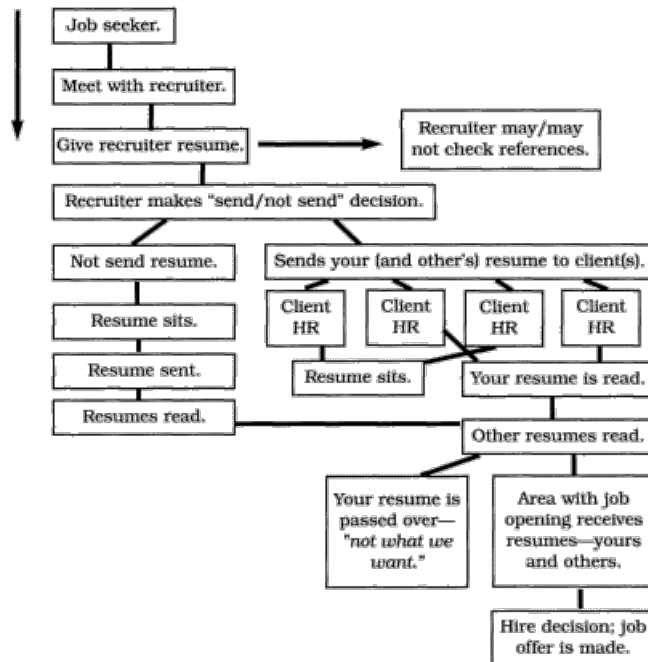
How do they treat their own staff?

Because their truly unique business centers around job-seeking candidates, the more prepared you are in dealing with recruiters, the more successful you are bound to be. Too frequently, job seekers do not pay any attention to the primary objective of recruiting firms because of the warm greeting that is often extended. It will be well worth your while to understand and remember that the recruiting firm identifies its organizational

clients as its primary relationships; everyone else (including you) is a distant second.

Interviewing with a Recruiter. Dealing with either retainer or contingency recruiting firms can be time-consuming and very frustrating. The process usually starts with a phone call. If there is any interest at all on the part of the recruiter, you will be invited into the office for an interview. The recruiter may be seasoned or may be a lower-level screener. The visit to the office requires time, preparation, and follow-up. The time required is the time spent there, and sometimes the wait may be quite lengthy. The more research you do beforehand, the more effective your visit will be. If

PROBABLE ROUTE OF YOUR RESUME GIVEN TO A RECRUITER



there is a specific job you learned about that is the primary reason for your visit, then you should tailor your resume to match the position's specifications as closely as possible. Make yourself presentable. Are there copies of anything besides your resume that you should bring with you? Last, consider who else you know who has had experience with this recruiter. The more you learn, the better you can decide whether the time is worth your efforts. An easy question to raise is, "Would you consider me for the position you are talking about if you were the employer?"

Because of recruiters' promises to represent you and your interests, the tendency of job seekers (often ill-founded) is to fall into a passive mode because they have assured you that they have this or that position and they will present your qualifications to the client, who unfortunately will not be back in town until whenever, and therefore you must wait until then to pursue your candidacy.

ALL CONTINGENCY AND RETAINER RECRUITERS:

Sound the same: *Executive Recruiters, Management Consultants, Headhunters.*
Fill executive positions.
Telephone employed executives.
Are paid by the client (employer), not by the applicant.
Have enormous files of resumes.
Fill job openings from their enormous files of resumes.

A Recruiting Puzzle

Why use a retainer firm when there are contingency agencies? Why would any organization agree to terms on a retainer basis when there are recruiting firms willing to be of service and willing to agree to payment only if they are successful?

This is an obvious question that seems to possess the seeds of destruction for the retainer firm. As a job seeker, you need to know the differences to determine which is preferable in your search. For all but a few people, both may be appropriate if either makes sense.

First, who should not use recruiters? Generally, if you are attempting to break into a field that has no relevance to the profession you are leaving, it is difficult to imagine a fee-based recruiter from either the retainer or

contingency side of the industry being interested in you. They would be hard-pressed to determine what skills or experience you possess that they will be able to sell to a client as a reason for presenting you over others with more relevant experience.

Watch out if the recruiter is talking to you as a career changer and he or she seems genuinely interested. Determine what value you provide that would make you a serious candidate. Be skeptical until you see proof that the recruiter is being effective, presenting you to the client for an interview.

You may run across a recruiter who demonstrates interest. Frequently the recruiter will try to befriend you to win your confidence and then try to get you to listen to reason (that is, accept the job *not* in your field) because that is the closest thing to what you want and you should be practical and go for the interview. This happens particularly to recent college graduates and those returning to the marketplace. Beware if it does not make sense to you. Especially in a contingency arrangement, the recruiter will never try to put a square peg in a round hole for one reason: If HR is involved, there are at least two organizational layers to go through before an interview is successfully arranged.

Second, recruiters need to sell the candidate. Regardless of whether the recruiting firm does business on a contingency or retainer basis, to meet their commitments to their organizational clients, they also must successfully complete the assignment or sale. To do that they must not only provide an acceptable candidate to the organizational client, but they must also get the acceptable candidate to agree to an interview.

When a recruiter discusses a particular position with a job seeker, the recruiter needs to convince the applicant that he or she should be willing to meet with the employer, if the recruiter can get the interview. This is an important first hurdle, because at this point the recruiter is putting credibility on the line, first by convincing you that this is a great opportunity to meet with the employer. Getting the candidate to agree to meet with the employer that has the assignment is one thing. Getting the candidate to show up, on time and with an acceptable appearance, is quite another.

Should You Approach a Recruiting Agency?

That all depends on you. The key question you should ask yourself is, What value do you bring to the table? More crassly, in what way will you help the recruiter generate revenue?

Consider it a win-win proposition. The recruiter needs a saleable candidate and the job seeker needs an open position that he or she is able to convince the employer to offer. For each recruiting firm you consider approaching, ask the following questions:

Where are they located?

How large are they?

What is their primary client base?

What are the most recent positions they have filled? job title, salary range, industry, and name of organization?

Do you know anyone who works for them or anyone who has been successful in being placed by them?

Look at the answers in light of your own inventory, background, and skill base as well as the position you are hoping to fill. If there are more positive answers than negatives and you do see yourself realistically being of value to the recruiter, then the time invested with the recruiter should be effectively utilized.

If you are hard-pressed to find a positive answer, then pursue other avenues but recheck from time to time. Additional information may change your attractiveness where the recruiter is concerned. For example, if a major employer has just decided to relocate, there may be opportunities for jobs that had been nonexistent before. The attempt to relocate the New England Patriots to Hartford with a new stadium was a business development effort that would require a variety of skills, from building trades as the stadium was being built to marketing and sales efforts once the team moved, that were not required before.

If you decide that this is a worthwhile area to explore, you need to do some research to identify where to go and determine how much time (actual numbers or percentage) you wish to devote on a daily basis to this ap-

CHARACTERISTICS OF AN EXCELLENT RECRUITING FIRM

- Demonstrates a professional bearing throughout the organization.
- Gives all applicants comprehensive attention.
- Guarantees that placed employees will be successful.
- Ensures confidentiality for all applicants.
- Offers accommodation. In instances where the firm already has the candidate, the firm will "reopen" the search to include the late arrival in an effort to provide as many appropriate candidates to the client organization as they have identified.

TOP TEN EXECUTIVE SEARCH

FIRMS

Korn/Ferry International

Hendrick & Struggles

SpencerStuart

Russell Reynolds Associates

LAI

A.T. Kearney Executive Search

Ray & Berndtson

Egon Zehnder International

Ward Howell International

DHR International

Source: Kennedy Research Group,
estimates based on provided 1997
financials.

proach. Then begin to identify firms and determine which are more relevant and appropriate for you. Do not ignore on-line resources there are cyber recruiters and cyber headhunters. Check local listings on a search engine or directory under your city and recruiters or executive recruiters. The advice regarding researching the recruiter also applies to on-line firms.

Recruiting Dollars

After the meeting with the recruiter has ended, he or she finalizes any decisions you were trying to make during the meeting. If the recruiter works for a contingency firm, he or she will make a "send/don't send" decision and the job seeker's resume will be immediately sent (or not) to the client organization. In this situation, the recruiter must get the resume out fast because someone else (another recruiting firm) may get there first with a candidate. In a contingency arrangement, the firm responsible for the placement is entitled to the fee. Once the resume is sent to the client organization, the recruiter has little or no control over the process or getting the client to agree to meet the candidate. The Human Resources department usually will be the contact area, and they will forward the resume to the department with the opening. The resume, unless E-mailed, will probably go by interoffice mail and then sit in someone's in-box waiting for

distribution to the final party. If any of these incumbents is away from work on vacation or for some other reason, the resume probably will sit at that point until the person returns.

If the meeting the job seeker had is with a retainer firm, the process is no faster. In this situation, the candidate is discussed with other colleagues and perhaps a reference or two is checked out. Then the retainer firm will present original paperwork to the client and will usually include the paperwork for other candidates as well. This material may be faxed, with hard copies sent by an overnight express service. This material is usually sent both to HR and the department or division head. The next step is usually a phone call to confirm receipt and obtain feedback. Here you are dealing with more senior staff members, so the likelihood of a fast turnaround is dependent on the organization's culture and the specific time-management style of the executives both in HR and in the division (and their sense of urgency about filling the position). There is a quicker turnaround time in this process. Not too long ago, executive recruiters would ask for at least 90 days to complete a search assignment. Now, more and more, they promise that the person will be on board in 45 to 60 days. That is a pretty fast commitment to not only find serious candidates, but meet with them, make screening decisions, arrange meetings inside the client organization, get an offer decision, and have the hired executive make all the necessary transition steps (including a possible relocation) so that he or she is sitting at a desk in the new organization just 45 to 60 calendar days after the whole process started!

One more comment needs to be made here. Even though the retainer firm has promised to fill the position within 60 days and you want to find a job in 30 days, using a retainer firm is still a potentially effective job-seeking tool. As with all recruiting, the major issue here is timing. We are aware of a major senior search at the \$200,000 to \$300,000 base salary level in which a new candidate appeared on the radar screen at a point at which the client company had already decided on another candidate. The company agreed to delay a decision and meet the new candidate; and the new candidate was offered the job within two weeks after the first meeting. The point is that timing can work for or against you. To determine whether this is an approach for you to pursue consider the chart below. (See Chart Consider Using Recruiters If . . .)

Employment agencies and executive recruiters have their own unique agendas. The more you recognize that before you commit to making yourself available for their services, the more effective you will be in dealing with any of them. Be careful to determine their primary objective; to put it more plainly, find out how they generate revenue.

CONSIDER USING RECRUITERS IF . . .

You need to do practice interviewing.
 You need someone to comment on your resume.
 You are frustrated because you are getting no interviews.
 You understand that recruiters are salespeople and they will try to place you if they feel you are "sale-able."
 You want suggestions about where the jobs are.
 You are aware of a job opening and you would consider using the recruiter to present you as a candidate.
 You have a colleague that has had a good experience with a particular recruiting firm.
 One of your colleagues gives you an introduction to a recruiter.
 You want a job in a particular company or industry and you know the recruiter is frequently used to staff openings in that company or industry.
 You are desperate and you don't know what else to do.
 You are a sales person and it is one more opportunity to pursue without fear of rejection.

CONSIDER AVOIDING RECRUITERS IF . . .

You are avoiding doing any research or discovering leads on your own.
 You just want someone else to do it for you; you are afraid to look on your own.
 You are procrastinating and see this as one more chance to avoid taking more direct and immediate action.
 You have a fragile ego.
 You are uncertain about what to do next.
 You have colleagues who have had terrible experiences with recruiters.
 It seems that no recruiters are actively seeking candidates in the profession or industry where you are hoping to land a job.
 You tried to keep a scheduled appointment with a recruiter who just kept you waiting endlessly in an open reception area and then treated you rudely.
 You answered a recruiter's ad and followed up with a phone call but after at least three attempts, your calls still have not been returned.
 You met with an employer through a recruiter's introduction only to discover that the job the recruiter described was totally different from the one now being discussed either something different from your area of expertise or for a job with a lower level of responsibility, at lower pay.

To add to the complexity, there are recruiting firms that specialize in different areas. A few are obvious; the rest aren't. Robert Half, for instance, is known throughout the country as a recruiter for accounting and finance positions. Source EDP is nationally known for filling technical positions. The Directory of Executive Recruiters, published by Kennedy Associates, is updated annually and includes a comprehensive list of both retainer and contingency recruiting firms by geographical location and professional specialty.

A Candidate's Responsibilities

So far we have primarily looked at what the recruiter will do. If you decide to work with a recruiter, you will tacitly or overtly agree to the following:

To show up in a timely and professional manner for any appointments or interviews scheduled by the recruiter that you have concurred with.

To listen, in good faith, to any offer made by any of the employers.

To accept the offer when given if it is in line with your stated requirements.

To resign the position you currently occupy.

To relocate, if necessary.

To show up for work on the agreed upon date and time.

To take all the required tests and go through all the other procedures required by the employer.


Exhibit 1-35

RECRUITERS LOG

Agency	Recruiter's name:	Date called:	Job opening:	Meeting:	Results/comments:
--------	-------------------	--------------	--------------	----------	-------------------

Week 1Day 6

Day 6



- ✓ Go over today's schedule
- ✓ Rate my job search efforts
- ✓ Get dressed—get out
- ✓ Do daily research
- ✓ Answer classified ads
- ✓ Telephone contacts:
 - suspects/prospects/leads
 - cold calls
- ✓ Set up appointments

- ✓ Review interviewing tips
- ✓ Learn about testing
- ✓ Target individuals:
 - Research, reach out, contact
- ✓ Follow-up
- ✓ Work on top-10 target list
- ✓ Write targeted cover letters
- ✓ Send out resumes
- ✓ Go on-line
- ✓ Update logs
- Plan for tomorrow

What kind of a job seeker are you?

"I only do what I like doing."

"This is harder than I thought."

"I do what I can."

"I do a little here, a little there."

"I do what is necessary."

"I am meeting so many great people!"

"I do everything I can."

Pretend you are at an interview and you are asked: "How would you describe yourself as a job seeker?"

Your answer:

Examine Your Job Search Efforts

Rate your efforts in Exhibit 1-36.

Exhibit 1-36

JOB SEARCH RATINGS

Rate yourself on your job search activities on a scale of 1 to 5, with 5 being top honors and 1 needing major improvement.

Motivation	1	2	3	4	5
Commitment	1	2	3	4	5
Organization	1	2	3	4	5
Enthusiasms	1	2	3	4	5
Targeting:					
Job openings	1	2	3	4	5
Organizations	1	2	3	4	5
Research:					
Organizations	1	2	3	4	5
Individuals	1	2	3	4	5
Associations	1	2	3	4	5
Telephone techniques:					
Cold calls	1	2	3	4	5
Referral calls	1	2	3	4	5
Written communications:					
Cover letters	1	2	3	4	5
Resumes	1	2	3	4	5
Thank-you's	1	2	3	4	5
Follow-up	1	2	3	4	5

Before you enjoy a day of rest tomorrow, based on your self-ratings, choose the two areas in which you feel you need to be more effective. List them below:

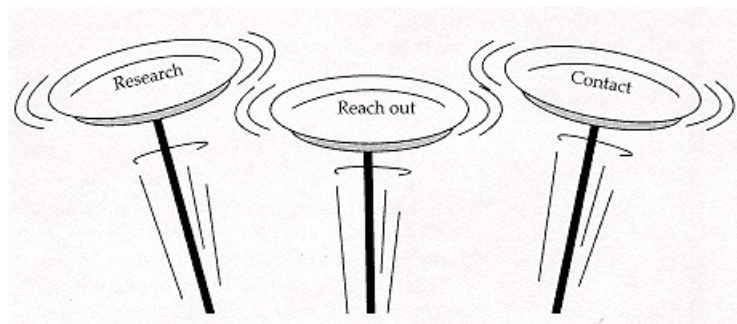
1. _____
2. _____

What will you do today to improve your effectiveness in those areas? Be specific. For example, if you have fallen behind in your thank-you letters and need to make more telephone calls looking for referrals, commit to finishing your thank-you's and commit to making at least 30 calls today, or as many as needed to connect with 10 suspects, prospects, or leads.

List your commitments for today:

1. _____
2. _____

Please note that this does not mean this is all you will do today! You still have to keep all the other wheels turning in your job search. You will simply dedicate extra effort in these two areas.



One of the more popular variety acts on the old *Ed Sullivan Show* was the plate spinner. The man or woman performing this feat would begin spinning one china plate on the end of a stick, then add another plate on another stick, and another plate on a longer stick, keeping the first two spinning. He or she would run back and forth across the stage, giving each plate some attention as needed, to keep them all spinning just fast enough to not fall off. Just when the audience thought no more plates could possibly be added, there was always one more on the performer's head or the tip of the nose!

That act is a metaphor for your job search. Each area should get the attention that it needs to keep "spinning."

PassionOne More Major Imponderable

Traditionally, most people thought similarly about work. Work was something that you did because it was your obligation to your family and society. People worked all their lives to look forward to the reward of retirement. The language of the workplace was often the language of retirement:

"Just three and one-half years to go."

"One thousand, four hundred, twenty-three days and a wake-up!"

"Can't wait 'til I retire when I will be able to spend more time with the grandkids. "

"I am going to play golf everyday."

In fact, in the past, if you said you actually enjoyed your work you were perceived to be strange. As our workforce has become more diverse and the transformation has taken place from the skilled (and dispensable) worker to the knowledge (and less dispensable) worker, attitudes toward work are evaluated much more carefully by employers when they are making hiring decisions.

What Price Passion?

Employers now tend to look beyond skills and fit to question whether each job candidate has passionor, simply put, a strong, positive enthusiasm for the organization and the products or services it produces. Today cutting-edge organizations are looking for applicants who really want to work for them. Whether the product or service is toilet paper, coffee, razor blades, or financial services, organizations are looking for individuals who are excited about the organization and what it does.

How to Develop Passion for an Organization

The key is to answer a few questions before you pursue a job in any organization:

What is the mission or purpose of the organization?

What is its history? Does it take any public stands? Has it ever?

What is its management like? How do they look and talk? What schools did they graduate from?

Has the company been in the news recently? For what reason?

Does it advertise? What is your opinion of the advertisements?

Are you a purchaser of its products or services? Why or why not?

Do you know anyone who has a strong opinion (positive or negative) of its products or services? What is the reason for that opinion?

Is the organization one that employs "best practices"? Does it win quality awards? Is it mentioned in *Fortune's* "Best Places to Work"? Is it among *INC.'s* or any other publication's or professional association's award-winning nominees?

As you answer these questions, you should develop both a respect for and excitement about the organization and you should grow in your desire to be a part of it. The more you learn about the organization through your research and meetings, the more excited you should become about the prospect of becoming an employee. That is the evolution of passion.

Now, whether you notice it or not, your demeanor as you go through your meetings will reflect a genuine excitement at the prospect of becoming an employee. What will set you apart from the other applicants (who in fact may be more qualified for the position than you) is the genuine passion that you feel for the organization.

As you go through the process of finding the answers to these questions, you are in effect accomplishing two objectives.

1. In conducting research you will be preparing yourself to meet with the particular organization you were planning to meet with.
2. In the course of your research, you will unearth other organizations that may prompt additional interest as well.

Genuine passion is an attribute worth developing in yourself, not only to be more convincing as a candidate but also to add a dimension that will make work a truly enjoyable activity.

Passionate Competition

Feeling passionate about a job? An organization? Willing to put your efforts where your heart is? There are several generations in the job pool with different needs, expectations, and experiences. Some candidates

were (until recently) of the belief that if you were loyal to your job, your job would be loyal to you. "Employment for life or at least until retirement" was the pervasive belief. Other candidates view organizations as stepping-stones use one job to step up into another, then repeat the process. Planned job-hopping is the route taken, with loyalty neither given nor expected. A third group is somewhere in between: giving loyalty when it suits their purposes and is returned in kind, but always on the lookout for better prospects.

Ambitious candidates are willing and, in fact, expect to work 50, 60, or 70 hours a week to get ahead. Other candidates, no less ambitious, are not in a position to do this, not because of a lack of passion, but because they have commitments outside of work. In "Getting Ready" we asked you to consider whether you live to work or work to live. If you are faced with competing candidates who are willing to devote their entire lives to work, what are you willing to do? If you are more experienced, will employers be willing to pay for that experience or will they opt for the inexperienced workaholic, thinking long hours equate with loyalty?

It is even more important in today's changing employment marketplace to determine how you can add value to an organization and sell it! Just being experienced without being able to quantify your employment in terms of adding value to the organization is not enough for many employers.

Finding People to Call

Is it that you *don't have enough names*, or you have more than enough names but *hate to actually get on the phone*? The first situation is a case of not being creative enough. The second is more complicated, but is probably due to the fear of rejection.

Consider each transaction an exercise in power. Power, simply defined, is the ability to get others to do what you want them to do. Making phone calls to people you do not know could be considered an exercise in total powerlessness. The individuals on the other end of the telephone hold all the power to take your call or reject it, and then to reject you at any point during the conversation. You are even more powerless if you allow yourself to use a cell phone, because the probability of a disconnection adds one more element over which you have little or no control.

Turn the situation around so that you feel that you are able to influence others over the phone by getting them to listen to what you have to say. Then you need to attempt to get the person on the other end of the phone to agree to your request namely to meet with you to discuss the possibility of employment either with that organization or elsewhere.

Your objective is to *persuade*, not to convert. To be effective with phone calls, you need to get agreement on the other end. This is one step in a process that includes making the phone call, getting to the person you seek, speaking to that person, getting agreement, and then actually having the meeting you requested.

This takes a lot of energy and concerted effort. Why should anyone agree to meet with you? Don't take these efforts lightly. Treat each "victory" as a great achievement.

Be an astute listener. Carefully evaluate each telephone call both for a *willingness* on the other person's part to be persuaded and an *ability* to be of assistance. Both are always needed if you are going to use this technique to obtain a job.

Is it hard to come up with 30 names to call every day? Reconsider these opportunities:

Alumni directories; class lists

Church, synagogue, or religious affiliation membership lists

Christmas or Hanukkah card lists

Internet chat groups

Fellow gym-goers

People who share the same activities, e.g., runners, swimmers, singers

Any other membership lists

Daily or weekly newspapers

Magazines and other periodicals

The telephone book, especially the Yellow Pages

The prospecting part of your job search is a numbers game-you need to make the number of calls that will ensure you of getting suspects and leads. Without suspects and leads, it is impossible to progress in your job search effort.

Where have you been this week?

Where did you go yesterday?

How many people have you met that you did not plan to meet?

How many new names have you gathered because you were meeting with others? _____

How many new organizations did you "discover" to target by being out?

Where are you going today?

Rethink one of your excursions when you did not get any leads or prospects.
What could you have done differently?

Regarding your plans for today, what can you do today that will give you more leads to follow?

Don't be or get desperate. If you do, it will show whether you want it to or not, and that is a message that you *never* want to send, consciously or unconsciously. The point is that you need to remember to keep searching for fans, either those who are already big boosters for you or those who are willing to convert to booster status.

Write Scripts

Consider all the ways people can say "no" and what response you can give to turn it into a "maybe" or a "yes."
TELEPHONE SCRIPT POSSIBILITIES

"I'd like to meet with you but I just don't have the time."

"Let me suggest a very brief meeting at the beginning (or end) of your day. I promise I only will take ten minutes of your time."

"You flatter me with the thought that I know a lot of people but it just isn't true."

"I really appreciate the fact that you took this call. Please suggest just two persons I may go to who will feel our meeting may be mutually beneficial."

"I really would like to meet you but there is too much going on right now."

"When do you think things will be calming down? May I suggest we pencil in a meeting the week of ____ and if it is a problem, you can just cancel it then."
Add your own:

Proceed from an effective environment, including a "powerful appearance" wear what you feel will help to make you effective. If you have any concerns about being effective on the telephone, do not attempt to make these important calls with a cigarette in your hand, in your pajamas, with your hair uncombed, and not having brushed your teeth. You will not feel powerful or in control!

Establish a pleasant demeanor. Be polite. Create a positive mind-set. Perceive the exercise as a series of challenges. Give yourself periodic rewards for meeting goals and timetables.

Make People Want to Help You

Think of enlightened self-interest. The people you contact need to feel that in helping you they will be doing themselves a favor. With everything else they have going on, the last thing they need is a call from you and, worse, a request to do something more.

Think of yourself as a solution. We once witnessed a situation in which a distinguished job candidate mentioned during the course of a meeting with the owner of the organization that he possessed a solution to their business problems. He whipped out a piece of paper and said the solution was written on that paper. When asked what was written, he said he would only reveal it after he was hired. He got the job. We are in no way recommending that you perform in the same manner. We relate this story to demonstrate how important it is to exude control, poise, and confidence. If you do, you will be perceived as a powerful person, as the gentleman in the example was.

Flattery Try It

Remember to include genuine flattery in your conversation. Here again, research pays off. First, at the organizational level, any comments you make that show your understanding of the organization are greatly appreciated by those who work there. (If you cannot come up with anything positive or flattering to say, why are you there?) Second, using the name of the person with whom you are speaking is a compliment. People love to hear their own names and are flattered when someone they have met recently remembers it and pronounces it correctly! Comments that show a professional knowledge of the person are always greatly appreciated; so many people give no hint of recognition or acknowledgement that even brief mention will be noticed. Newspaper articles, a speech, a TV inter-

view all are opportunities for providing that feedback. With the Internet and other media available, there is very little reason for not knowing key facts about an organization and its senior management.

How do you know if someone is a fan or not? Telltale signs of non-fans include:

Their time is more valuable than yours. They keep you waiting. They renege on promises to get together.

They do not return telephone calls.

They tell you that you are not equipped (or some other word) to be successful at _____, without being a subject matter expert or offering suggestions to improve your candidacy.

Their body language shows disinterest or distraction.

They are themselves looking for work and really need you to help them.

They appear to be fans and cheerleaders but, for whatever reason, the prospects, leads, and other suggestions offered don't ever seem to be forthcoming just promised and then delayed. (This is the toughest to uncover.)

Be a discerning and comprehensive listener. It is frequently difficult to determine who is genuinely effective in assisting you in your job search and who isn't. As we mentioned earlier, keep in mind the 80-20 rule. Eighty percent of your results will come from 20 percent of your efforts, so the more you can hone in on those who can help the most and cultivate those relationships, the more effective you will be in finding that new job.

Remember that you have established an ambitious timetable for yourself. After 30 days you do not want to say: "I haven't gotten a job because I spent too much time in the wrong places."

BIGGEST COMPLAINTS ABOUT INTERVIEWS

Unprepared or unfocused interviewer

Not getting feedback

Unclear job descriptions

Interview started late

Not knowing what next step in process would be

Long, complex hiring process

Interview Pitfalls and Tactics

The non-fan as interviewer. What do you do when you arrive excited and prepared for an interview for a job you feel you are literally made for and the interviewer is the pits? We have said that effort does not equal success, but even knowing that, this can really demoralize you. Be prepared with tactics to put yourself in the best possible light, despite an inept interviewer.

Snacks. If you are invited to share a meal (or even a snack) as part of the selection process, be wary. Do not let your guard down in what appears to be a relaxed situation. Above all, always remember you are not there to eat. (The exception is when you are interviewing with a food or beverage manufacturer. *"Yes, of course I would love to have a few M & Ms!" "A soda? Only if it is a Pepsi!"*) Just don't be clumsy or spill anything.

Group interviews. You can look at these positively or negatively. They can be seen as opportunities to grill the candidate and are reminiscent of old movie scenes in which the interrogators are trying to get a person to break down. On the other hand, consider them an opportunity to tell your story once and reach a whole group. Remember, you have no choice, so give it your best shot and take the challenge.

Test-driving the job. Lately there seems to be a trend toward encouraging the applicant to spend a day on-site. Take this as an opportunity to determine whether the environment will be a good one for you. They will be looking to see if you "fit in," so act as if you were already part of the organization. Mirror the culture: If it is formal, be formal in your approach. If they are all on a first-name basis, be comfortable with that. Be a good listener and do not try to solve all their problems on your visit!

Situational stress. Not only are mealtimes a source for stressful interviews, some offices are miserable places to try to sell your candidacy. Between ambient noise, interruptions, and uncomfortable furniture (your chair is very low and the interviewer's is very high and behind a big desk), you may contend with sun in your eyes due to the blinds being open behind the interviewer, suffering through the interviewer's smoking habit, or a chair that is at least two sizes too small for your seat!

What to do? Be practical. If you cannot see or hear the interviewer, mention it. *"Excuse me, I really want to hear your questions. Would you mind if we closed the door partway?"*

If smoking is an issue, might as well deal with it right now. *"I am sorry, but I am very allergic to cigarette smoke. Would you mind putting your cigarette out until we finish our conversation?"* Chances are, you would not be the first person to mention the smoking habit and, again, if this were an important issue, you could open the conversation to the organization's policy on smoking. *"Does the department where I would be working have a smoking policy?"*

Interviews (structured). These are interviews with questions prepared in advance. This approach usually is an indication that the interviewer takes meetings with candidates seriously. Don't panic, but listen carefully, because the interviewer will be.

Interviews (unstructured). Watch out for these, because the interviewer may be inexperienced or not prepared. Here the interviewer will ask whatever questions are deemed appropriate and will let the answer you provide to one question lead to the next question. When meeting multiple candidates, the interviewer will have a difficult time remembering who said what without taking notes in your presence or right after the meeting. There is the story (factual) of the HR professional who hired a person for his own staff, only to discover when the person arrived that she was not the person he had authorized his staff to hire. The interviewer was always too busy to take notes during his unstructured interviews, which he preferred because of the spontaneity he felt they provided!

Problem interviewers. Even when the smoking issue is not raised and the accommodations are superb, there are other hurdles to leap over. News flash: All interviewers are not competent! One career coach advised applicants to assume they would meet with an incompetent interviewer, so they would be prepared. Go over the menu of possibilities in Exhibit 1-33 and plan accordingly.

The last problem occurs at the very end of the interview when you feel as if you might be leaving with no idea of what the next step will be or how you fared. The noncommittal interviewer will leave you hanging . . . so don't leave without asking a few last questions:

"Do you have many more candidates to interview?"

"How soon do you want to fill the position?"

"What is the next step? May I meet with the department or division head?"

"How soon can I expect a decision?"

"When will I hear from you?"

"When can I call you to check on my status; is _____ a good time?"

Exhibit 1-37

INTERVIEW DEFENSE-MOVES

Unprepared: "I meant to look at your resume in detail but . . . Tell me why you have this appointment."

Your response: "*(Name) had mentioned that we would meet for the purpose of _____ Is that your understanding as well? Let me give you a brief summary of my resume to show why I may be of assistance to you.*"

Distracted: "Let me just take this phone call." "As you were saying . . ." "Where was I?"

Your response: "*I (You) was (were) just starting to mention . . .*" (Be careful in this instance to retain the point that was being made prior to the interruption-an opportunity to show you are a good listener and helpful as well.)

Argumentative: "So you are friends with _____. I don't get to socialize in those circles."

Your response: "*It is really a matter of coincidence that we got to meet. " "I usually do not get to spend too much time with _____ ; I made a point of contacting him or her when I learned of the job opening here at _____ . "*

Hidden agenda: "Hmmm."

Your response: "*Is there something that I said or wrote that you would like me to discuss in more detail?*"

Monologist (goes on and on): "Ah, yes. I remember when I interviewed here. It was . . ."

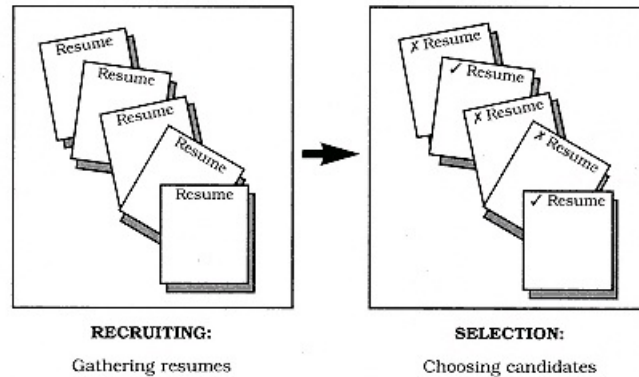
Your response: "*I appreciate your sharing your experience with me. It looks like it turned out quite well for you. I am hoping with my experience in _____ and interest in pursuing a job here that I will get the same opportunity.*" Redirect the interview.

Uninvolved: "I don't know why you are here."

Your response: "*(Name) mentioned that I would be meeting with you for the purpose of _____ .*" (Be brief and to the point.)

Testing

The recruiting and selection process is one in which a variety of steps are utilized in an effort to "select in" (recruiting) or "select out" (selection) candidates.



The job search process is one long battery of tests. It is easy to let your guard down if you don't think of all the activities that you are asked to perform as tests.

If you consider the job search as one continual test, then you will have an edge. The organizational thinking is that the more a person is judged by a variety of instruments, the more he or she will be evaluated accurately and the likelihood of a successful hire will be increased. Consider the tests you have already passed in getting to the interview stage:

1. Marketing letter was read.
2. Resume was read.
3. Marketing letter passed.
4. Resume passed.
5. You were contacted.
6. You got the message.

7. You agreed to come to the interview.

8. You made it to the interview.

During this process you are also considering whether you want to work for the organization. You can gain additional understanding of the organization's attitude toward its employees by the formal tests it requires.

The Role of Testing in the Recruiting and Selection Process

Testing was supposed to fall under increased scrutiny with the passage of the civil rights legislation in the 1960s. It has taken on increased importance since then, but still doesn't seem to meet the standards of both *reliability* (that is an accurate prediction of the candidate's ability to perform a specific job) and *validity* (namely that the results obtained are accomplished accurately and without illegal bias).

What is a test? When considering the definition of a test as it applies to the organizational sector, you can't go wrong by turning to the policies and procedures of the Federal Equal Employment Opportunity Commission. This agency has studied the matter carefully since the 1960s. A test, according to the 1978 Uniform Guidelines of the Equal Employment Opportunity Commission that are still in effect today, is defined as *any and all personnel decisions affecting the selection process*.

The EEOC Guidelines state that tests that *adversely affect* people in a *protected class* must be *valid*.

The Federal definition includes race, sex, and ethnic group as *protected classes*.

Adverse impact is a condition that occurs when a protected class is "selected out" (that is, fails the test or is not offered the job) more frequently than statistically acceptable.

Beyond the law, for a test to be *valid* in the selection process, it should be a statistically valid and reliable predictor of future behavior. The test should be considered an opportunity for the applicant to show how he or she would perform if given the job.

The dilemma most organizations face when using tests to make selection decisions more objective is that the pool of candidates is too small to obtain a statistically valid sample. Law or no law, for a test to be valid, it should evaluate the behavior or a portion of the behavior that is required to perform the job being tested for at a standard or satisfactory level.

Tests You May Be Confronted With

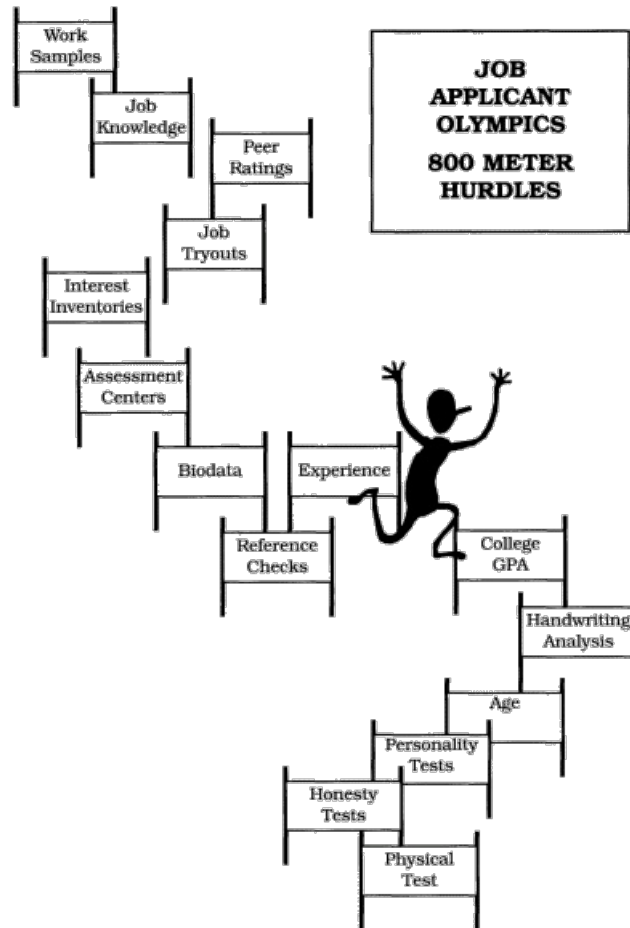
Below is a wide-ranging list of tests, any number of which you may be subjected to during your job search process. When reading about them, consider why they are included as tests. Be on guard and on your most alert behavior when confronted with one or more of them. Pay attention to instructions and raise any questions before the test begins (this should hearken back to school days!)

Work samples. The employer asks for samples of the work you would be expected to do if you were hired to perform the job. If the position is administrative with heavy personal computer skills required, then the test should be done on a PC (similar make and model to what would be used on the job) and material should be provided that is comparable if not identical to the work the incumbent would be expected to perform if offered the job. As an applicant you should welcome the opportunity to demonstrate your ability to perform at the job level required, while at the same time experiencing work similar to what you would be expected to complete if the job was offered. Another test example for a work sample is a word processing test.

Peer ratings. Peer ratings are evaluations by employees who would be your colleagues if you were offered the job. They and not just the manager of the department meet with you to determine your suitability. Meeting them may be a one-on-one situation, a group interview, or both. This is a great opportunity to get to meet coworkers before you start. It is a rare occurrence and you should welcome it. Be careful to be brief and to the point in responding to questions. Listen carefully and treat these meetings as very important, for two reasons. First, you should assume that the ranking person in the department would take your peers' opinions very seriously, so do not treat these meetings lightly. Second, this is a great opportunity to learn firsthand a lot about your prospective colleagues. You need to be effective with them from the start to ensure a successful transition. Consider whether this is a group you will be able to be an effective part of.

Job knowledge tests. These are tests to determine strictly the knowledge level that you possess. These are particularly appropriate if the job requires a body of knowledge to perform effectively. The Law Boards, a comprehensive test for lawyers who are trying to be admitted to the bar and the CPA examination, a series of tests for accountants who are trying to become certified public accountants, are examples of job knowl-

edge tests. Civil Service exams are also job knowledge tests. The problem with these tests is that sometimes an attempt to measure comprehension is confused with ability to perform a job. Getting a learner's permit to drive a car sometimes involves a written test, but writing ability has very little relevance to how well a person will drive a car!



Job tryouts. This is an opportunity for the applicant to actually perform the job on a trial basis. This is preferable to work samples because it is an opportunity to actually perform and show what you would do by placing you in a real situation or simulating the real environment. Giving bank teller trainee applicants a series of banking transactions to handle is a job tryout. Welcome a job tryout as a real opportunity to see what working at the job would be like.

Assessment centers. These involve a battery of tests that usually include at least one in-basket exercise and are given to applicants for management positions at the largest organizations. They require sophisticated evaluation procedures, so their cost is prohibitive.

Biodata or application forms. This high-tech expression is used to cover the full range of forms that seek from the applicant any information pertaining to personal and professional background and experience. Whenever you are asked for information regarding yourself, take it seriously and be judicious in providing details. The fact is that any biographical information may be used to screen in (or out) prospective candidates at any point in the recruitment and selection process. Resumes take on increasing importance when you consider that what you say (or don't say) can be used for or against you.

Remember that when you provide a resume, you are providing the details of your background that you wish to provide *in the form that you choose*. When you are asked to complete an application, you complete the data query *in the form that the company has selected*. When you write "*See resume*" on the application, you are attempting to get the company to accept your format. It doesn't hurt to try, but do not be annoyed when you are asked to provide data you feel you have already provided on the resume.

Reference checks. Job candidates don't perceive reference checks as tests, but they are because they are used to select in (or out). Be cautious about who you list as references and make sure they are asked in advance. (Be careful even with current or former employers). Don't list bartenders or dentists as references unless you are applying for a job as a bartender or in a dental office.

Experience. Experience is not thought of as a test, but it is more frequently than not the data that is most closely watched by the HR department as they screen candidates for the department that has the opening. Where do they find out about your experience before meeting with you? From the resume that is going to get you in the door! On your resume, in-

clude only relevant work experience and do not embellish. If you were a summer lifeguard, say so and leave it at that. Don't elaborate.

College GPA. If you include it, it is fair game. We suggest you leave it off the resume unless you were an academic star. This is our recommendation even when you are just graduating. After you have been out of school two or three years, drop it in every instance. If the organization is interested, let them ask.

Interest inventories. You may be asked to complete a paper and pencil test asking for your preferences. This is frequently done for sales and customer relations jobs. We encourage you to take these tests without trying too hard to determine what they are looking for. If you feel you know what answer they want, then give it if you want the job.

Handwriting analysis. Yes, in very few instances, you may be asked to provide a handwriting sample so that your writing style can be analyzed. This technique is more popular in some places than others. The people selling this testing tool promise that they will be able to predict from the handwriting sample all sorts of deviant behavior, from outright criminal behavior to personal habits.

Age. This is a bit of information that is obtained through stealth or from an open candidate. In the United States youth is cherished, old age is frequently denigrated. Be careful to disclose only what you want to. By law the hiring organization cannot discriminate because of age if you are 18 years of age or older. There are ways of finding out your age, so be careful. If you put a graduation date on your resume, the hiring organization and its staff will be able to estimate your age. If you list every job you ever performed, it will be pretty easy to determine how old you are by assuming you started work at 18 if you did not go to college and 22 if you did.

Personality inventories. These are usually paper and pencil tests developed to determine the personality traits you possess. You may be given one or a battery of these if you are applying for sales-oriented position. These tests are also sometimes given to executives and candidates for a team-based environment.

Honesty tests. These are paper and pencil tests that have been developed to attempt to determine your ethical makeup. A major U.S. testing vendor developed these tests and they have been using all sorts of statistical analysis to determine the validity and reliability of the tests. The vendors claim that in addition to determining your ethical makeup, they will also

be able to determine whether you use controlled substances without subjecting you to a degrading urine specimen test.

Physical tests. These range from general medical exams to job-related exercises, and they may be used to determine your overall physical condition or to determine if you are a drug user. If the test is job-related, it will be given to candidates for any job that requires physical effort. To be a firefighter, you must be in excellent physical condition and meet certain BFOQ requirements. In addition to a health exam, many fire departments have also introduced physical tests to determine if the applicant can handle the weight that a firefighter would typically need to handle.

The point of raising these issues is to make sure you are alert and ready for any tests that you will be subjected to. Be sensitive to the fact that any job search process is nothing more or less than a battery of tests.

Week 1 Day 7



Finally . . . A Day of Rest!

Whether this is actually your usual day of rest or not, you deserve a day off. Your family, friends, spouse, neighbors, and pets also deserve a day off from your job exploration. Today, we will discuss other areas that can affect your job search things for you to think about.

Take Care of Yourself

Are you taking care of yourself? Are you getting out every day not just to look for jobs, but just to get out? Being tied to a computer or telephone all day, every day is no fun. (We should know it is like writing this book.) Our goal in writing this book was twofold: to find you a job and to help you keep your sanity. No matter how hard you work, you need a break. Whether it is taking a long walk at the end of the day, going for a bike ride early in the morning, or just doing 15 to 20 minutes of exercise, you will feel better if you take care of yourself physically.

Be More Interesting

Getting out, meeting people, and just enjoying yourself will make you a more interesting person a more interesting candidate for a job opening! You have to avoid developing tunnel vision, which is what happens if all you do is look for a job. Don't forget, you have a life outside of work.

Do not forget friends, neighbors, and family members who are not involved in your job search. Maintain your friendships. If you are out of work and feel very sensitive or perhaps are still working through your grief, anger, and disbelief, having a sounding board someone to listen to you without offering advice or comments can be a great release for some of the tension or worries that you may be building up. Even friends who are of no help in providing leads or advice can be a great help by just listening to you.

Job Search Hazards

There was a humorous article in *The New York Times* by an author who worked at home in a mid-size apartment building in Brooklyn. She and her partner were virtually the only ones at home during the day. It took no time for neighbors to realize that she was home during the day while they were "at work." The neighbors apparently did not consider what she was doing at home "working," because everyone seemed to expect her and her partner to pet sit, wait for repairpersons, and accept packages simply because they were home. They lived in an apartment building with 60 apartments; at one time they had keys to more than 20 other apartments! One day they found a note posted in their lobby, directing deliveries for a neighbor they had never met to their apartment. This time, they weren't even asked. It was not any one neighbor taking advantage of them, but the cumulative effect was taking up a great deal of their work time.

You do not have to live in an apartment house in Brooklyn for this to happen to you. It doesn't take very long for your neighbors to find out that you are home and available: available for coffee breaks, available for long chats, or available for various little (and big!) favors. We're not advocating turning your back on your friends and neighbors, but you must emphasize that you are home working and you must draw the line as to what you will and will not do.

Time Eaters

Here are some other time eaters that can have a negative impact on your job search efforts:

Your family. You have to love them but, then again, you have to keep them *informed* but not *involved* in each and every aspect of your search. Uncle Joe need not know of every telephone conversation; Cousin Sue doesn't need to call daily to get an update. If you have family members at home while you are there working, watch out! From our personal experience, there is a subtle creeping effect. . .being drawn into their conversations, checking out a funny talk show, hearing music playing in the background, troops of kids just passing through! Lunch breaks can turn into major social events.

Then there is the homegrown version of "*since you are home anyway . . .*" You will find yourself listening for the other telephone, waiting for repairpersons, and getting up to sign for packages! You will be as surprised as anyone that this situation has evolved and has eaten up so much of your time. In the beginning of this book we recommended setting up a work schedule; if you find yourself interrupted during the day, post your schedule to keep others apprised of your time constraints.

Neighbors. Enough said already. You are homeworking! Be polite, but be helpful in emergencies only.

Your home. You never thought you would prefer regrouting the tiles in the bathroom to making cold calls, did you? Now is not the time to get involved in home improvement projects or repairs. You do not want your mind off your problems; you want it on your job search campaign. Gardening on the weekends or doing other projects in your leisure time is terrific, but keep to your work schedule.

Negative Energy

Some people not only take up your precious time, they sap your energy, eat into your resolve, and undermine your determination.

The naysayers. Whatever you are doing, it will not work. "They" know it for certain. You are doing it all wrong. Not that they are experts; they just know you cannot get along without their advice, which is always diametrically opposed to what you are doing. Never mind that you have been getting interviews and have several hot prospects; it will all fall through. Just wait and see.

If you do wait and see, listening to them, then you will create a self-fulfilling prophecy. If it is important to know where to find leads, it is doubly important to know where *not* to find them! If people are not part of the solution, they are part of the problem, and you do not need any problems.

Practice saying noncommittally, *"Hmmm. That is an interesting point. I will have to look into that."* Then change the subject.

Incompetent recruiters. Who pays their fees? The employers. So, whom are they working for? Not you, that is for certain. Interview the recruiters to see if they really have jobs that are possibilities for you. If they send you on one bogus interview (wrong job requirements, wrong salary levels), then shame on them. If they do it twice, then shame on you. Move on. One thing is certain: There are lots of recruiters out there who are competent and can be of great assistance in matching applicants to job openings.

Rude people everywhere. When you were employed you ran across rude people, and so you will now. There are people who will not hold the elevator for you when you are (accidentally) running a little bit late for an interview. There are receptionists who are interested in their own private telephone calls and not in your appointment, and employers who forgot to tell Human Resources that the position was filled yesterday when you show up today for an interview. Whether you are anxious because you are looking to change employers or you are unemployed, tension is rife and it is easy to lose your composure. If you feel frustrations mounting, then go attack the local running track or beat up a batch of cookies.

Stress-Busters

In a poll of major stresses in life, with losing a spouse as number 1, job loss ranks number 5 and job change number 8. Is it any wonder that you may suffer from stress when facing interviews, making telephone calls, or going through the classified ads?

Be aware that there is a fine line between taking a well-deserved timeout and getting off-track or losing focus. Are you drinking cup after cup of coffee or caffeine-laden sodas? That can add to your jitters. Keep a bottle of water handy; an early sign of dehydration is fatigue. Don't let all the stress you may be feeling, combined with the novelty of working at home, lead you directly to the kitchen. (In several surveys, hiring managers reported choosing the "healthier-looking" candidate when there is a choice.) Exhibit 1-38 lists some other ideas to reduce your stress.

Exhibit 1-38

STRESS RELIEF

1. Telephone a friend. Emotional states can be contagious; so choose an upbeat, positive-attitude friend to talk to.
2. Three R's: routine, repetitive, and rhythmic activities. Pulling weeds, reorganizing your sock drawer, or folding laundry are ritualistic activities that shut down your worry mechanism.
3. Keep a "gratitude journal." Every night, write about what is right in your life, the good things that have given you pleasure that day. Reread when worries strike you hard.
4. Change channels. Do something opposite to what you are involved in. Put on music, dance, get a back rub, lie down on the floor with your feet raised. Break up the routine.
5. Chuckle. Reach for the Sunday comics, the cartoon channel, or a book of funny stories. Relax your mind and clear out the worries.
6. Escape into a book. Read a short chapter of a favorite work of fiction. A poem can soothe. If you are truly stressed, you cannot work at your best, so take a break don't feel guilty then come back refreshed.
7. Get moving. A brisk walk around the block, 10 minutes on the stepper, or a yoga routine will get the blood flowing and the stiffness out, both physically and mentally.
8. Change your viewpoint. Look out the window. Pet the cat or dog. Watch the fish in the tank.
9. Eat serene. When you have choices, choose comfort foods while watching the sugar and fat levels. Keep off the alcohol (beer and wine.) Dine on time; attempt to keep a regular schedule.
10. Take action. Do something to solve the problem. Taking action will give you a sense of control and that in itself will relieve some stress.

The important part of stress relief is that you take a break you do not stop your efforts or get so distracted that you fall behind. Ignoring what you have to do will cause guilt and more stress!

Financial Worries

Advanced Financial Worksheet

When finances are a cause of your stress, the best solution is knowledge. Take a closer look at your cash flow to decide what can be cut back and where you can conserve cash. Knowing is better than worrying. Taking action, when possible, is the best course of all.

If you are currently employed, optimize your cash position before you offer your resignation. See Exhibit 1-39 for steps to consider before quitting your job.

Currently unemployed? Depending on your financial situation, you may want to consider job alternatives now. (See Week 4 for job alternatives.)

Take a look at your COBRA rights also. If you were covered under a group health insurance plan with your most recent employer, make sure that you do not give up that right by not taking the coverage while you continue to be out of work. You have just *60 days from the time your group coverage as an employee expires* to notify your former employer that you wish to continue health benefit coverage under your COBRA rights. Your former employer in turn then informs the group carrier. Under current law you then have the right to extended benefit coverage for you and your family if you make the premium payments timely. Failure to do so will forfeit your right to coverage under this program.

Exhibit 1-39

BEFORE YOU QUIT YOUR JOB

Conserve cash. Build up your savings accounts; sign up for automatic savings deduction from your paycheck.

Leave the credit card at home. Do not pile up bills that you may have difficulty paying.

If you must spend, use cash.

Pay off your highest interest rate loans first.

Consolidate your credit cards and debts. Take a lower interest rate loan to roll all your debts into one manageable minimum monthly payment.

Increase your tax withholding and get a tax refund.

Fund your 401(k) or other retirement fund. You can borrow from yourself if really pressed for cash at a low interest rate.

Please remember that your former employer has the right to charge you up to 102% of the premium for extending your coverage, so in all likelihood you should be prepared to pay more for coverage than you had to pay while an employee. If the carrier changes while you are covered under COBRA, your rights continue with the new carrier, but any additional charge in premium will be passed along to you. You may never be charged more than 102% of the new premium rate.

If your cash flow is an issue, complete the Advanced Financial Worksheet in Exhibit 1-40. In considering income, do not forget other sources of cash that may be available should you need it.

Exhibit 1-40

FINANCIAL WORKSHEET ADVANCED VERSION

Date:	Week # _____	of Job Search
Monthly Income:	Self	Spouse
Income after taxes	\$ _____	\$ _____
Alimony/Child support	\$ _____	\$ _____
Unemployment	\$ _____	\$ _____
Rental income	\$ _____	\$ _____
Interest/Dividends	\$ _____	\$ _____
Other	\$ _____	\$ _____
Other sources of cash	\$ _____	\$ _____
TOTAL NET INCOME (for self and spouse)	\$ _____	
Monthly Expenses:	Current	After Cuts
Housing (rent or mortgage)	\$ _____	\$ _____
Utilities	\$ _____	\$ _____
Food	\$ _____	\$ _____
Transportation	\$ _____	\$ _____
Loan repayments	\$ _____	\$ _____
Periodic Expenses:		
Insurance	\$ _____	\$ _____
Taxes	\$ _____	\$ _____
Other	\$ _____	\$ _____
Emergency/Personal/Other:		
Child care	\$ _____	\$ _____
Clothing	\$ _____	\$ _____
Medical	\$ _____	\$ _____
Personal	\$ _____	\$ _____
Recreation	\$ _____	\$ _____
Job Search-Related	\$ _____	\$ _____
TOTAL MONTHLY EXPENSES	\$ _____	

Some possible sources of cash:

Your portfolio: stocks, bonds, savings bonds, mutual funds. Rather than liquidate, investigate a margin loan to tide you over.

Life insurance policies: Most policies allow you to borrow against the cash value. Find out what amount is available in advance of needing it.

Unemployment benefits: If you land a job next week, no harm has been done because you can change your status. Call your local unemployment office to find out what you must bring with you to apply. It takes a few weeks to start receiving checks, so do not wait until you are deeper in a cash bind.

Other strategies you can consider are:

Contact your credit card companies, lenders and utility companies if you feel you will not be able to make scheduled payments. Tell them of your job search status before you start missing payments and ask what arrangements are possible. Can you make interest-only payments? You can catch up when you are employed again. (Note: When you are receiving paychecks again, go back and update your credit report. Include a statement regarding your circumstances: You lost your job, you experienced financial hardships, and you are now reemployed. Mail the letter to your credit reporting bureau by certified mail with a return signature card. By federal law, credit reporting agencies are obligated to help you write these letters, so do not be shy in contacting them for advice.)

Collect old debts. Who owes you money from back in the days when you had some to lend?

Sell your skills. Can you do typing, tax returns, gardening, or give lessons? Supplement your cash flow while leaving time to job search.

Sell old valuables. Have a garage sale. Better yet, ask your family to do this. It will allow them to help you in a very concrete way; it can be frustrating for them to sit by and not be able to help.

Cut back on luxuries; economize. Movies, dinners out, vacations, amusements, and shopping malls can have a negative impact on your finances. Cut your expenses at home by shutting off lights when you go out of rooms, lowering the thermostat or air conditioning, or only running appliances (dishwasher, washer, dryer) when full.

Grocery shop with a list. No more impulse buying. Use coupons. Shop once a week, paying cash and stocking up on sale items. Eliminate costly junk food; you will save money and calories at the same time!

Still having problems? Get expert help from the National Foundation for Consumer Credit at 1-800-388-2227; ask for a local telephone number for CCCS (Consumer Credit Counseling Service). This is a nonprofit agency with over 550 offices nationwide that can provide expert and free advice on how to handle your debt problems. There are various Web sites for local offices on-line. Do a search for "Consumer Credit Counseling Service" to find the office nearest you.

Reality Check

For you, the solution to your stress problems is easy: just find a job. You have the tools, the plan, and the motivation to succeed. We believe in a method of working called "chunking"—dividing a job into manageable sections and working on them until it is completed.

You are (at least you should be at this point) well into the job search and are seeing results. That is one problem that you are in the process of solving. If you have other concerns or fears related to the search, examine them now. Determine what can be done about them now, and which ones will have to wait. For example, you may wish your personal appearance was better. That cannot change overnight, but you can start by getting exercise, eating better, and feeling good about the changes you are making in your life.

Exhibit 1-41

REALITY CHECK


What are your biggest fears or concerns? List them below.

Fears or concerns:

Possible solutions:

Actions taken:

Week 2

DAILY ACTIVITIES FOR WEEK 2	
	✓ Go over each day's schedule
	✓ Evaluate week's progress
	✓ Evaluate efforts
	✓ Get dressed—get out
	✓ Do daily research
	✓ Answer classified ads
	✓ Telephone contacts: suspects/prospects/leads cold calls
	✓ Set up appointments
	✓ Target individuals: Research, reach out, contact
	✓ Follow-up
	✓ Work on top-10 target list
	✓ Send out resumes, cover letters
	✓ Go on-line
	✓ Update logs
✓ Plan for the next day	

If you have been following the program for the past seven days, you have made telephone calls daily, sent your resume out, and received responses. Some of your interviews might have been dead ends but some still look promising.

You must continue to generate leads and target organizations and job openings.

Today, go through your Organizations to Target (Exhibit 12, page 37), Job Search Log (Exhibit 30, page 77), Resume Log (Exhibit 31, page 78), and Interview Log (Exhibit 32, page 79).



Which names may have fallen between the cracks?

Can anyone be approached again this week?

Do any organizations look better now, after you have actively explored the job market?

Do you still have ten organizations targeted?

To whom do you owe a telephone call or a thank-you note?

Go through the articles, magazines, and brochures you have collected: what can you do this week to further your search?

How many names are still on your Priority Suspect List (Exhibit 1-14, page 99) that you have been unable or unwilling to contact?

Looking at the Lead Evaluator (Exhibit 1-11, page 95). What other names can you move up to priority status? (Look at the suggestions in Exhibit 1-13, page 98, again for finding new names.)

Have you been doing your research? When was the last time you visited the library to look for new organizations? Gone on-line to find new targets?

How many people have you met with or spoken to this week about your job search? Have you noted their names in your logs? Are any due a telephone call or letter follow-up this week?

What has your schedule been like? On Day 1 you set up a daily work schedule for your job search (didn't you?) How has it been working out? Have you been able to keep to it? Does it still make sense to you? If not, revise it *now* for today and for this week.

Have you been actively posting your resume to the Internet sites that you have chosen? Refer to your On-line Resume Log (Exhibit 1-21, page 126).

Have you been regularly visiting on-line classified job listings and other job opening sites? What has been the response to date? When was the last time you checked listings? Keep track of all sites visited and note whether they appeared helpful or not to avoid repeating mistakes. Either bookmark or classify as "FAVORITE" those sites you feel should be visited regularly.

Have you identified any individuals to target for networking? (See Day 5, Networking with a Twist, page 208.)

Have any headhunters approached you: contingency or retainer recruiters? What is the status of your situation with any of them? Check your Recruiters Log (Exhibit 1-35, page 227).

Self-Evaluation Time

Complete your Personal Evaluation form in Exhibit 2-1. You should update this evaluation form every week to keep track of your efforts during your job search.

Exhibit 2-1

PERSONAL EVALUATION FORM, Part 1

Week #	1	2	3	4
#Phone calls made				
# Calls completed				
# Prospects developed				
# Meetings scheduled				
# Meetings completed				
# Resumes mailed				
# Resumes posted				
# Classified ads				
# Follow-ups completed				
# Follow-up to do				
#2nd Interviews scheduled				
#2nd Interviews completed				
# Offers received				
# Offers accepted				

Exhibit 2-1 (continued)

PERSONAL EVALUATION FORM, Part 2

Add any additional activities

Week #	1	2	3	4
Week of:	Date:	Date:	Date:	Date:
# Organizations targeted				
# Organizations reached into				
# Individuals targeted				
# Individuals contacted				
# Associations targeted				
# Associations contacted				

What Has Worked and Why

This is an important moment. You need to look over the elements you just reviewed and determine what worked and why.

First and most important, review the contacts and suspects. How did you locate each one? Did you research the names yourself, or were they referrals? Who was the source of the lead? Second, what is it about each that makes you feel they have been really helpful? Identify what it is that you are to do next that is directly attributable to the efforts of each contact that you made.

What Has Not Worked and Why

After reviewing what worked, pause a moment to identify what has not worked. Start with your original list of potential suspects. Who are they and what has caused you to be unsuccessful in your dealings with them?

SUSPECT STRIKE-OUTS

1. Did they get your message?
2. Did you leave a message?
3. Did you make the telephone call?
4. Did you write to the right person?

Did they get your message? Literally, the first reason for failure may be the fact that you were unable to reach people. You made the calls but could not get through. You left a message but they have yet to return your phone call. Take nothing for granted here. Did you leave a message with someone? Did you ask for a name? Did you identify a relationship a son or a mother-in-law? Are you sure the person you were trying to reach ever received your message? Did you leave a message on a voice mail system or speak to an assistant? Did you get a name and record it, as well as the time and date? Even with this information, are you sure the message got through? Do not be certain that the letter you mailed was received. Did you confirm that the person did in fact get your marketing package? Or is it still sitting in secretary or assistant limbo?

While we are on this topic, sharpen your telephone calling skills for every situation personal and professional. Do it by employing a simple procedure. Every time you get a voice on the other end of the phone in the area you had intended to reach, make it a practice without exception to always get the name of the person with whom you are speaking. This accomplishes two things:

First, you make that person feel important because you want to know who he or she is. By your request, "With whom am I speaking?" you put them on notice that you know who is taking your message.

Second, you establish a rapport with that person, who can become an advocate and an intermediary. When you call a second time you can address the person by name and ask, "Is there a better time for me to try to reach ____?"

The only risk is that the person will begin to recognize you with repeated calls, but that is a risk you should be willing to live with. You are not out to be a missionary, so if this gatekeeper impedes your ability to get through to the prospective contact, that becomes an uncontrollable factor and you need to try a different approach (call when the gatekeeper is not there) or move on.

Were you able to get through? Were you successful in getting the other person to speak to you on the phone? If you never got through to the people you wanted, you need to assess whether they would have returned the call if they had gotten the message. What was your likeliness of talking to these people in the first place? If they had taken the call, would they have spoken to you? Why were you trying to reach them? Has it been so long ago that you have forgotten the original reason for making the call? Is there another way to reach this person?

Did you ever make the call? This is a question that may seem ridiculous to some. Again, with all the transactions going on and the brainstorming you are doing, it is quite possible that in the heat of a particular moment you may have been distracted into forgetting to place the call, but thought you did call.

Make it a practice to keep a record of every call you make in your Job Search Log (Exhibit 30, page 77). If you find that your records have been incomplete or nonexistent, remedy the situation now by keeping track of every telephone call and every meeting and every marketing letter or resume that you send out, starting today. Why try to keep all this information in your head when you can use your energy for other tasks?

Did you write to the right person? Are you trying to reach the right person? Look at the copies of the marketing letters you sent. For which ones did you do the telephone follow-up promised? Did you promise to call in the letter? What was the result of your telephone call?

If there were no job openings at the time, did you inquire about the future? Recommendations for other job openings? Referrals for other names to contact? Always try to come away with something after every contact.

MARKETING LETTER ESSENTIALS

Why are you writing to this person?

(What is the purpose? Why this person?)

What can you do for the reader?

(What solutions can you offer? Why should they hire you?)

What action are you proposing?

(What will you do to follow up?)

Are you certain that Mr. or Ms. _____ is still the department head that you should be contacting? If that person is unresponsive, go up a level to the supervisor. Are you ignoring Human Resources? Don't. Send a copy of your letter and resume to them too. (Copy the Human Resources manager by name at the bottom of your letter.)

Fine-Tuning the Plan

Remember the 80-20 rule ("Getting Ready"). By spending more time on avenues and approaches that have been bringing effective results, you will identify more sources. There was a fellow who let his fellow parents picking up their children in the schoolyard after classes know that he was looking for work. Out of the four parents he told, he got two real leads. Was it just luck or was this a real opportunity for a variety of leads? When he realized that for five days' efforts, half of his four leads came from this group, he decided to drop his children off in the morning as well.

Measuring Efforts

Do you want to pat yourself on the back for the fact that you have been attacking your job search efforts for ten hours a day or for having three promising meetings already scheduled for next week, one a second meeting in the same organization? Are you being effective or efficient?



Take a look at both the total time commitment you devote each day to your job search effort and the results. If you are cavalier about the time you need to devote, there is less likelihood that you will find leads; so you certainly need to keep track of the time you are spending specifically looking for a job. Take a measure of your efforts by looking over your daily planner or calendar for the past week and calculating the number of hours put into the search as well as any significant leads or outcomes generated. Complete the Effort Analysis form (Exhibit 2-2).

That is not enough, however. You also need to determine the quality of the results for those efforts. Are you finding leads? Are you getting appointments? If after five days you do not have one appointment arranged, you need to ask yourself what the reason is. Is it a holiday week and no one is around? Are you sitting back waiting for calls to be returned? Have you answered newspaper ads and are you expecting callbacks any time now? Have you been distracted by one thing after another because word has traveled around the neighborhood that you are at home and therefore available for impromptu visits or for serving as the surrogate for a variety of deliveries and other chores?

Make Adjustments

Better to address these issues and distractions now, because it is still not too late to make adjustments and reorganize.

First, eliminate any and all distractions. You need to say no to your family and neighbors. You are not there to be of service even though you may seem to be available to do favors; you are not to be depended upon because you have a job to find. You do not have to say no directly when asked (although if you are able, be direct). The point is that you are in your job search; You are not to be depended upon because you need to be available when opportunities strike. Family, friends, and neighbors all need to know and appreciate that fact.

Exhibit 2-2

EFFORT ANALYSIS

Week #	1	2	3	4
Total hours				
spent on job				
search				
# hours				
telephoning				
# hours				
speaking on the				
telephone				
# hours				
researching				
leads				
# hours				
researching				
organizations				
# hours				
writing				
marketing letters				
# hours revising				
resume				
# hours meeting				
prospects				
# hours spent				
with professional				
associations				
# hours spent				
researching or				
posting on-line				

Second, do a time analysis. Look at what percentage of your day is being spent performing which job search activities. Each day you are supposed to be performing a variety of activities, including scanning the papers and periodicals, making phone calls, and performing research. How much time are you dedicating to each? Of those mentioned, usually the least desirable is making phone calls. That is also the most important activity because without phone calls, you have no suspects; without suspects, you have no leads; without leads, you have no meetings; without meetings, you have no interviews; without interviews, you have no job offers.

Third, look at the time spent scanning papers and periodicals and doing research. What do you have to show for those efforts? Those activities should be performed to identify people to call and organizations to look into for possible job leads, both directly and indirectly. If those efforts are leading to nothing or very little, change your sources. Visit the library and make friends with a librarian. Find out what his or her suggestions are. Find out the availability of the PCs there as well. This may be a great alternative to working in your home, because it gets you out and away from those who are hoping to have you repay real or imagined favors.

Plan This Week

There is one full business week behind you, so benefit from those experiences. Do not repeat your mistakes. On Day 6 you looked at your efforts and committed to take specific action in two areas that needed immediate attention. What were the results of your added attention? Are you continuing to monitor those trouble spots?

Do not let another seven days go by without any results to show for your efforts. To avoid that happening, promise yourself right now that you will perform the same audit review daily and make the necessary adjustments.

Be honest. Take credit for your successes but eliminate those activities (people as well) and other time-wasters that seem to lead to little or no results. Do not be discouraged; it is a numbers game. The average person knows about 500 people. Making those telephone calls gets easier and better the more you do it. Do not be embarrassed if you are turned down when making a cold call; you probably will never meet that person!

You are on a demanding schedule and you have an ambitious goal. To reach it, you will need to be focused and productive. If you have trouble getting started in the morning, make yourself feel guilty if you have not made at least three phone calls before you allow yourself access to the papers or breakfast. If your morning jog seems to take longer and longer to complete, do a little research or get out a few thank-you notes before you allow yourself to go for that jog. Or try running at a different time of the

day so that you have something to look forward to after you have accomplished several activities. Try getting dressed and out of the house at the same time every day. If that requires heading out in a car pool, do it. If you are tired because you are staying up to watch the 11:00 p.m. news, switch to the 10 p.m. news instead or forego it as a luxury. Recognize it for the barrier it is becoming.

When you are successful in getting an interview, do not stop! Continue making telephone calls and following up leads and trying to get more interviews. The point is to identify anything that will make you more productive in your job search effort. There are just 24 days to go! You still have a lot to do.

Job Search Clinic

If you feel there are specific problems inherent in your job search that are creating difficult hurdles, look for solutions.

What do you feel are your problem(s)?



Age (too old): Are you concerned because when you have an interview, it always seems to be with a twenty-something person and you are at least twice that? Get over it or you will not be effective. There are two ages to consider: chronological and professional. Some industries new media and the Internet for instance are quite young and have been a magnet for young entrepreneurs. Others such as entertainment, even though they have been around for quite awhile in one form or another, are attracting younger and younger types. Consider your appearance and your presentation: Are they distinctive and appropriate for the environment you are

trying to penetrate? In a word, how do you look? What about the people you are meeting with? Do you look like you belong and could be working there already? Workplaces and the range of appropriate attire are more diverse than ever. Be sensitive and dress accordingly. If you can exercise, so much the better, regardless of the organization you meet with. It will give you more energy and help you to be alert.

Second, are your professional skills up-to-date and state-of-the-art? If you have spent the last 14 years as a missile inspector and are now trying to change careers, you need to determine exactly what you want to do and where you want to do it. These skills you have developed over the course of your career are not relevant unless you make them so. Even though you have been a telecommunications person for the past 20 years with the same company, now your job has been eliminated and you want to stay in that industry. What you need to do is ensure that your skills are up to date. A job gets eliminated because the organization feels the job isn't needed anymore. If you are in that position, it means that the skills used performing that job are no longer required. The business can get along without that job; it no longer adds value to the organization. You need to understand why your skills were no longer valuable and you need to determine what skills you will need to perform tasks that are valued by an organization. That burden is yours and no one else's.

Age (too young): The opposite end of the spectrum is that either you are chronologically too young or you do not have the professional skill set required. Have you ever seen an ad for a short-order cook that said experience is not necessary? Same thing for store clerks and receptionists. How do you get experience, regardless of the job, if no one will hire you so you can get the experience? Don't panic. Research shows that HR tends to hire experience (they usually are more conservative they seek what the job requisition specifies). Hiring managers, on the other hand, lean toward potential. In this circumstance, show that you have real interest, are a fast learner, and will prove to be a winner if given a chance. If the recruiter is in an accepting frame of mind, he or she will only need to be persuaded which you can do. Otherwise, he or she will need to be converted something you can't do. The other alternative is to make an end run and try to meet directly with the department head.

Gender: If the person you are dealing with has it in his or her mind that this job can only be done by a man (or woman), you need to determine the depth of the skepticism. If the discrimination is blatant, in this day and age you are witnessing a dinosaur in action! Determine whether you want to be associated with this person and the organization repre-

sented. If not, finish the meeting politely but swiftly. ("Oh, my gosh! It is already ___ o'clock. I must leave for another appointment.")

Minority: If the person you are dealing with is concerned that you are (or aren't) a protected minority (short people, for example, are a minority unprotected by any laws), try to determine whether your perception is accurate. Just as we discussed with gender, you are dealing with a dinosaur. You should first determine if you are accurate. If you are, determine whether you would want to be associated with any organization that tolerates such behavior.

Out of work for too long: Usually the "too long" rule is more than six months. If you are in such a situation (applications are more certain to ask you to disclose the circumstances surrounding any unemployment for six months or a longer interval), be prepared to state what you were doing and be prepared to provide references who will vouch for your statements.

Fired from last job: Do not be more honest than you need to be and remember that this is not the time to bury your former employer or boss. If the circumstances surrounding your departure were mutually acceptable and you provided a letter of resignation, then you did in fact resign. If you were downsized, give that as the reason. If you were truly fired for cause, do not volunteer more information than is required. If your departure is a matter of public information, you need to be more up front because it is better (for your credibility) to volunteer the information before the organization learns of the circumstances elsewhere. (We are not suggesting here or anywhere else that you lie at any time in the job search process; however, you need to determine how much information you wish to disclose as you go through the process.)

Changing careers: If you do your homework and are focused about what you want to do next, this should not represent a major hurdle. Don't expect to automatically be paid the same level of compensation that you are leaving. Tell your potential employer what you are interested in doing instead of asking what jobs they have open. If you are taking classes or pursuing additional training, bring up this valuable point.

Job hopper: This may be an issue of perception, but in reality it may be the nature of the industry you have been in. In entertainment, for instance, persons are frequently retained early in their careers as interns, that is, employed for a specified period of time. In the film industry the person may be employed for the duration of the production of the film.

Don't assume that you are perceived to be a job-hopper unless the issue is raised during the interview. If you have submitted a functional resume that would not immediately disclose a scattered work history, your track record will come to light when you complete an application or in an indepth interview. When possible, stress continuity of employment within an industry or a profession.

Too long in last job: The old rule of staying a long time in a job to demonstrate stability has now been redefined as a sign of a deadbeat. The general rule now is five years for one organization; stay longer than that and you are not on a "fast track." Regardless of the length of employment at each organization you have been in, if you are concerned that the total years you spent there are too long, be prepared to demonstrate that: ". . . even though I spent all those years with the same employer nominally, in fact the variety of assignments and the changing marketplace gave me the same opportunities (if not better ones) that I would have had if I changed jobs five times." Review your job history with your long-term employer and track all the changes and promotions; highlight any substantial achievements or major projects worked on.

First job: If you are meeting resistance because of inexperience, try to gain the opportunity to rise above your competitor applicants by linking past experiences (e.g., school, summer job, volunteer activities) to the world of work and to the job you are discussing in particular.

Wrong background or training: If there is a perception that you come with the wrong background or training, you need to determine the reason and the source. It may be a Columbia approach to business versus the Harvard way; or it may be having learned in a nonunion shop and interviewing with an organization that has a union. Only if you identify the reason and address it will the person who raised the issue feel that you understand the source of the concern. Once that is done and you agree you need to identify something with a "but" that will help, if anything can, to let the person consider whether there are additional circumstances that make it worth a try. Having identified the concern, can you respond "Yes, I understand you wanting an employee with a union background *but* although I have not been employed in that environment, I grew up in one. My father was even a shop steward and"

Underqualified: In this situation the perception is that you are going to be unable to perform the job in a satisfactory manner. Here, as with the candidate with the wrong background or training, agree with the percep-

tion but then add a description that will make you seem less disqualified and will help to persuade the other person to reconsider. "I may not have experience on QuickBooks, but I have used Quicken extensively and understand the programs are similar."

Overqualified: The perception is that there is not enough to the job, based on what you have done elsewhere. If this is an accurate perception, it won't be long before you are going through a job search exercise again. However, if after discussing the position you feel there is sufficient challenge, say so and identify what the challenge will be; state what contributions you can make and the value you can add to the organization.

Personal appearance (too heavy, too thin): How do your interviewers look? Are you applying as a receptionist for a health club? Then personal appearance may be an issue if you happen to look like you desperately need time on a treadmill. If you are more fit than those you meet with and you do not bring attention to that fact, then you will be fine. If they are couch potatoes and you aren't, that is okay. But if they work out and you obviously don't, that may be a concern.

Be confident. If you feel you are not similar in condition to those you are meeting with, be careful and conservative in your preparation before going to the interview. If you err, do it on the side of fit, regardless of the condition of those with whom you are meeting.

Smoker or nonsmoker: This is a "burning" issue not to be underestimated. If this is a concern to you either way, determine what the preference of the work team and organization will be. If you have no tolerance for secondhand smoke, the sooner you carefully observe the environment, the less likely it is that you will be wasting your time. If you really want the job, the issue will not be a deal breaker. Refrain from smoking (if you ordinarily do) until you have a clear picture of what it would be like to work there and what the attitude is toward smoking. If you suspect that smoking is not tolerated (a large "This is a clean air environment" sign in the lobby is a big clue) and you are a dedicated smoker, this is probably not the first time you have faced this question. If your interviewer is a hard-line nonsmoker and you arrive for your interview reeking from your last-minute smoke outside, you could be subjected to legal discrimination.

Whistleblower: Do not boast about it, but express humility. Do not linger on the topic. Refrain at all costs from making judgments like, "I am sure that would not happen here." The less said the better. Present yourself as one who "wishes that the whole thing could have been avoided."

Disabled: if you have a disability, you do not need to disclose it. If you do, the employer must make a *reasonable accommodation* if one is necessary to perform the work and you are offered the job. This protected category is a double-edged sword. You are protected if you meet the definition of disabled in the Americans with Disabilities Act. But if the employer is concerned, you may not be offered the job and that might or might not be the reason they give for the rejection.

Follow-Up, Follow-Up, Follow-Up

What is so important about a little thank-you note? With all the job search advice being sold in bookstores and on-line, you would think every candidate would get the message. They don't. Very few follow up an interview with a letter thanking the interviewer for the time and information and asking for the job. A simple off-white, tent-fold card written by hand with a few well-thought-out comments pertaining to the interview is a wonderful way to persuade the interviewer to be a fan of yours. ("Remember Pat, who we interviewed for the opening in the Las Vegas office? Pat was really on the ball and might be a great fit in our Chicago branch.") Keep your name and candidacy in the mind of the interviewer!

A final, important point: *If you really want the job, ask for it.* Let the organization know you are eager to work for them. Do not let the interview end with your contact feeling "I *think* he liked the job," or, "She *may* be interested." Tell the interviewer again why you are suited for the position and why you want to work for the company. Say it in the end of the interview and reiterate it when closing your thank-you letter.

Stereotypes

An issue of *Fortune* magazine (February 1, 1999; "Finished at 40") included a cover story on the obsolescence of the forty-year-old employee. Even though our country continues to place a premium on youth, this article made the point that forty-year-olds in the workplace are overpaid and underproductive. They are overpaid because of organizational policies in compensation programs, and they do not produce because they have not kept up with the marketplace by continuing a lifelong training and education process. Even the MBA can be overpaid and obsolete unless the individual makes ongoing efforts to remain current. The key regardless of age (professional and chronological) is to pay careful attention to the question, "What value do I bring to the organization?"

First, define it in terms of contribution; then try to put a price tag on it. This is an exercise that you should be doing not only when you are in the process of looking for a job, but also periodically when you are employed.

Most of the hurdles job applicants face deal with stereotypes. We all have preconceived notions about various groups of people. Most of us can put them aside and see people individually. Other stereotypes are harder to overcome. "Those folks are behind the times." "That group is too much in a hurry." "Minority X is only interested in working with their kind." Those people are sick too often." "You can't rely on Y people." You can fit almost any nationality or age group into those sentences and find some people who will agree or disagree. Your only recourse is to sell yourself as a person; no one is really average. Each of us has some special talent or gift that will add to the workforce overall. If people are looking at why you are different, shift their attention to the positive differenceswhat it is about you that will improve the operation. What personal extra are you offering them?

HR's Point of View

While you are worried about finding a job, employers are concerned with their recruiting processes. Are they effective? Are they marketing their jobs appropriately? How can they attract the right applicants? Turning the tables and looking at what employers are doing to look for you, the candidate, will reinforce the marketing plan outlined in this book. Never forget that employers will always be interested in exactly what you will do for themwhat value you will bringwhat exactly they are buying. You cannot just sell the past ("This is what I have done for others"); you must sell the future ("This is what I will do for you"). Offer a free sample: "When you hire me, I will ____."

Sell your future value. In our changing economy, there are multiple opportunities for individuals who are open-minded and who do not hold onto old habits, expectations, or self-images. They invent themselves and their careers, exploring new things in themselves and their environment; they are willing to take risks.

WHAT EMPLOYERS ARE DOING TO HIRE: A LOOK AT THE OTHER SIDE

Revamping their classified ads. Reverse audits are showing that they are running ads but not attracting hires. Organizations are making their ads stand out with graphics, humor, or placement. Some companies are putting up billboards (may be cheaper and more noticeable than small ad in a newspaper and it is up for 30 days!).

Offering referral bonuses. Paying employees to do recruiting for organizations pays off with great hires.

Organizations are trolling too. When senior managers travel or are on business calls, they network also. They keep their eyes and ears open for possible recruits.

Campus recruiting by organizations that are not in the Fortune 500. Smaller companies are making greater attempts to be noticed on campuses and in career fairs held at colleges and universities.

Spending time with their resume databases resurfaces old resumes to be reconsidered. Some organizations enter all resumes received into their computers and never throw them out. Periodically, a manager goes through the database, scanning for potential hires.

Third-party recruiting Web sites are being used by more than technology-based businesses. Web sites for restaurant workers (www.star chefs.com), truckers (www.truckers.com), and even funeral directors (www.funeralnet.com) are available.

Virtual forums provide a way for organizations to "work the room" to look for interested candidates. Organizations lurk in newsgroups, forums, or chat areas.

TIME MANAGEMENT TIPS

What do you dread doing the most? Do it first. Delaying the inevitable will only keep it on your mind and not make it go away. Get it done and get over it.

Don't over-schedule yourself. Prioritize. Know what your "must do" and "should do" activities are. When you set yourself up to do too much and fail, you can carry over that feeling of failure into interviews. Think before you say "yes."

Have a backup plan. Arrive at a meeting to find it delayed one hour? Have a map of the area to locate a coffee shop to read periodicals or do research in a library. Can you make telephone calls from the telephone in the lobby and try to meet other contacts in the interim?

Be on time. Always.


Keep one notebook and one day planner. Do not collect scribbled notes on papers, telephone message slips, or on backs of other messages. Write everything down in your notebook and keep all your appointments in one calendar. A small 3-ring notebook with tabbed sections for telephone numbers, notes, and a calendar would be ideal.

Watch your telephone time. Not all telephone calls are equal; be aware of social calls that may distract you from the business calls that you must make.

Start each day and end each day setting and reviewing your goals. At the end of the day, write down what must be done the next day. In the morning, review your calendar and "to do" lists and check them off as they are completed. Add others as they arise.

Set long-term goals for the week, for the month, for the year. Plan the steps needed to achieve goals and check progress periodically.

Week 3

Daily Activities for Week 3	
	<ul style="list-style-type: none"> ✓ Go over each day's schedule ✓ Evaluate week's progress ✓ Evaluate efforts ✓ Get dressed—get out ✓ Do daily research ✓ Answer classified ads ✓ Telephone contacts: suspects/prospects/leads cold calls
	<ul style="list-style-type: none"> ✓ Set up appointments ✓ Consider alternative resume formats ✓ Target individuals ✓ Follow-up ✓ Work on top-10 target list ✓ Send out resumes, cover letters ✓ Go on-line ✓ Update logs ✓ Plan for the next day

Life is like playing a violin in public and learning the instrument as one goes on.
SAMUEL BUTLER

What Samuel Butler said can be said about a job search. You learn by doing; some of the best lessons come from mistakes. If you are not making any mistakes, then you are not taking enough risks. By mistakes we mean following fallow leads, making unproductive cold calls, and approaching all within an arm's length for job leads.

If you are not getting the leads, the interviews, or the responses that you had hoped for, if the job market appears to be saturated with applicants for your particular job niche, or if the positions offered to you are lacking in content or remuneration, now is a good time to revisit your original goals.

Job Search Clinic II

Update Self-Analysis and Effort Analysis Forms

After you complete both the Personal Evaluation Form (Exhibit 2-2, pages 261-262) and the Effort Analysis form for Week 2 (Exhibit 2-3, page 267), refer back to the problems identified in the beginning of Week 2. Have you been making progress?

Consider the feedback you received from employers regarding your application:

What were their reasons for not hiring you?

What comments did they make about your resume?

Did they have any comments about your interviews?

What suggestions did they provide?

Did they provide additional names to contact for leads or job openings?

Write down the responses you have received to date on the Feedback Analysis form (Exhibit 3-1).

Taking Stock

Is a pattern forming? Are too many employers saying you just are not what they are looking for at this time? Do the interviewers seem to feel that you are not a "match" for the positions? Are you selling the right skills to the right employers?

Reaffirm Job Goals and Focus

Reexamine your Skill Portfolio (Exhibit 3, page 22) completed in "Getting Ready." Are any adjustments warranted? Were you accurate and realistic about the skills you have to offer? Are they the skills needed for the job openings that you are targeting?

Additional attention must be paid to the value-added concept. Are you selling skills and potential those employers are willing to pay for? Are you priced competitively? Have any of your interviews involved salary discussions?

You also listed Job Possibilities (Exhibit 8, page 29). Look at the list you made. How many of those job targets are you currently aiming for? Are they both desirable and probable?

Exhibit 3-1

FEEDBACK ANALYSIS

Organization:	Interviewed?	Comments/Response:
---------------	--------------	--------------------

Finally, reaffirm your Focus Statement (Exhibit 14, page 50). Is the statement still true for you and your search? If you wish to modify your focus, do it in writing, right now.

Have you been attending professional meetings and seminars to meet your peers?

Did you contact your alumni association? Do you have an alumni directory? Have you used it?

Have you been reading journals and publications about your field?

Have you been answering classified ads found in newspapers, journals, and professional publications?

Have you been meeting your goal of _____ telephone calls each day (at least 30)? How many contacts have you been successful in reaching?

Have you been getting invitations to interviews? Were the interviews for jobs that you really wanted?

Have you been listening to local radio and television shows? Some local cable access shows are specifically geared to job searchers. Viewers are informed of career fairs, Web sites devoted to local employment, and businesses that have job openings.

Do you still have ten organizations on your target list?

This book can offer suggestions, encouragement, and samples, but there is no substitute for your keeping up the effort. The more contacts you make, the more you reach out, the more interviews you will be invited to. More interviews equals more job offers.

Marketing Letter Review

Pull out copies of all the marketing letters you have sent. Separate them into three piles: those that elicited some response, those that got you interviews, and those that got no response. Compare the piles for content and form. Do you see any patterns? If your letters are working, do not change them! If you have been getting better than a 5 to 6% response rate, that is what most direct mail marketers would consider a "good mailing." With ten organizations targeted, getting one interview would be a 10% response rate! Replacing nonproductive targets with more viable ones, by now you may have reached out to 15 to 20 organizations that you have researched.

MARKETING LETTER CHECK-UP

- ☐ Letter sent to an individual?
- ☐ Sent to the right individual: hiring manager, department head?
- ☐ Is the purpose of letter in opening paragraph?
- ☐ Stated clearly your interest in the particular organization?
- ☐ Indicated why you were interested in the organization?
- ☐ Did the letter focus on readers' needs, not yours?
- ☐ Qualifications stated clearly?
- ☐ Relationship of your qualifications to organization's needs pointed out?
- ☐ Did letter demonstrate (not tell) your skills? Provided examples, not just repeat phrases from resume.

In addition to those targets, you have been answering ads, investigating job sites on-line, and perhaps posting your resume on a few Internet databases. At the same time you have been continuing to reach out to others, looking for an inside track to any of your targeted organizations as well as leads to other job openings.

If you feel that your response rate is not adequate, particularly if you have included a marked proportion of referral letters, now is the time to rethink your strategy.

If your marketing letters and resumes are not generating the needed responses, there are two alternative courses of action:

1. Redefine your job search. Either the job(s) that you want do not exist in the current market or you are not suited to those jobs by virtue of your skills, education, or qualifications.

Are your targeted jobs being advertised? What is the market for that profession? In some areas there is a glut of professionals in a particular business segment, while 100 miles away there is a shortage. What is the supply and demand situation?

Do you need to update your skills? Are you using the latest terminology in your printed materials? Is your vocabulary dating you? Check out ads, professional publications, and course offerings for your area of expertise; get up to speed!

2. Redesign your marketing letter or resume for either content or form.

Is your letter targeted and customer-driven?

Are you submitting your resume in the proper format for the media?

Are you using keywords for scanned and on-line posted resumes?

Are you including action verbs in your marketing letters and resumes submitted by mail and fax?

Is your letter visually compelling, attractive, and concise? (One page only, please.)

Have you included, when appropriate, highlighted text and formatting to call attention to your selling points?

Have you focused on your selling points in every letter and resume?

In some professions in which creativity is at a premium, a nontraditional resume and cover letter can be a positive alternative. We are not going for gimmicks, but looking to improve on style. We want to maintain the substance but present it with panache and style.

Note: For those job seekers who are technophiles, a new business card came on the market in January 1999. Created by Ember Media Corporation (New York), this new-age business card has pictures, graphics, and a resume embedded in it! The DigiCard is the same size and shape as a regular business card but has a hole in it to make it fit in the CD-ROM tray of a computer. The card can carry up to 16 megabytes of information enough for a job seeker to make a sophisticated sales pitch to any technologically able organization. The cards cost more than \$1 each and have been ordered as marketing devices by several corporations. Will this catch on with job seekers?

Explore Alternative, Creative Resumes

Most career counselors agree that what gets the job is whatever tells your story relative to the needs of the organization. Whether that is networking with movers and shakers who can give you a direct line into an interview with a hiring manager, a referral from a valued employee, or just plain luck, sooner or later most job searchers no matter how well-connected will have to rely on a resume to sell them. How well your marketing letter and resume tell your story can make the difference between getting the interview and being passed over.

If you are in a creative field or are targeting organizations that value creativity, then the form as well as the content of your resume can be an integral part of your story. Your resume is your personal advertisement. Visual presentation can count for a lot if that is a key element on the employer's shopping list!

How can you tell if an organization values creativity? Look at its ads and at the business that it is in. Even if you are not looking for a position in the creative arts, if an organization boasts about its creativity, chances

are that it values creativity in others. Still not certain? Do some research. Look up senior executives' names and their backgrounds. Can you draw any conclusions from their educational backgrounds, ages, or professional experiences? What type of market do they target for their products or services? Where do they advertise: *RayGun*, *Wired*, or *Good Housekeeping*?

If you feel, after doing some research, that a more creative approach could attract the eye of the employer (not the Human Resources Manager, necessarily), there are two rules to follow.

Rule #1: It must be good. No, not good: terrific!

If it looks muddled, gimmicky, or amateurish, do not bother. It will send a message: "I do not know what I am doing but I am trying anything to get your attention, even if it looks bad."

You can make simple changes to your resume or marketing letter.

Use comparison charts to highlight your key selling points.

XYZ Company needs:	I can provide:
Increased market share	New media exposure; have designed Web sites for ABC Inc., Go CO., and other clients that have increased their sales a minimum of 15%.
Value for marketing dollars	E-commerce is the wave of the future; can establish a portal within 6 months that will bring in an average of \$5 income for every \$.25 of marketing costs.
Integrated ad campaign	Proven ability with national campaigns for ___, ___, and ___; demographics show that ___ market will spend \$ ___ annually and advertising in ___, ___ and ___ will increase XYZ Company's exposure.

Include testimonials from business leaders and professionals.

Experience:

ABS Company Cleveland, Ohio 1995-present
Vice President, Manufacturing Operations

"Again, you have proven that innovation is the secret to improving the bottom line. The changes you have made to the production line have improved both morale and quality, while reducing production time by 12%." Excerpt of memo dated 12/5/98 from President and CEO.

"One of the most dynamic, innovative financial analysts I have ever worked with." John D. Rockefeller.

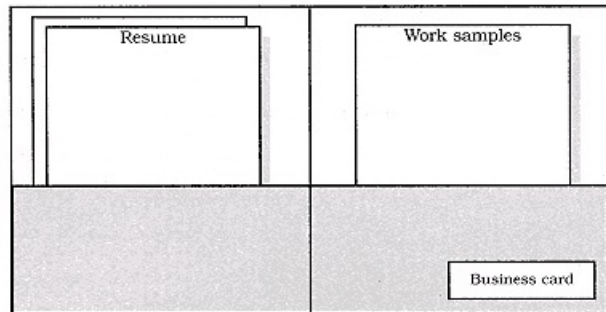
Drop names. In many areas of the performing and creative arts, who you have worked with is as important as where you worked; sometimes, it's even more important.

Worked with Dr. M. K. Koppel on research project for New York University Computer Science Department; title of project was "DVDTV and the Future of the Internet," published January 1999.

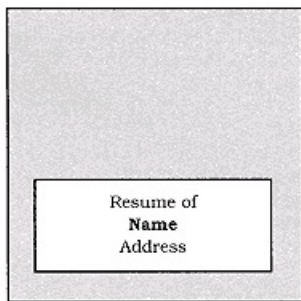
Use multipage resumes. If you have the content and are submitting your resume by nonelectronic means (not being scanned, either), then there are alternative formats you can use.

1. A mini-portfolio submitted in a folio or binder. Include your 2- to 3- page resume, work samples, and business card in your presentation. See the sample in Exhibit 3-2.

Exhibit 3-2




RESUME PRESENTATION FOLDER



Cover with label


2. A three-fold pamphlet. This is more a sales brochure than a resume format, as in the sample in Exhibit 3-3. It can include artwork or photographic samples on the cover or together with inside copy. A presentation like this must be visually appealing and professional in appearance so be certain to use quality paper and printing. What you are selling is your ability to do a presentation like this, as well as the contents (artwork included) of the resume.

Exhibit 3-3

 <p>George Adams Architect</p> <p>333 Main Street Stamford, CT 06902 203.333.5555 Adams@built.com</p>	<p>Objective</p> <p>Professional Summary</p> <p>•</p> <p>•</p> <p>Experience</p>	<p>Education</p> <p>Special Skills</p> <p>Professional Affiliations</p>
--	--	---

3. Booklet printed on 11 x 17 paper. When folded in half, it resembles a book. A two-page resume goes on the inside, after an eye-catching cover. See the sample in Exhibit 3-4.

Exhibit 3-4. Cover

	<p>Resume</p> <p>Marcy Wells-Simon 332 East Drive New York, New York 10028 212-478-6321</p> <p> WELLS-SIMON PRODUCTIONS</p> <ul style="list-style-type: none">* Six years' experience in broadcast news.* Developed local programming for Baltimore area.* Wrote and produced award-winning "Hawkeford" investigative news magazine.* Produced weekly lifestyle programs.
--	--

Cover

Exhibit 3-5. Inside2 page resume

<p>OBJECTIVE:</p>	<p>WORK EXPERIENCE:</p>
<p>PRODUCTION EXPERIENCE:</p>	<p>EDUCATION:</p>
<p>WRITING EXPERIENCE:</p>	<p>SKILLS:</p>
	<p>PROFESSIONAL MEMBERSHIPS:</p>

Inside — 2 page resume

4. Designer letterhead or graphic paper for resume and marketing letter. Resources such as Paper Direct (1-800-A-PAPERS) or Paper Access (www.paperaccess.com or 1-800-PAPER-01) have free catalogs to order from. Many of the better stationery stores also have specialty papers to use in your laser printer with coordinating envelopes.

5. Use color selectively. Highlighting categories or providing color graphics can enhance your presentation. If you use color, quality printing is a must. Muddled colors or uneven printing will not impress anyone; neither will adding color just because you have access to a color printer!

There is one other rule in using alternative resume formats, not as important as rule #1 but one you should follow.

Rule #2: Coordinate your marketing letter and resume; both should go with your style and voice.

If you are a conservative, button-down type of person, do not attempt to use a flashy, bouncy marketing letter and resume. When you come in for an interview, both parties will be surprised! Be true to yourself. If you honestly are not the creative type and cannot sell yourself as such, stick to the classic resume formats outlined in "Getting Ready." Again, it is always the content that will sell your candidacy. If creativity is what you are selling, then include it as an element in your resume.

More "You" in Your Resume

Due to practical considerations as well as industry practices, some resumes should include more personal data. Information regarding gender, age, height, weight, and personal appearance are considered the norm for persons applying for positions in the performing arts. If you are a dancer, a musician, a model, or applying for a position on television, your personal appearance is as much of a consideration as your experience. An 8 x 10 glossy photograph with your resume printed on the back is what employers expect to receive; there is no reason that the resume on the back cannot be as visually exciting as the photograph on the front. For an example, see Exhibit 3-6.

Exhibit 3-6



Allison Winters
 65 Timber Lane
 Lake Placid, New York
 67890
 456-789-1234
 456-789-1235 fax

Summary:
 Experienced ski instructor
 Member 1988 Olympic Team
 15 years of teaching experience

Work History:

Employer #1

Accomplishments:

Employer #2

Accomplishments:

Employer #3

Accomplishments:

Education:

Skills:

Memberships:

If you are in any of the visual arts, your resume can be a presentation piece. Artwork can be incorporated into your letterhead. Photographers, graphic designers, architects, and illustrators can get an employer's attention by including samples of their work.

Another possibility is to mimic the industry. A newspaper writer could use a headline and newspaper column format for a resume. Looking for a job in public relations? Make your resume resemble a press release. At Titan Sports (home of the WWF) they have received resumes formatted like a trading card (the applicant was included as the star and his experience was the statistics printed on the reverse), a story board from a comic book artist applicant, and a mock-up magazine cover with the candidate being featured as the newest threat to wrestling! These approaches may get the employer's attention, but it is even more crucial that the skills and experience are appropriate for the job opening.

If you trade in words, then your copy must be excellent. If you are a writer, marketer or another wordsmith, the content is extremely important; it is a sample of what you can do.

If you trade in images or graphics, or are looking for a new position in new media, your Web page can be your resume. There are many sources for a free Web site, from your ISP (AOL, Mindspring and others) to the many portals and commercial sites (GO Network, Geocities and Xoom to name just a few). Do a search for "Free Web pages" and choose one; many offer easy to use Web editing programs. Remember the lack of confidentiality when putting your resume on-line. If you decide to use your HTML skills, make sure it is a quality site. Here are some sites to visit as good examples:

members.aol.com/mlyn14/newRez/NewRezpage.html

www.rodmandesign.com

Refer to our book, *"WOW! Resumes for Creative Careers"* (McGraw-Hill, 1997) for full-size sample resumes; the book offers 75 sample resumes to inspire the creative resume writer.

Advice from the Experts

From Online Career Center (OCC):

Employers use keywords to find resumes. Therefore, it is important to put as many keywords as possible in your resume. . . . We receive more than 10,000 resumes each month . . . and they appear in chronological order with the most recent resume appearing at the top of a search results page. It is a good idea to go in and refresh your resume frequently to increase your chances of an employer finding it at the beginning of a candidate search.

From the Monster Board:

The biggest mistake or problem for job seekers posting their resumes on-line revolves around formatting.

From DICE:

The biggest mistake in resumes posted is providing inaccurate or inadequate contact information.


From BOSTON JOBS:

The biggest mistake, at least on my site, is not giving a proper summary of what they do.

From CAREER WEB:

On-line job seekers should take full advantage of having a "searchable resume" by using common keywords in their resumes to describe their skills. Also . . . use only commonly used abbreviations. . . . Use correct contact information . . . it is a common occurrence to find incorrect E-mail addresses.

Week 4

Daily Activities for Week 4	
	✓ Go over each day's schedule
	✓ Evaluate week's progress
	✓ Evaluate efforts
	✓ Get dressed—get out
	✓ Do daily research
	✓ Answer classified ads
	✓ Telephone contacts
	✓ Set up appointments
	✓ Consider job goals: needs and wants
	✓ Compare job offers
	✓ Follow-up
	✓ Consider career/job search alternatives
	✓ Work on top-10 target list
	✓ Send out resumes, cover letters
✓ Go on-line	
✓ Update logs	
✓ Plan for the next day	

Are you closing in on your target? If you are feeling that the end may be in sight, it is time to add details to the finish line that you may be envisioning.

Define Your Employment Needs and Wants.

You can't always get what you want . . . but can you get what you need?

What we all need is food, shelter, and clothing; what we *want* is a whole lot more. Ranging from salary to benefits, management style, and prestige, every job seeker has a mental sliding scale: what you want or hope to get and what you will accept. In between are the trade-offs: more salary

but a less attractive benefit package; corporate perks (title, corner office) but more travel than you anticipated. Affecting the whole equation is the value the employer places on you; how much will the company pay to have you join the organization?

Details can play an extremely important role. What do you need or expect for the following: salary, benefits, location, management style, cultures, career path, working hours, overtime, travel requirements?

What is the going rate for the position in the market? If people with five years of experience can do the job as well as someone with twenty years of experience, why should the employer pay a premium for the extra experience if there are no other benefits that the experienced candidate can offer?

Complete a profile of your Employment Goals, Exhibit 4-1.

Respond to Job Offers

Be careful what you wish for. After all the telephone calls, the meetings, the letters written, and the interviews, you have received a job offer.

Have you gone back and compared the job offer to your ideal pictured in the Job Profile (Exhibit 7A and 7B, pages 27 and 28)? How close a match is it? What about the details of the offer? How does it rate on your Employment Goals list (Exhibit 4-1)?

Job Offers

First, is it a genuine, bona fide job offer? After all those interviews you may not even be certain what an offer might sound like. An offer is not:

"We really like you."

"It is easy to picture you working here."

"We're very interested in you."

"We think you would do very well here."

"You are our top candidate."

Those may be statements of fact and may give your ego a boost, but not one of them is sufficient for you to resign from your current job or pack your resumes up.

Exhibit 4-1

EMPLOYMENT GOALS

*Indicate your ranges for each category.**These are for planning and negotiation purposes.**Needs are not negotiable, but Wants can be traded off.**Categories: Needs: Wants:*

Starting date:

Base salary:

Job title:

Work schedule:

Management style:

Culture:

Career path:

Bonuses:

Benefits:

Child care

Insurance

Profit sharing

401(k) plan

Pension

Vacation

Tuition reimbursement

Annual increase

Transportation

Savings plan

Employee discounts

Health care

Make sure you have a real offer. The easiest way to confirm this is to ask for the offer in writing. There is no need to soften your position by qualifying it with some comment like, "It is not that I don't trust you, I just want to discuss it with my spouse." Just ask for the written offer and be quiet. If your potential employer does not wish to give you a written offer, listen carefully to the reason(s) why. If you continue to stay quiet when you feel they are finished, chances are you may hear more. Be skeptical if no written offer will be forthcoming for whatever reason. One reason for a delay in receiving a written job offer is an interest by the potential employer in obtaining a reference from a current employer. The candidate may refuse to resign without a written offer, and therefore refuse to consent to having the current employer contacted. The employer who wishes to make the offer is hesitant to do so without references. This then results in a "what comes first the chicken or the egg" syndrome.

Once you have asked for the offer in writing, consider the details while waiting for the written offer. Jot them down, if you haven't already, to compare what the written offer includes and whether it matches the oral commitment. Every offer should include certain details at the bare minimum (see Exhibit 4-2).

A sample written job offer is provided in Exhibit 4-3.

It Is a Real Offer. Now What?

The next step is to compare the written offer to what you were told in person. If there were any other job detail discussions, pull out those notes as well (one example is if there were any separate discussions about level of pay). If you are getting less than the high point of the range that had been

Exhibit 4-2

BASIC WRITTEN JOB OFFER CONTENTS

Job title

Starting compensation

Salary

Bonuses

Incentives

Any other payments

Benefits program (details frequently

come under separate cover)

Starting date

mentioned, you may ask the reason you are getting less. Even if you are paid the high point of the range, if you still feel you are not being fairly compensated, you may want to mention it and be specific about the difference.

Other details to consider discussing, if you are so inclined and if appropriate for the position you are being hired for, include:

Workstation location (Near my boss? Office? Can I see it?)

Auto allowance

Cell phone, beeper, laptop computer

Relocation allowance

Exhibit 4-3

SAMPLE JOB OFFER LETTER
Organization Letterhead

Date

Ms./Mr./Mrs. Candidate

1234 Main Street

Anytown, USA 12343

Dear Ms./Mr./Mrs. Candidate,

The purpose of this letter is to outline the agreement we have reached regarding your employment with Organization _____. We are pleased that you have agreed to accept the position of to be located in our _____ office, effective _____, 19xx. You are asked to report to M_____ at 8:30 AM in our Human Resources Department to complete paperwork on that date.

Your compensation will be \$ _____, paid semimonthly. You will not be eligible for a salary increase until _____, 19xx at which time you will go through our standard review process.

On your starting date you will be eligible for all company benefits; such benefits are subject to change.

As all our new employees are subject to a three-month introductory period, yours will end on _____, 19xx. Organization _____ has the right to terminate your employment at any time during your introductory period or during your employment. At the end of your introductory period, your performance will be evaluated to determine if you have met the requirements for this position.

Please sign below and return to me a copy of this letter as an acknowledgment that you have read and understood the terms of this letter.

We are looking forward to having you join us.

Signed by
[Human Resources Professional]

Benefit start date

Vacation allowance (especially if you have already booked a trip to Bora-Bora that will take place right after you start)

Introductory period (Is there one and, if so, how long is it? What is the criteria for passing the introductory period and who determines your rating?)

Copy of written job description

Performance review schedule

Salary review process

Severance That is, if the job doesn't work out, can they promise you some continuity in pay for a certain period to increase your security in taking the job? (At executive levels if the company may be acquired by or merged with another, will a payment be guaranteed, if that event were to occur.) The result is a "smooth landing"; hence the expression "golden parachute."

Learning to Say "No, thanks" or "Yes, but . . ."

It is a real job offer. You have it in writing. You really, really, really want this job. Except for one or two small things. When is it worth going to bat for changes in the offer and when should you just accept (or pass)? Look at your Employment Goals (Exhibit 4-1) and now analyze the specific job offer(s) for comparison purposes (see Exhibit 4-4).

How do the job itself and the organization compare to your original goals set in "Getting Ready" (Job Profile, Exhibit 7A and 7B, pages 27 and 28)? List any open points of negotiation and your goals on the Negotiation Worksheet (Exhibit 4-5).

Negotiations

One of the most important and exciting aspects of any job search is the negotiation process after the offer has been made. The unfortunate side of this process is that it is frequently the least effective. For whatever reason, adults in our society are not usually trained in the skill of negotiation, yet it is a skill that is demanded every day in many different contexts personal and professional.

You have just been successful in your job search and an offer has been made; realize that you are not done yet.

Exhibit 4-4

JOB OFFER ANALYSIS

List the details of job offers that you have received and Compare them to your needs and wants in Job Goals worksheet.

Categories: *Offer #1:* *Offer #2:*

Starting date:

Base salary:

Job title:

Work schedule:

Management style:

Culture:

Career path:

Bonuses:

Benefits:

Child care

Insurance

Profit sharing

401(k) plan

Pension

Vacation

Tuition reimbursement

Annual increase

Transportation

Savings plan

Employee discounts

Health care

Exhibit 4-5

NEGOTIATION WORKSHEET

Organization: _____ Date: _____
Position/Job Description: _____
Category: Job offered: I want: Final offer:

Be careful to remember when negotiating that everything is negotiable, but concentrate on what is important to you. Once you put an issue on the negotiating table, it will be perceived as important to you. Because each item is important, concentrate on what is crucial to you; don't get picky or small-minded. For example, before you ask for that \$1,000 increase in base pay, remember to calculate the after-tax effect you will experience to determine if that amount makes the request worthwhile.

Think win-win. If you are accepting a job, you are building a relationship. An offer of employment is a very positive transaction; keep that in mind when raising any issues. The organization wants a happy employee, so you owe it to them to be sure that when you arrive for work, you will start as a happy employee. If there are any aspects of the job offer that make you uncomfortable, you need to discuss them. Your silence will be taken as acceptance. The problems will not go away on their own, and now you have to work with them every day!

Talk the matter through beforehand with yourself. List all the pros and cons—even write them down. If you have a mentor or a trusted friend or family member, ask one of them to act as a sounding board.

Counteroffers While you are considering accepting (or after you do accept and provide notice), your current employer ups the ante to keep you on board. Before you get too excited, remember why you originally went into this job search. What were your reasons? If the sole reason that you sought alternative employment was salary, is the compensation offered now sufficient to keep you?

Be leery about staying. Your current employer may be giving you ransom payments because they were unprepared for your departure at this time. However, don't be too sure that your job is secure. They may be promising themselves they will never allow this to happen again. One thing is certain: The level of trust they feel you have for them has decreased and will not rise to old levels anytime soon unless some other situation serves as an offset.

Recent research indicates that individuals who accept a counteroffer stay an average of eighteen months after the counteroffer is made. Remember too that the organization you are rejecting will probably not be willing to consider you ever again.

Considering Other Options

So far you have not received a job offer that is acceptable. Go back to your Personal Evaluation Form (Exhibit 2-1, pages 261-262) and Effort Analysis (Exhibit 2-2, page 267) form. Review your Feedback Analysis (Exhibit 3-1,

page 281). Is there slow but steady progress? Have you still been able to find organizations to target and leads to follow? Have you been actively researching and reaching out to find new job openings and organizations?

Rate Your Job Search Progress

1. Not even one nibble; total lack of interest in my candidacy.
2. Some interest but no interviews or job openings for me.
3. Moderate interest in my candidacy. It may take more time but I feel I still have more leads to work on. Have had a few promising interviews.
4. Fairly good response. Have had several interviews; a few job offers that were not suitable for several reasons. Have more interviews scheduled.
5. Excellent response. More interviews scheduled and job offers under consideration.

If you still have not even gotten one nibble (and you have been working diligently for the past three weeks), you need to be quite frank with yourself in analyzing all your efforts and worksheets to determine what is wrong. You might seriously consider seeking professional assistance from the career counseling office of a local university. If at this point you have generated some interest but still no interviews or job openings, you are not in much better shape. The career counseling office may be of help here as well.

If you have been able to generate some interest but you are getting impatient because you have yet to receive a job offer, review your worksheets and analyze the time sequence from contact to meeting. Review your notes to determine what you could do to speed up the process. It may be the wrong time of year for hiring in the particular industry you are pursuing, or the time it takes to complete the process in that industry may be longer than usual.

If you have gotten fairly good or excellent responses, continue doing what has been working. Don't slow down now. Make sure you still have ten organizations on your target list to pursue. It is quite likely that you will get more than one job offer at the same time. This is an ideal situation because you will be able to compare the pluses and minuses of each offer.

Remember, regardless of the response you have gotten, to consider the following options:

Stay in your current job. If you are only window-shopping, this has been an eye-opener. If you are not marketable, either your skills or your professional knowledge needs help. Brush up your skills starting

today (if you haven't started already) and look into what is happening in your profession. Review your long term goals (Job Targets, Part 2, Exhibit 10, page 33). What are you doing now to achieve your future goals? Get active in professional associations, enroll in classes, or consider supplementary employment.

Ask again. Did an interviewer tell you that you were "this close" to getting the job? Follow up with a telephone call, stating that you are still interested in working for the company and if things do not work out with the other candidate, to please give you a call. You never can tell what will happen when an offer is made to another candidate; the candidate may not have accepted, may have been a no-show, or may not have met expectations. Keep your candidacy active. There may be another opening.

Change your career. Are you being realistic? Are you willing to give your new career the time and attention it requires to get up to speed and become proficient in your new profession and build the network of professional contacts that you'll need as well?

Take an internship. Internships are job assignments that may mean different things in different industries. The term is used for example in the legal profession to designate "high potential" law school students that may be assessed during summers while working at the law firm to determine whether a job offer will be made upon graduation. In the entertainment industry the term is used for entry level positions with a predetermined end date. If no job is offered at that time the intern departs. The term is also increasingly being used in U.S. colleges and universities to provide a "real life" experience that the student gets credit for. It may be paid or unpaid. This situation is becoming so attractive that high schools are starting to follow higher education's lead.

Freelance. Instead of looking for a job, try being your own boss. Sell your services directly. That is what Dave Rodman did. Check out his resume at www.rodmandesign.com. You may find an employer who likes your work so much that he or she offers you a position.

Add a career. If you are like us, one job does not offer security or satisfaction. Many workers have more than one career at one time, either for financial security or to facilitate long-range plans. They teach parttime at a local college, give presentations for a fee when invited, and write books and articles for publication all in addition to a full-time job or career.

Start a franchise. A franchise may be an alternative to consider if you have an entrepreneurial bent but want the security of knowing others

have pursued the path before you. In this situation you become an owner and so have some control over your fate, while making an investment in yourself at the same time.

Take temporary or contract assignments. Many employers look for seasonal or project employees. If you are concerned about cash flow or want to get an inside look (as well as get contacts), look for classified ads or Internet newsgroups listing contract work. Your local newspaper will have ads from various agencies that seek to hire temporary employees. Many are happy to accept a placement fee if you are offered a permanent position as a result of your work as a temporary.

The world of work has changed and is continuing to change, but some things remain the same. Many people have obsolete skills, but in any dynamic economy that is always the case. The world of work is still a marketplace where the forces of supply and demand are in play. The concept of value added is talked about more today, but it was always the basis upon which organizations could afford to pay employees. As organizations grow they absorb organizational inefficiencies only until they can no longer afford to pay for them. Then they either go out of existence or they reinvent themselves with different employees, different kinds of employees performing different tasks, and fewer employees.

What has changed is that organizations are more concerned about their existence than ever before, and they rely more on employees to help them maximize their effectiveness. Each employee needs to be managed carefully to ensure that effectiveness.

Organizations also realize that employees need to maximize their individual effectiveness, and that those with state-of-the-art skills and a strong work ethic are more valuable than those who have outside interests or yesterday's skills.

The difference today is that services and technology are expanding the options and workplace opportunities. The challenge for the individual looking for a job is to manage the expanded variety of opportunities and determine what he or she will do in the contemporary marketplace. As successful organizations reinvent the way they do business to remain competitive and viable, successful job seekers must reinvent themselves too.

JOB SEEKER'S RULEBOOK

Keep your network working. Remember those who helped you and expand your network with new contacts.

Be a mentor. Pass on those helpful contacts and job search hints.

Treat subordinates with respect and appreciation. This includes secretaries and assistants.

Show your appreciation. Remember all who were helpful with a note or a telephone call.

Do an adult "show and tell." Do not talk about your skills; provide quantifying examples.

Kill those weasel words. Replace "I think" with "I know," "I believe" with "I have no doubt that," or "I feel" with "It is. . . ."

Never confess.

Never complain.

Never reject yourself. Think you can do the job? Go for it! If the interviewer thinks otherwise, there may be another opening.

Research. Reach out. Contact.

Wrapping It Up

Daily Activities for Week	
	✓ Get ready to start new job
	✓ Tie up loose ends: remove footprints on-line advise recruiters of status write thank-you letters
	✓ Mind-set established for new job or
	✓ Continue with job search efforts; repeat last week's schedule
	✓ Consider alternative employment opportunities
	✓ See professional career counselor

Job Security Is an Oxymoron

If your one thought at this moment is "I hope I never have to look for a job again," then you have not learned all the lessons in this book. You should continue with many of the exercises and habits in this book even when you are employed.

Planning.

Setting goals.

Targeting objectives.

Using self-discipline.

Networking.

Keeping up to date on your profession and industry.

Mentoring.

Learning new skills.

Improving or updating current skills.

Maintain Contacts

Spread the news. Do you rate a press release for your new position? After all the research you have done, are there any publications that could run a notice of your new job? Think about alumni news, professional, or trade magazines. If you got your job through a Web site, ask if they run success stories; many do, and you might be a candidate. What about local news? "Kmart Hires New Manager for Herald Square Office."

Finally, consider whether it is appropriate for the public relations department of your new organization to issue a press release. Don't take it for granted that they will think of it themselves. You win three ways by seeking their assistance. First, you demonstrate a professional bearing that will impress the individuals in the new organization who are aware of your request. Second, if successful, you are already building relationships in the organization as well as a powerful power base. Third, you will be spreading the word about your own latest career success to all within hearing distance.

Write All Your Thank-You's

All the people who helped you get where you are now should be advised of your new position. If they could take the time to give you advice, leads, or information, you can certainly take the time to let them know it all paid off. Based upon your level of contact and the amount of assistance you received, respond in kind. Internet contacts should get an E-mail message, while the individual who actually introduced you to the organization and recommended you for the position might rate either flowers or a bottle of champagne!

Think outside the box. Are any of your contacts in businesses that you will interact with in your new position? Keep them in mind for two reasons: They will help you to look good when you are expected to provide resources to enable you to execute your responsibilities effectively; and there may be opportunities for you to reciprocate for the assistance they provided in your job search. Be careful we are not talking about graft or anything else illegal or unethical. We are talking about the effective utilization of the contacts you have made professionally that will help you succeed in your new position. It is a business-to-business contact in a new but appropriate context. The most common example is the HR professional who, when the situation arises, approaches executive recruiter contacts because he or she knows that they are superior in what they do.

Share the Wealth

Your first responsibility on the new job is to yourself and to your new employer. However, do not be so engrossed in your new activities that you do not keep at least one eye peeled for other job openings, if you have friends or contacts you could recommend. Be certain that these are prime candidates you are building your own reputation and credibility now. Recommending a great candidate will add to your luster; recommending a poor one . . . well, you can guess the opinion that might be formed about the company that you keep.

Clean Up Your Tracks

Refer back to your On-line Resume Log (Exhibit 1-21, page 126) and delete your resume from all the sites where you posted it or entered your qualifications into a database. Any other postings that are still active should also be erased.

If you have been working with any recruiters, contact the individuals you have been speaking with and let them know of your new employed status. Even if they were not overly helpful this time, do not close doors behind you. Times change quickly and you never know when you will seek these same contacts again for yourself or to refer a colleague.

Keep Track of Your Accomplishments

From day one on the new job, keep a file or a notebook to record accomplishments as you pile them up, either by hand or on your computer. This record keeping exercise is a real opportunity for you to reflect on your daily successes and frustrations, as well as failures, so that you can consider what is working and what isn't and nip problems as soon as they surface.

A wise old sage once said you should start to look for your next job the minute you have settled into your present one. Whether you think this is wise advice or not, have a vision in your mind of your new resume and marketing letter for whenever you need it.

Learn New Skills

Those who forget the past are condemned to repeat it. Let this job search experience force you to remember the necessity of keeping up with your profession and being prepared to move along your career track by making a serious commitment to lifelong learning.

Find the time regularly to exercise your body and your mind. Think about NAFTA (the North American Free Trade Agreement) and the

swooshing sound of all those jobs being sucked south of the border. Whether you agree or not with H. Ross Perot's memorable statement, the point is a good one. Jobs will go due to our global village, faster than ever before to wherever the greatest cost efficiencies are present. Milton Bradley announced the closing of its Scrabble tile manufacturing plant in Vermont. The tiles will be produced in Asia, from maple trees still cut in Vermont and shipped overseas. The labor must be much cheaper there to make the transportation back and forth of raw materials and finished goods cost-effective. What other manufacturing concerns can hire former Scrabble tile workers? You need to continue to grow professionally so that whatever the changes in your industry and profession, you will not be caught with yesterday's skills.

Update Your Resume

If for no other reason, keep your resume updated so that you continue to keep a record of your periodic accomplishments. Do not assume that when you need a copy of your last resume, a call to the Human Resource department will produce it. Be responsible for one of your most important professional documents. Another reason is, of course, to be ready whenever an opportunity arises elsewhere.

Start Looking Again

When should you start looking again? The answer is whenever you reread the beginning of this book and determine that, for the reason you define and put in writing, you are ready to begin the search again. Realize the time and commitment that you are going to have to put into it.

How to Stay Employed

Details, Details, Details versus Arrogance

Recently two experienced executive recruiters from a major prestigious firm discussed what they liked and didn't about candidates they see at the highest levels. Among the items mentioned were typographical errors and the lack of professional courtesies such as the thank-you notes that we mention repeatedly. The point is obvious, but also shows that you can compete successfully in the competitive marketplace for jobs, without whizbang gimmicks, just by paying attention to the details.

Why do these lapses continue to occur, even at the highest levels? The problem is not that people don't have the time to attend to details; the problem is that there exists a certain arrogance.

The PC, the marketing letter, the fax machine, and E-mail all allow us the excuse to give less than 100% to any job search effort. We send form letters to nameless locations and prefer to think that gives us license to do less than our best. We forget the form letter entirely or fail to customize it to the anonymous ad. We pay less attention to the specific job title and refer in our letter to "your ad" (sometimes even taping a copy of it to the letter) without getting any more specific than that. Why expend the effort?

If you have learned nothing else from this book, you have been reminded that only one thing separates you from the rest of the world as competition: you. You are what makes your effort unique, but it is up to you to make that contact unique and distinguishable as well, through all the details that you decide to pay attention to.

During your job search you paid attention to the correct spelling of the interviewer's name, the exact title, and the complete address, and you sent a customized note to each of the people in the organization who had given you time or assistance. Recently we received a thank-you note from a job candidate who impressed us with his professional air and diligence when he was so correct in professional etiquette and did all the right things, including asking each of his interviewers for a business card. Alas, how disappointed we were when he sent a thank-you note to us and simply carbon-copied each of the other persons he had met. Right below that notation was a request that *we* send a copy of his note to each of the persons mentioned. He had been so close!

Listen, Listen, Listen

Frequently, people say New York is so nice they named it twice. Listening is such an important skill that we ask you to consider it three times if you wish to succeed in your new position. Here is one more sad tale of a "three-months and out" employee who had wowed everyone during the recruiting and selection process and what a varied group of sales and corporate staff they were. To a person, they had thought she was the best candidate they had ever seen. What changed their minds in only 60 business days? Her performance did her in. Her colleagues and superiors portrayed her as a person with poor work habits and lots of outside distractions. After two months, she suddenly mentioned an air trip that had been previously planned; a few times her lunch hour became a two-hour shopping trip. She was always making the same mistakes. She took a lot of personal phone calls. The list of problems went on and on.

When the employee was fired, she was totally taken by surprise. Her superiors had been telling her she was doing fine. She stayed late to correct any mistakes she made. No one ever made a negative comment to her face. The company's version of the story and the employee's sounded like

two completely different situations. The problem was that the truth was somewhere in between. The group the employee was in was very congenial and tried at all cost to avoid conveying bad news or giving negative feedback.

The new employee was not blameless either. In addition to taking advantage of nonconfrontational personalities, she heard what she wanted to hear. She realized she did make several mistakes. She knew she extended her lunch hours occasionally to go shopping. She felt the personal calls were no big deal, and admitted she was a little distracted by personal commitments from time to time. When her colleagues and supervisors made the slightest comments, she preferred to treat them lightly. The point is, she refused to listen.

One of the toughest adjustments one makes in life, according to psychological studies, is the move to a new job. Treat it as a very serious event that requires constant and careful attention. Listening is the one skill that will help you make the transition effectively and successfully. Without that focused attention, the very real possibility is that you may need to reread this book very soon, when you find yourself out of a job . . . again.

JOB PROOFING

Do your Job well.

Be active in your profession.

Learn about related professions.

Write or speak about your job.

Be active in your community.

Listen

Index

A

Achievement inventory, 26

Achievements, 25

Action word list, 64

Action words, 63

Associations, professional, 25

Attire, 171

B

Body language, 171

Browsers, 107

C

Candidate's responsibilities, 226

Career fairs (*see also* Job fairs), 158-160

- tips on attending, 159

Classified ads, 137-145

- confidentiality, 141
- how to answer, 140-141
- how to read, 138-140
- problems with, 144-145
- time spent answering, 141-142
- why employers use, 142-144

Cold-calls, strategies, 155-157

- tips, 156

Commitment, 5-6, 14

Communicate, how do you, 169

Communication, 169

Computers, uses in job search, 103-106

Costs of job search, 8-9

Cover letter (*see* Marketing letter)

Creative resumes (*see* Resumes, alternative)

Cyberspace, a mini-guide, 107, 108

D

Directories (*see* Search engines)

Display ads, 138

E

Education history, 21-22, 24

Efficient vs. effective, 4

Effort, 80-20 rule, 18

E-mail, 108, 132

Employment agency (*see* Recruiters)

Employment goals, 293-295

history, 21, 23

Envelope(s), 91-92

Executive recruiter (*see* Recruiters)

F

Faxes, 92-94, 131

Feedback analysis, 281

Finances, 9, 254-257

Financial worksheet, 10

advanced, 255

Focus, other person, 165-166

Focus statement, 50, 282

H

Headhunters (*see* Recruiters)

Hiring, what employers are doing, 276

Hot jobs, 34

How to use this book, 12

I

Internet, 106-107

addresses, general information, 112

magazines/newspapers, 113

professional associations, 114

Internships, 303

Interview, 169-170, 197-199

courtesy, 180

definition, 39

follow-up, 199, 202

high-tech, 198-199

how to get, 39-40

log, 79

pitfalls and tactics, 239-241

poor questions to ask, 203

preparation, 172

reciprocity, 175

screening, 180

selection, 180

types of, 180

Interview questions, 174-176

about organization and job opening, 181-182

education, 185-186

illegal, 194-196

interpersonal skills, 186-187

last job or current job, 188-190

organizational or management skills, 190, 191

personal, 182-185

rehearsing, 176

small talk, 178-179

stress, 190, 192-194

Interviewer's equation, 180

J

Job applications, 199, 200-201

Job banks, 161

Job Campaign Checklist, 87

Job desirability, 31

Job fairs, 157-158

virtual, 157

Job goals (*see also* Employment goals), 7-8, 280-282

Job history (*see* Employment goals, history)

Job marketing package, 42-43

plan, 38

Job offer, 294, 296-298

analysis, 299

counteroffers, 301

negotiation worksheet, 300

negotiations, 298-301

written, 296-298

Job opening, employer's view of filling, 81-82

where to find, 146

Job planning, long-term, 32

Job possibilities, 29-30

Job Profile, 25, 27-28

Job Proofing, 310-312

Job Search Clinic, 269-274

Job Search Clinic II, 280-292

Job search credo, 12

efforts, 229-232, 259-262

filing system, 6

focused, 135, 283

hazards, 250-252

log, 77

measuring efforts, 265-268

other options, 302-304

paperwork, 75

progress, 302

requirements, 5

schedule, 83-85

self-evaluation, 261-265

site profiles, 118

steps, 14

tools, 40-41

top 10 rules, 101

wisdom, 80

your typical daily schedule, 85

Job Seeker's Rulebook, 305

Job Targets

Part 1, 31

Part 2, 33

Job, what you should know about, 168

K

Keywords, 122

Knowledge, 19-20

L

Lead evaluator, 95

Leads (*see also* Suspects), 41, 234-237

Listening, tools for effective, 173

Listening skills, 173-174

M

Mail merge document, 105

Marketing letter, 67, 73, 282-284

checklist, 91, 283

cold call, 69

essentials, 74

outline, 70

referral, 68

targeting, 72

who should read, 70-71

Memberships/certifications/associations, 26

N

Networking, 100, 205-211

definition, 145

how to make it work for you, 163

- meeting, 146-147, 150
- outline of telephone call, 149
- reasons why someone would help, 210
- Tally Sheet, 153
- telephone calls, 147-149, 154
- twist, 208
- why should a contact help you, 150-152

O

Occupations, fastest growing, 35

Office, job search, 43-45

On-line

- job openings and classified ads, 119-120
- job search sites, 115-118
- resume Log, 126, 309
- resume posting services, 114

On-line resumes

- confidentiality, 121-122
- content, 122-123
- format, 124-125
- preparation, 120-125

Organizations to target, 36-37