

Insider's Guide to Finding Great Jobs in Tough Times.

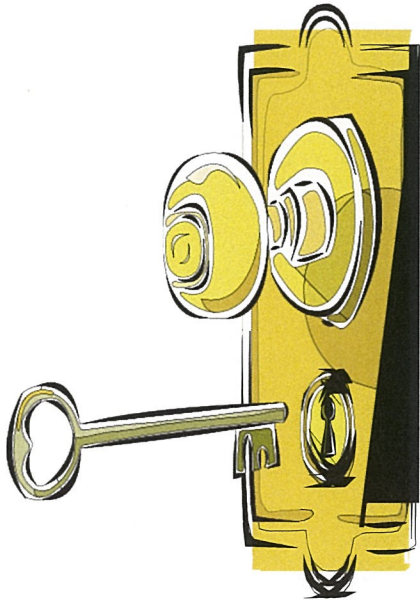
Career Advancement Systems.



"If you find a job you love you will never work another day in your life."

– Confucius

Henry M. Leshner



Unlock the Key to your Future

Other than your
HEALTH and your FAMILY
nothing is more important
than YOUR CAREER!

The easiest and fastest path
to a better job
in today's economy.

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INTRODUCTION

INTRODUCTION

Our main goal is to assist you in obtaining a position that will provide the highest degree of satisfaction coupled with the greatest level of income attainable, in record time.

The method we are about to teach you is a proven approach to job and career change that has been used and tested by managers and professionals with great success. We have intentionally provided some more basic tools and techniques that you will be able to employ immediately, while some of the material will be more difficult to master and may require more time and thought. You are urged to learn and use them all, since a comprehensive job search yields the best results in the least amount of time. By committing yourself to learning and utilizing the information on the pages that follow, you will quickly:

- Learn about yourself. Discover your assets and be ready to talk about them comfortably.
- Identify your career goals and objectives and pursue them with enthusiasm and confidence.
- Devise a marketing strategy. This includes determining where and for whom you prefer to work. You will create a list of prospective employers and learn as much as you can about their needs. Later chapters will teach you how to surface this information.
- Advertise/Promote yourself to create interest in you by the hiring authority. This includes a polished résumé and superior oral interviewing skills. The image you present to others is key in securing the job offer.
- Develop a schedule. This will include organizing exactly what has to be done, when and how. Scheduling is crucial in using limited time efficiently and effectively.

You will find that this system is designed to provide you with job search information that will be helpful to you both now and in the future. Our methods and techniques can be successfully applied as many times as you may need to change jobs. Naturally, no one wants to change jobs constantly, but it's good to have the techniques ready and know how to apply them when you actually need them. *This* is what career transition is all about.

To our knowledge, no other system allows you as easily to pinpoint your specific career goals and subsequently demonstrate to employers that you are a solution to current unmet needs within their organization.

Most of the readers and clients tell us they are not interested in playing the "What should I do when I grow up?" game. As professionals with real world financial obligations, they do not have the luxury of taking lengthy psychological and personality tests; time is money and they need to return to work or find another position ASAP!

Our work is rooted in the pragmatism of what you enjoy, what you have done well, and therefore what you are capable of doing!

Thirty years as a career coach has taught that many who fit the situations described below can benefit from personal coaching and often elect to use personality inventory assessment tools:

- The person who is 10-30 years deep into a career and is simply miserable
- The recent college graduate who looks at the world of work and says, "Now what? I don't have a clue regarding what I can do and what I will enjoy"
- The person who knows they are worth much more than they have been able to command

Email us at: cas_hml@yahoo.com and we will provide you with access to a simple personality inventory tool that will direct you to specific careers best suited for people with personalities similar to yours. That said, the groundbreaking thinking suggested in the pages that follow should enable you to cut through elaborate testing, counseling, and maximize your return on all you can offer your next employer.

I THINK, THEREFORE I AM

Unlocking the key to your future is simpler and more subtly difficult than most believe or will consider. Social scientists, medical professionals, and hiring managers debate the weight of genetics versus environment on how we create and shape our reality. I will not enter the debate in sharing my view, as I am not here to validate a number or percentage. However, I am going to do all in my power to have you understand that your life is a self-fulfilling prophecy. What you believe about yourself will be played out each day of your life. The examples that follow are limited but should make my point clear.

- A physician who worked 30 years building great wealth and then undid all he had gained by making a series of poor investment choices in a single year. He then compounded his unhappiness by selecting a second life partner who disliked his friends and all of his passions in life. When you consider he was raised by a mother who gave him negative messages and he married a woman who eventually left him, sending a clear message he wasn't good enough, is it surprising that he has found new creative ways to undermine his success and happiness through similar choices? We call that repeating patterns.
- Next, a seven year old orphan who made a mental decision to never go hungry again. He retired with a fifth grade education, a beautiful family, close friends, and a fourteen million dollar estate. My friend loved himself and those who knew him loved and cherished the wonderful person that he was. The moral of the story is that he created a positive script, he loved himself and love is reflected in love!
- The final example: an adopted child who was taught to be patient, even if it meant thirty years of waiting to take over a family business. Having learned that obedience and pleasing others was the only acceptable way to gain approval, is it any surprise that he (I) spent thirty years as a number two person in three different companies and is now a career coach dedicated to helping others?

The script of my life was to be satisfied with what I was given and to save others! Not all bad as my life is filled with joy, friends, wonderful children, and a very special wife, but this was quite a journey! My greatest joy will be helping each of you realize that it doesn't have to be as hard as I have made it. An old expression I have always loved goes like this, "The midget sees further than the giant when on the giant's shoulders". Let this guide be the giant and climb up! I invite you to begin a magnificent journey that will reward you for the courage to change, modify behavior, eliminate bad habits, and build new ones.

The following chapters will teach you first to recognize the script you carry. Once you are armed with this powerful information, we will show you how to build on it or modify it and then direct you to understanding how to connect with employers and positions that require someone with your skill set and disposition. Finally, you will learn how to deliver the written and verbal messages necessary for you to beat out the competition and win the job of

your dreams. Are you ready to learn and grow? If you are willing to pay the price of admission, you will surely enjoy the ride!

One final note before we begin: I finally broke my script by starting my own Company and writing this book. And to my former CEO who once asked, "Why I wanted to work for him considering I knew as much as he did", THANKS! That was my wake up call, let this guide be yours. Are you ready to begin your journey? If so, then read on!

THE JOB MARKETS

“Understanding the process of finding the right job enabled me to find a position that I love.”

-Paul H.

Studies indicate that for every desirable job vacancy today, there are between 200 and 3,000 applicants. This marks a dramatic shift from just a generation ago.

Job-search methods have changed as a result of this increased competition. The traditional ways of finding a job (answering an ad, calling recruiters or waiting for recruiters to call you) are less effective today. While you will still need learn how to use these channels more effectively than your competition, you will need additional techniques in order to conduct an effective job search. And that's where this guide comes in. Rigorous application of the approach we will show you will allow you to cut weeks and months from the job change ordeal.

While it is important to adopt this approach in order to achieve success in today's highly competitive marketplace, you must be sure to have realistic expectations. This means understanding that before you achieve success, you will most likely experience a few "hiccups" along the way. Unfortunately, rejection is almost always a part of the job search process.

HANDLING REJECTION

Yes, there will inevitably be some rejection no matter how well you have planned your campaign. Regardless of your talent or how effectively executed your approach has been, everyone encounters the thanks but no thank you from time to time.

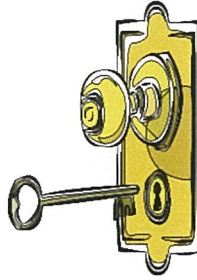
Example:

"We were extremely impressed by your fine resume. Unfortunately, at this time there are no positions available commensurate with your abilities in our Organization. However, we will keep your information on file and should anything change, etc..."

Do not be discouraged; this is all part of the process! You have to examine where you do and don't want to work before you know where you will want to spend your career. The important thing is not to dwell or focus on the rejection inherent in the process. It is a natural by-product of the competitive marketplace. For every candidate selected there will be many more equally qualified candidates rejected.

THE CHALLENGE

The job search is not a casual process. You will need to invest time and energy to achieve the best possible results. Rarely, if ever, does a candidate stumble into an ideal job. You may find a **job** by accident, but you will only find a **career** by design.



Unlock the Key to your Future

GETTING STARTED

Commit to following a time-tested plan:

1. Consider managing the campaign yourself
- OR
2. Contact us to retain an affordable consultant

Henry M Leshar – Founder

The determining factor of your fate is you. We will provide you with a tested and proven approach to job searching, how well you implement these techniques will determine the quality and quantity of opportunities you ultimately find.

If you bring a positive mindset to your search, positive results will follow. Most will see results in record time. Our clients often speak about finding opportunities that hadn't seemed possible just a few weeks or months earlier. Don't be afraid to commit yourself to your new task. You will be rewarded directly in proportion to your efforts.

Now, let's begin the process!

The advice contained within the pages that follow will guide you step-by-step through a self-directed career search process; I encourage you to have realistic expectations. By following the steps outlined in this book, you will be directed towards achieving maximum results, understanding that success is tied directly to your complete participation in the program and commitment to following through with the process.

KEYS TO SUCCESS

1. Take full advantage of the opportunity your search provides; immerse yourself in it. Even if you only invest half the energy you give your job, the results will exceed your expectations.
2. Involve your spouse or significant other.
3. Set a rigorous schedule and **stick to it**. Keep your calendar full. Do at least one thing each day that brings you closer to an interview.
4. Bring every ounce of optimism to the surface. Radiate a smile, knowing that attitude determines outcome. Life is to a large degree a self-fulfilling prophecy.
5. Take action. Don't wait for others around you to do something. Do it yourself.
6. Trust the process. It has a beginning, middle, and an end. Trust that it will end successfully for you, as it does for the overwhelming majority of the thousands who have used our methodology and strategies.
7. The "Job description" of a job search is similar to the activities that salespeople deal with daily throughout their career. Keep this in mind that you need to master this and do it well to identify what you want to do. The good news is you only need to do it once.

My wife was dissecting frogs at the age of seven. Is it any surprise she is now an M.D.? The 44th president decided he wanted to be president at age seven. What is it that you want to achieve? Whatever your goals may be, *believe in yourself and have the discipline to create your plan and the victory will be yours.*

IDENTIFYING YOUR STRENGTHS

“Looking for a job without being able to tell others exactly what I wanted forced me to come to terms with the reality that no job exists called “I don’t know”.

- Dot B.

YOUR SCRIPT

In each section, select either A or B that is closest to your life experience and expectations.

Messages from Family:

Select one of the following groups that sound most familiar

(A)

- You are special and important
- You can do anything in life you choose
- We are here to meet your needs

OR

(B)

- Be obedient and do what you are told
- Getting good grades is the way to success
- Be grateful for what is done for you

Memories from Childhood (under 20 years of Age):

Select one of the groups that is familiar

(A)

- Leader of my group of friends
- Captain or Leader in athletics and non-academic activities
- Top Grades

OR

(B)

- Follower/Quiet with peers and friends
- Spectator or just participant in extracurricular activities or sports
- Average Grades

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- Spectator or just participant in extracurricular activities or sports
- Average Grades

Memories of Childhood Ambitions or Goals:

Select either A or B

(A)

- Top run of a company, save the world, be a politician, attorney, physician, play sports or to be a great mom or dad
- Have a great number of close friendships
- Be respected and loved in your community

OR

(B)

- Had a few or no specific career or life goals
- Had few friends or acquaintances
- Preferred to stay in background

Now, look at the choices/selections that you made. If you selected group “A” from each section and are on course toward achieving your goals, then the balance of the content below will only speed and aid your rate of progress.

If you selected “B” choices and are not pleased with your progress and rate of personal and career development it should be clear that early parental and family messages have short-circuited your growth by lowering your expectations and view of self. You NEED to pay close attention to breaking old habits and patterns, thereby reframing your view and expectations of yourself and your potential.

If you are in the minority, (those who selected “B” choices and are on a path to achieving more than you dreamed) in all likelihood you have already modified your behavior, broken old patterns, and rewritten your script. In some cases, children who were raised in families where academic values are stressed, a very strong work ethic can carry that child to maturity with the academic credentials and work ethic that guides them towards being winners. That person’s pattern usually is “B” in the first category and “A” in the second and third.

Finally, for those who fall into the largest group, (who selected the “B” choices and are stuck in no win, no growth situations) the key to changing your script will be found in the next few pages. How do I know who falls into this category? Simple, less than 5% of those in the workforce earn over \$100k or run companies, which is a strong indicator that those below the top 5%-10% of all earners are probably not achieving the results they desire.

For the 5% or so who are on a fast track, you will likely benefit the most from this guide by moving immediately to the sections that speak to gaining a competitive edge in identifying and winning

jobs. For the rest of us, some introspection is likely in store. By better understanding the underlying beliefs and attitudes that determine how we think, we empower ourselves to make the changes that will unleash our true potential. We like to refer to those beliefs as “your script”.

RESHAPING/REFRAMING YOUR SCRIPT

Here is the secret - most who win do so because the rest of us have stepped aside and have chosen not to compete. Yes, that’s right, we handed the victory to them on a silver platter, and we didn’t even put up a fight! You can’t win if you don’t try, and when you look in the mirror, you know if I am talking to you!

Years ago a CEO that I reported to bellowed and said, “I’m surrounded by a- - - s.” In an unusual burst of candor I replied, “What do you call the person who hired them?” For the record, he had hired the people he was complaining about. It was easy for me to be brave when I had another job offer and my decision to leave had already been made. So I continued to say, “You are fortunate so many are slightly less than average, because if they weren’t, average people like you couldn’t do so well”.

In that moment the light bulb went off and I saw more clearly than ever before that the distinction between winning and finishing in second is a combination of commitment, hard work and method. Of course, talent factors into the equation but it is not the greatest factor in getting what you want. For every “natural” I believe at least 100 self-made women and men are out there who achieve greatness. So, if your positive script is firmly in place skip a couple of pages and focus on the enhancement of your image. The development of your written and spoken communications combined with an intelligent, proactive attack on the job markets will enable you to outstrip all competition and win your dream job. For those who now see the need to get back to the drawing board, shed old habits and build new ones, read on!

REDEFINING MOMENTS

Let's begin with some simple truths and steps that change lives:

- No one deserves success any more than you do.
- No one can diminish your worth without your permission.
- Your life experience is a reflection of your thoughts and beliefs.
- Each night as you close your eyes, let your last thought be a picture of what you want tomorrow to be.
- Make a decision each week to begin one new positive habit replacing an old negative pattern or habit.
- Place on your mirror or refrigerator a directive you must follow, something that represents movement towards an interview; at the very least it will be a commitment to begin your search.
- Create specific goals and a five-year plan for career growth.

Having a path is necessary to building your career. Here's a valuable point of beginning that should help you raise your sights and create an immediate objective. If tomorrow morning you were asked to take your boss's job, could you? Countless surveys support very high percentages say, "yes they could!" Those same people who stated that they could were then asked why they aren't in such a job and almost all of them responded, "I don't know". Well friends, one last time, it is not about destiny, it's about having a plan and acting on it.

Step one in your plan is the "up or out in three year," rule. Thirty years as a career coach has taught me that either you move up within a company in three years or you are getting closer to the door. Why, you ask? It's simple; they are paying you more each year to do the same exact job. So if your employer cannot accommodate your career growth, find one that can! When should you be looking for a new job? Always, for you never know when the "old team" will be forced out when the company is sold. So keep your network intact, your resume polished, and spend an hour a week looking at information regarding job availability.

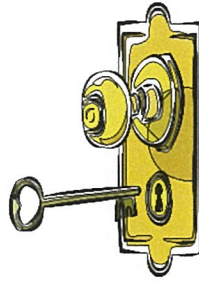
Read at least two business periodicals each and every week. In other words, always be prepared and ready to respond to opportunities and never be caught flat-footed. I wish I had a ten-dollar bill for every displaced or fired executive who said, "Just last month I turned down a great job and after 20 years they fired me." It is for this reason that you should **never put company loyalty over family**. Please be clear on this: do unto others as you would have done to you. But when the CEO needs to urgently cut overhead costs, do you think *your* kids will be first on his mind?

A QUICK REVIEW

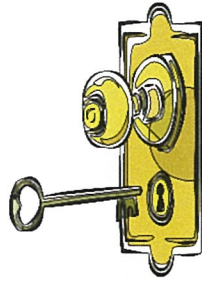
- Shed old habits that retard growth and add new ones that build character and create opportunity.
- Think what is possible, not what defenses you can build for delaying success.
- Create a timetable for change and a plan to make it happen.

Finally, remember that the secret to most of the “art of winning” is knowing you are better than you thought you were, and that your competition is not as talented as you thought they were; in a phrase, “it’s yours for the taking.”

P.S. If you don’t internalize this, believe me, someone else will. And, what they take will be yours. One of my favorite sayings is as follows: “If you don’t lead the pack, the view will never change,” may your view be of the road ahead, not the traffic in front of you!



REALIZE YOUR POTENTIAL AND
KNOW HOW TO SELL IT



INTRODUCTION

- Learn About Yourself
- Devise a Marketing Strategy
- Advertise and Promote Self
 - Develop a Schedule

DETERMINING GOALS & OBJECTIVES

“After developing the right goals I was able to articulate my capabilities to employers, resulting in a new position in less than two months.”

- Lenny R.

DETERMINING YOUR GOALS AND OBJECTIVES

For many people this is the most difficult part of the job change. Many of us simply don't know what we might like to do or where we'd like to go in a mid-career transition. The following charts, guides, and descriptions are designed to aid you in identifying the career or areas that you will target in your career change.

Note: you may change your goal later on in your career. However, to complete this process, you should devote careful attention to determining a goal and use that goal in later sections. This will make the program more useful and realistic and you'll be able to move more quickly into the marketplace. Too many people seek a job called "I don't know." Trust us, if you don't know what you want to do for a potential employer, you will end up doing what others want you do!

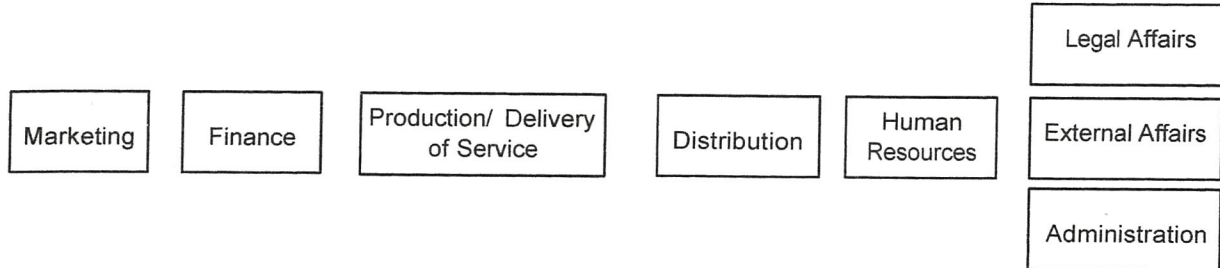
There are several steps necessary in identifying future goals:

- Determining what you have done in your career thus far.
- Matching preferences with a realistic function, level, and industry.
- Identifying how the above can relate to a position suitable and compatible will lead to "winning the ideal job."

Study the following forms. Highlight or check those areas where you have worked in your career.

DETERMINING YOUR GOALS AND OBJECTIVES

Function: Breakdown of an organization by functional area.



The majority of all businesses follow a classic pattern of organization. This includes five major functions: Marketing, Finance, Production and Delivery of Service, Distribution, and Human Resources. Three minor functions are also involved: Legal Affairs, External Affairs, and Administration. This generally holds true regardless of company size and whether it is in a manufacturing or service industry.

On the following pages, each area is broken down by sub-functions. In the blanks, note the areas where you have worked in your career. Next to "Other", indicate additional related experiences.

Keep in mind that most people have been involved in more than one function. For example, a primary function of a sales manager is training and development. Training and development normally appear under the Human-Resource function. However, anyone involved in sales management should give herself credit for some knowledge in the T&D area.

Go through all of the charts that follow and check off as many involvements as you can remember.

DETERMINING YOUR GOALS AND OBJECTIVES

A. Marketing

Sales Operations

- Direct Sales
- Recruitment of Sales Personnel
- Training & Development of Sales Personnel
- Sales Management
- Customer Relations
- Liaison with other Departments
- Other

Market Planning

- Market Management
- Group Product Management
- Determining Market Goals
- Designing Market Plans
- Liaison with other Departments
- Other

Advertising/ Promotion

- Media Planning
- Media Buying
- Graphic Arts
- Agency Relations
- Sales Support
- Liaison with other Departments
- Other

Market Research

- Designing Questionnaires
- Conducting Interviews
- Planning Surveys
- Analyzing Data
- Identifying Sources
- Liaison with other Departments
- Other

DETERMINING YOUR GOALS AND OBJECTIVES

B. Finance

Control

- Accounting
- Auditing
- Accounts Receivable
- Accounts Payable
- Budgeting
- Credit
- Collections
- IT, IS & EDP in some organizations
place this in other departments
i.e. Distribution Production
- Insurance
- Liaison with other Departments
- Other

Treasury

- Planning
- Forecasting
- Taxation
- Bank Relations
- Investments
- Portfolio Strategy
- Raising Capital
- International Currency
- Operations Liaison with Other Dept.
- Other

DETERMINING YOUR GOALS AND OBJECTIVES

c. Production/Delivery of Service

R&D

- Pure Research
- Applied Research
- Product Development
- Testing Liaison with Manufacturing
- Liaison with Engineering
- Liaison with Marketing
- Other

Engineering

- Industrial
- Mechanical
- Electrical
- Hydraulic
- Civil
- Technical Service
- New Equipment
- Design
- Other

Manufacturing

- Media Planning
- Media Buying
- Graphic Arts
- Agency Relations
- Sales Support
- Liaison with Other Departments
- Other

Quality Control

- Quality Assurance Wastage
- Loss Reduction
- Re-engineering
- Liaison with Manufacturing
- Liaison with Distribution
- Other

DETERMINING YOUR GOALS AND OBJECTIVES

D. Distribution

Inventory

- Systems IT,IS,EP
- Planning
- Forecasting
- Purchasing
- Vendor Relations
- Inventory Control
- Reduction
- Liaison with Other Departments
- Other

Shipping/ Receiving

- Scheduling
- Tariffs/Rates
- Labor Control
- Carrier Liaison
- Customer Service
- Liaison with Other Departments
- Other

Materials Management

- MRP1
- MRP 2
- Closed Loop MRP
- Purchasing Planning
- Sourcing
- Alternative Sourcing
- Warehouse Site Planning
- Liaison with Other Departments
- JIT Other

Fleet Operations

- Scheduling
- Planning
- Routing
- Dispatching
- Maintenance
- Purchase Planning
- Vendor Relations
- Liaison with Other Departments
- Other

DETERMINING YOUR GOALS AND OBJECTIVES

E. Human Resources

Personnel

- Recruitment
- Staffing
- Orientation
- Training & Development
- Organizational Planning
- Employee Assistance Programs
- Counseling
- Labor Relations
- Career Planning
- Liaison with other Departments
- Other

Compensation/
Benefits

- Salary Administration Staffing
- Benefits Administration
- ERISA
- OSHA
- Medical
- Employee Investment Program
- Insurance
- Liaison with Other Departments
- Other

DETERMINING YOUR GOALS AND OBJECTIVES

F. LegalAffairs

Legal

____ Corporate Counsel

____ Litigation

____ Avoiding Litigation

____ Regulatory Affairs

____ Liaison with other Dept.'s

____ Other

DETERMINING YOUR GOALS AND OBJECTIVES

G. External Affairs

External

Corporate
Communications

___ Public Relations, Corporate Communications

___ Newspaper

___ Community Relations

___ Magazines

___ Corporate Giving (Charitable)

___ Brochures, Web Design

___ Graphic Art

___ Speech Writing

___ Liaison with Other Departments

___ Safety Campaigns

___ Regulatory Affairs

___ Productivity Campaigns

___ Others

___ Liaison with Other Dept.

DETERMINING YOUR GOALS AND OBJECTIVES

H. Administration

Administrative Affairs

- _____ Project Management
- _____ Facilities Management
- _____ Grounds Management
- _____ Word Processing
- _____ Clerical
- _____ New Facility Start-ups
- _____ Internal Communications
- _____ (Telephone, EDP, etc.)
- _____ Liaison with Other Departments
- _____ IT,IS

TYPICAL POSITIONING STATEMENTS

Review the lists of occupational titles and positioning statements on the following pages; use this information as you select appropriate goals and job titles. When making these selections, play a bit of a game or mental exercise: if your boss or boss's boss were to disappear, could you do their job? If the answer is yes, then the only thing that separates you from such a job is the belief that you can succeed and making the effort required to find one.

So, given there is no time like the present, go for it now! Why wait for your boss to move up or out? If nothing is available within your company and you have not been promoted within a reasonable timeframe, then it's time to expand your search and explore external market opportunities. The longer you stay in a job, the more the company pays you for the same output. Hence the rationale for the logic: 3 years in a job, move up or move out!

Now carefully review your response/selections. As was true in reflecting on values, career positions, and managerial traits, you have now actually positioned yourself.

OCCUPATIONAL TITLES FOR RESUMES AND PROACTIVE PROFILES

<p style="text-align: center;"><u>OPERATIONS</u></p> <p>General Management Director of _____ Chief Operating Officer Vice President Operations Project Manager Plant Manager</p> <p>Senior Management Chief Executive Officer Program Manager Vice President Logistics Hospital Administrator Chief Administrative Officer</p>	<p style="text-align: center;"><u>FINANCE</u></p> <p>Chief Financial Officer Controller Vice President of Finance Director Credit/Collections Accounting Manager Contract Administrator Director of the Budget VP Mergers & Acquisitions Investment/Cash Manager Portfolio Manager Assistant Controller Credit Manager Treasurer</p>	<p style="text-align: center;"><u>SALES & MARKETING</u></p> <p>Director of Marketing Vice President Sales VP New Business National Sales Manager VP National Accounts Sales Manager VP Customer Relations District Sales Manager VP Product Development Marketing Manager V P Sales and Marketing Sales Engineer Sr. Account Representative</p>
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<p style="text-align: center;"><u>HUMAN RELATIONS</u></p> <p>Director Human Resources VP Human Resources VP of Administration VP Personnel Selection Director of Giving VP Industrial Relations Director Employee Relations VP Communications Chief Recruiter VP Compensation/Planning Benefits Manager VP Training Development Manager Chief Administrative Officer Training/Development Mgr.</p>	<p style="text-align: center;"><u>TECHNOLOGY</u></p> <p>Vice President Engineering Plant Superintendent Director of R & D QC/QA Manager Vice President Logistics Senior Scientific Officer VP Continuous Improvement Product Development Mgr. Senior Design Engineer Chief Chemist Materials Manager Industrial Relations Officer Production Control Mgr. VP-MIS,IT,IS Systems Development Mgr.</p>	<p style="text-align: center;"><u>PROFESSIONAL</u></p> <p>Architect Civil Engineer Chief Physician Director Nursing Services Chief Corporate Counsel Contract Administrator Management Consultants Healthcare Administrator Staff Attorney Graphic Designer VP fund-raising Social Service Director Labor Relations/Union Rep. Director, Govt. Agency Educator</p>
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<p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Administrator Credit & Collection Manager Customer Service Representative Corporate Communications Officer Purchasing Manager</p>	<p>Paralegal Supervisor (Chief/Lead) Accountant Marketing Support Supervisor Staff Supervisor Personnel Recruiter Web Designer</p>	<p>Executive Secretary Schedules Officer Patent Agent Program Planner Job Analyst</p>
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OVERVIEW OF GENERALLY USED JOB TITLES:

OVERVIEW OF GENERALLY USED JOB TITLES:

GENERAL MANAGEMENT

President... Vice President Operations
Senior Manufacturing Executive

Senior Operations Executive
Hospital Administration/Health Care
Vice President Health and Safety... Corporate Medical Director
Occupational Health Services Executive

Vice President... General Manager
Manufacturing... Marketing... Controls

Vice President Marketing/Sales... General Management

Vice President Director... Communications
Public Relations and Advertising Executive

Vice President/General Manager... Sales

Vice President... Senior Management Executive
Finance... Treasurer... Corporate Development

Vice President/Director... Senior Management Executive
Corporate Planning... Economic/Financial Analysis... R&D...

Vice President/Director of Engineering
Project & Program Management... Systems Design... Regulatory
Compliance

Vice President/Director of Engineering... General Management

Vice President/Director of Operations
Quality Assurance... Plant Management... Distribution

Vice President... Director
Engineering... Research and Development
General Management

General Manager... Senior Management Executive
Operations... Marketing... Personnel... Policy/Administration

General Management Executive... Operations... Administration...
Finance

General Manager... Senior Management Executive

General Management Executive
 Operations... Marketing... Financial Controls

General Manager... International Operations Executive
 Production/Planning/Marketing
 General Manager/Sales Management

General Management Executive
 R&D/New Products... Marketing Promotions... Operations
 General Management... Sales Executive

Marketing and General Management Executive
 Planning... Operations... Administration

General Management/Financial Executive
 Operations... Start-up... Controls... Marketing

Manufacturing and General Management Executive
 Operations... Product Development... Financial Control

General Manager... Plant Manager
 Senior Operations and Marketing Executive

General Management... Warehousing... Materials

Director of Administration... Project Management
 Policies/Procedures... Operations... Planning... Accounting

Director of Sales/Marketing... General Management
 New Product Development... Marketing Liaison... Sales Force
 Management

Director/Manager... Public Relations
 Media Relations... Speech/Copywriting... Advertising/Promotion

Director of Marketing... Senior Product Manager
 Consumer Products/Packaged Goods

Director/Manager... EDP... Systems Analyst... MIS... Operations

Administration and Finance Director/Manager Manufacturing
 Director/Manager... General Executive
 Operations/Controls/Planning/EDP

Senior Management Executive
 Operations... Manufacturing/Engineering... Planning

Senior Manager... Administration/Accounting/Systems

Marketing and Sales Management
Production Promotion... Planning Research... New Business
Development

Marketing Management
Planning/Forecasting... Sales Support... Customer Relations

Marketing
Sales Promotion... Customer Relations... Advertising

Product Manager... Operations Management
Planning/Production/Sales Support

Marketing Services
Research Promotion... Customer Relations
Product/Sales Manager... Director of Marketing
Senior Sales Executive

Marketing... Product Management
Research... Advertising/Promotion... Planning

Marketing Management
Product Promotion... Research... Customer Relations

Marketing/Sales Management
International/Domestic Business Development Executive

Project-Product Manager
Development/Research... Marketing/Sales

Marketing... Sales Support... Sales
Healthcare Related Industries

Marketing Research/Analysis... Sales

Technical Marketing/Sales
Engineering/Consultant... Product Development

RETAIL

Retail Operations Executive
Sales/Merchandising... Personnel/Budgeting

Retail Operations Management
Merchandising... Sales... Administration
Retail Operations... Merchandising Management

Merchandising/Retail Management
Store Operations... Customer Services... Buying

Retail Operations
Sales/Merchandising... Customer Service/Administration...
Buying Retail... Buyer/Assistant Buyer... Management

Merchandising Management
Sales... Planning/Forecasting... Buying

COMMUNICATIONS/PUBLIC RELATIONS

Public Relations and Communications Executive

Public Relations/Communications Advertising
Staff Writer

Corporate Communications... Marketing Services... Public Relations

Corporate Communication
Public Relations... Sales Promotion... Advertising

Communications and Information Services
Writer/Editor... Public/Community Relations... In-House Publications

Public... Government Relations

Public/Community Relations Management

Public Affairs Officer
Government/Community/Media Relations

Editor... Senior Staff Writer
Technical/Non-Technical Publications

Publications Production Management

Designer/Illustrator... Photography
Advertising... Sales Promotion... Publishing

Design/Production Management
Exhibits/Trade Shows... Advertising... Sales Promotion

Graphics/Commercial Art... Interior Design... Photography

Illustrator/Design... Graphic Artist
Audio Visual/Film Production
Photography... Brochures/Graphic... Advertising... Public Relations

Creative Director... Graphic Design... Production... Administration

FINANCIAL/MISCELLANOUS

Chief Financial Officer... Controller
Accounting and Financial Management

Controller... Financial Manager
Systems and Procedures... Accounting Operations

Controller... Assistant Controller... Financial Manager

Controller... Assistant Controller
Financial/Accounting Management

Assistant Controller... Financial Control and Administration
Business Management/Forecasting... EDP Systems Liaison... General
Accounting

Assistant/Associate Controller
Planning and Forecasting... MIS/EDP
Applications

Controller... Accounting and Financial Management

Financial Control and Accounting
Budget Analysis... Contract Administration... Cost Accounting

Financial Services
Budgeting... Credit... New Business Development

Financial and Accounting Management
Planning... Systems/EDP... Auditing

Financial and Accounting Management
Cost Control... Budget/Analysis... EDP Liaison

Financial Management
Controls... Profit Planning... Capital Budgeting... Systems/EDP

Financial and Accounting Executive
Credit... Budget/Analysis... Administration
Financial Planning and Marketing Executive
Growth Strategies... Acquisitions... Investment Analysis

Financial Analysis... Accounting Management
Planning/Administration/Systems

Finance and Accounting Executive

Financial Operations and Administration
Financial Operations Management

Financial Operations
Credits and Billing Systems... Cash Control

Financial Systems Management
Accounting... Auditing... Analysis

EDP Management
MIS... Operations... User Liaison

Data Processing and Information Systems Executive
Systems/Software Design... Program Control... User Liaison

Director... Information Systems/Data Processing
Design... Development... Administration

Management Information Systems Executive

Data Processing and Administration Executive
Data Processing and Information Systems Executive
Systems Planning... R&D... Technical Operations

Director... Project Manager
Systems/Software Design... Program Control... User Liaison

Accounting and Financial Management
Budgets... Systems/Control... Analysis

Manager/Senior Accountant... Taxation
Corporate Tax Planning/Research

Accounting... Bookkeeping... Financial Supervisor

Accounting and Financial Management
Planning... Finance... Control

Accounting and Financial Management Executive
CIO/MIS... Budget/Analysis... Audit

Operations and Administrative Management
Insurance Investment Finance... Real Estate and Construction

Investments Cash Management
Financial Analysis... Administration... Client Relations

Office Administration... Financial Services... Customer Service

Credit Management... Administrative Systems
Customer Relations

Operations and Systems Executive
Project Management... MIS... Planning... Audit

Manager/Assistant Manager... Banking
New Account Development... Commercial/Residential Lending

Mortgage Financing

Credit/Collections Manager
Retail... Industrial... Lending

Investments... Cash Management
Financial Analysis... Administration... Client Relations

Insurance Brokerage Executive
Loss/Risk Control... Account Management... Market/Underwriting

Financial Services Management
Business Development... Portfolio Management... Investment Officer

Administrative and Accounting Management

International Operations and Financial Executive
Project Management... Methods and Systems... Corporate Planning

Credit and Financial Management
Controls... Receivables... Collections... Planning/Analysis

MANUFACTURING/DISTRIBUTION

Operations and Production Management/Supervisor

Plant Operations Management
Production... Materials... Design

Management... Plant/Operations/Manufacturing
Operations Management
Distribution... Purchasing... Material Handling

Manufacturing Operations
Production Supervision... Planning/Scheduling... Quality Assurance

Production Management
Manufacturing... Materials Management... Quality Assurance

Plant and Product Engineering... Maintenance Management

Manufacturing Operations
Product Planning... Manpower Utilization... Systems and Procedures

Plant/Production Manager

Operations Support Manager
Facilities Planning... Materials Handling... Purchasing

Manufacturing/Materials Management
Production... Purchasing/Inventory Control... Customer Liaison

Manufacturing Operations
Production... Materials Management... Inventory Control

Transportation/Distribution Management
Operations... Administration... Systems

Traffic and Distribution... Traffic Sales/Service

Materials Management/Quality Control
Scheduling... Purchasing Inspection

Warehousing/Inventory Control/Distribution
Production Control and Scheduling

Purchasing/Inventory/Distribution

Manufacturing/Materials Management
Production... Scheduling... Purchasing

Industrial Engineering Management
Production... Distribution... Inventory Control... Planning

Facilities Engineering Technical Management
Waterfront/Waterway Development... Marine Transportation

Production Management Quality Control R & D
Food... Chemicals... Pharmaceuticals... Toiletries

Senior Planning and Administrative Management
Labor/Cost Controls... Production Scheduling
Contract Administration

TECHNICAL ENGINEERING

Research and Development Laboratory Management
Plant Physiology... Herbicides... Chemistry

R & D Management Educator
Nuclear/Radiological Medicine... Bio-Med Engineering/Physics
Instrumentations

R & D Product Development Quality Assurance
Foods/Pharmaceuticals

Research Biologist
Laboratory Management... Microbiological/Environment Projects

Environmental/Forestry Science
Research... Project Management... Administration

Senior Chemical Research Scientist
Molecular Spectroscopy... Environmental Scientist
Pollution/Research Analysis... Impact Assessment... Land/Water
Studies

Manager... Senior Chemist
Quality Assurance/Process... Control/Research and Development

Senior Engineering Management
Construction... Project Development and Control

Engineering/Project Management
Design... Maintenance... Customer Service

Engineering Management
Systems Design... Research and Development... Operations

Electronic Design Engineering
Product Development... Project Management... System/Planning

Senior Design Engineer... Machinery/Manufacturing
Senior Technical Service/Engineering management
Operations... R & D... Systems

Senior Technical Executive
Air Pollution and Environment Control

Technical Support Service
Sales Engineering... Product Design/Development
Project Management

Technical Management Executive
Marketing... R & D Liaison... Product Development

Technical/Scientific Management Executive
R & D... Production... Sales Support... Applications

Technical/Engineering Operations
Project Administration... Proposals/Contracts... Budget/Planning

Geo-Technical Services Management... Earth Sciences
Operations... Project Management... Environmental Studies

PERSONNEL

Human Resources Administration
Staff Development... Community/Employee Relations... Training

Director/Manager... Human Resources Administration
Community/Employee Relations... Affirmative Action... Counseling
Human Resources Administration... Personnel
Training... Program Development... Employee Relations

Human Resources Management
Recruiting/Training... EEO/Affirmative Action... Employee Relations

Human Resources Development
Training/Personnel... Evaluation/Administration
Human Resources Administration
Training & Supervision... Project Management
Community/Government Relations

Human Resources Communications
Recruiting... Training/Staff Development... Program
Design/Implementation

Human Resources Management
Training... Counseling... Recruiting
Personnel Management
Systems & Procedures... Employee Relations... Compensation

Personnel Administration... Human Resources
Employee Relations... Training... Program Development

Personnel Management
Counseling... Employee Relations

Personnel/Industrial Relations... Management
Personnel... Training

Administration... Systems... Procedures... Customer Relations
Sales Personnel Recruitment... Interviewing... Counseling

ADMINISTRATION

Administrative Management... Communications Specialist
Program Development/Implementation... Writing/Training... Customer
Relations

Office Administration/Information Services
Systems/Procedures... Publications... Library Management

Senior Administrative Executive
Systems/EDP... Planning... Employee Relations/Training

Administrative Executive... Program/Project Manager
Systems & Procedures... Training... Budgets... Facilities

Planning and Administrative Executive
Organizational Development... Information Systems... Human
Resources

Senior Program and Project Administrator
Planning... Staff Development

Administrative Management... Communications Specialist
Program Planning... Training & Development... Sales/Customer
Relations

Operations/Administrative Management Executive

Office Management and Administrative Services
Assistant to Senior Executive... Accounting/EDP/MIS-Liaison

Office Administrative Management
Sales Support... Customer Relations... Training and Staff Development

General Administrative Management
Purchasing... Systems... Procedures... Business Services

Manager... Assistant Manager
Administration... Telecommunications... International Liaison

Administrative Management
Systems... Accounting... Personnel

Management Administrative Executive
Planning... Systems and Procedures... Staff Development
Administrative Manager... Senior Staff Assistant

Systems/Client Relations/International Liaison

Administrative and Operations Executive

Public Works Administrator... Assistant City Manager
Project Control... Operations... Budgets... Planning

Project/Program Administrative Management
Planning... Government/Public Relations... Organizational Liaison

Association/Organization Executive
Planning... Administration... Communications

Senior Association/Organizational Executive
International Operations... Planning/Administration... Organizational
Development

Executive Director... Senior Project Administrator
Planning... Program Development... Budget Analysis

LEGAL/HEALTHCARE

Health Care Services Administrator
Systems/Procedures... Operations... Training/Recruiting

Hospital Administrator

Health Care/Social Services Administration
Staff development/Training... Systems/Procedures... Community
Relations

Legal Services/Corporate management Executive

Corporate Attorney... Senior Counsel... General Counsel

Corporate Counsel/Assistant Counsel

Legal Administration

Assistant to International Executive... Documentation... Contract
Administration

Paralegal assistant to Corporate Counsel
Administration... Assistant to Senior Executive

SPECIALIZED

Operation and Administration Management
Travel/Transportation and Leisure Time Industries

Music Programming and Productions/Coordination
A & R... Talent Search... Publishing... Sales/Marketing

Director of Safety/Loss Control
OSHA/Compliance... Training... Security

FUNCTIONAL HEADINGS

If you choose to utilize a functional resume, it's important that you isolate those skills which are most important and highlight them in your resume. Under each function, you should list those achievements which support your claim to expertise in that functional area.

In some cases you may wish to use functional strengths for more than one category. For instance, a sales manager may want to highlight not only the fact that he is an excellent motivator and trainer, but also a well-organized administrator. In such cases while attempting to define the most appropriate strengths, he would look not only under the sales function but also the administrative function. On the general management level, it is often the case that one or more strengths from three or four functional areas would be highlighted.

Note: it's not unlikely that there have been times in your career during which you have faced a particularly challenging situation which warrants more than a simple functional heading. In such cases, you may wish to use a journalistic approach to highlighting your functional strengths. Such an approach reads somewhat like a newspaper headline and will generally be results-oriented. On the pages that follow, we have listed some simple functional headings and included further examples of journalistic or results-oriented captions as well. These examples will provide excellent guidelines should you wish to write your own results-oriented headlines. If you opt for a simple functional heading, you will more than likely find the appropriate function among those listed.

As you begin to craft your resume, understand that **this will be the most important piece amongst your portfolio of personal marketing materials**. While a great resume cannot guarantee success, a bad resume *will* in most cases ensure that you will never get the chance to convince the hiring manager of your worth in person. Because of the importance of the resume, we would like to take this opportunity to mention that we are here to help. If at any time you run into trouble with a specific aspect of your resume or even need help getting started, please contact our staff as we have more than thirty years of experience in delivering high-impact resumes that get results:

cas_hml@yahoo.com

OR

239-248-2534

GENERAL MANAGEMENT

FUNCTIONAL HEADINGS

Operations
Operations... Policies/Procedures
International Policies Planning
International Liaison
International Organizational Development
Operations Management
Administrative Reorganization
Corporate Planning/Liaison
Opening of New Stores
General Management/Corporate Planning
General Management
Operations and General Management
Operations Evaluation
Founding a New Business
Operations/General Administration
Turnaround and Revitalization
Planning/Expansion
Management
Organizational Renewal
Planning/Formulating Policy
Small Business Management
Financial and Operating Control
Formulating Policy

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Overhauling Operations
Rapid Moves Prevent Losses
Achievement Worldwide Technical and Sales Leadership
Spearhead a Major Turnaround Effort
New Department Adds to Profitability
Restructuring an International Group of Subsidiaries
Revitalizing a Metal Office Furniture Manufacturing
Managing all Assets of a New Business
Owning and Managing a High Pressure Service Business
Revitalized Retail Operation
District Turnaround
Helping a Small College Survive
Improving the Education Product
A Turnaround at the Cheese Gourmet
Directing a Major Educational Services Organization
Managing a Blue Chip Preparatory School
Successful Businesses Purchase
Management and Sales
Startup of a Commuter Airline
Executive Vice President
Turnaround of a Failing Manufacturer
General Manager
Leading Role in Dynamic Growth as VP of Manufacturing
Pioneering Programs
Turnaround of F altering Operation
Reorganization Turns a District Around
Integrate two Divisions and Turn Them Around
Launch a New Division
Revitalize and Expand a Traditional Business
Turnaround a Health Care Facility
Startup Role in a Long Term Care Facility
Streamlining Operations of a Troubled Company
Restructuring Corporate Headquarters
Turning Around a Law Firm

SALES/MARKETING/ADVERTISING

FUNCTIONAL HEADINGS

Market Research & Development	Recruitment/Training
Advertising	Advertising/Marketing/PR
Sales/Promotion	Advertising & Promotion Sales/Customer
Service	Marketing/New Business Development
Production/Technical	Territory Development
Sales/Marketing Support	Technical Production Support
Market Research & Development	New Account Development
Marketing Management	Market Analysis
Market Research	Market Support
Customer Relations	Sales Engineer
Client Relations	Business Development Planning
Advertising/Promotions	Sales Growth
Sales Management	Production Development
Sales Training	Computer Assisted Market Information
Sales Planning	System
Training/Supervision	Sales Mgt./Sales Administration
Direct Sales	Product Management/Gen. Manager
Product Development	Business Development
Motivation	Business Development/Promotion
Product Planning	Sales Operations
Marketing	Communicative Ability
Sales	Sales/Customer Liaison
Sales Planning/Business Development	Information Gathering
Sales/Sales Management	Data Analysis
Sales and Marketing	Building Dealer Rep Organizations
New Product/Marketing Development	Planning/Forecasting
Promoting Tangibles and Intangibles	Coordination
Marketing Administration	Sales Administration
Production Activities	Managing Product Distribution
Customer Relations	Promotional Activities New
Product Introduction	Training Supervision
Advertising and Production	International Sales/Marketing
Training and Motivation	Marketing Services
Building Distributor/Broker Relations	Research Reports
Marketing Planning	Field Liaison
Promotion	Customer Relations
Technical Sales and Marketing	New Account Developments
Sales and Marketing	OEM Liaison
Product Planning	Marketing/Sales Promotion
Sales/Customer Relations	New Products
Brand Management	New Business Development

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Penetrated New York Market
Produced Quick Results
Sales & Marketing for Industry Leader
Success in Service Management & Sales
Sales and Marketing Achievements
Marketing Efforts
Greater Product Visibility Gains Market Share
Opening new Markets for Heavy Electrical Equipment
Opening a Market
Sales Gain in International Market
Earlier Training in Field Sales
Selling New Concepts
A Strong Training Effort to Assure New Product Success
Increasing Sales through Manpower Development
Extensive Marketing Efforts
Spearheaded Sales Training Program
Redirected National Sales Effort
Restored Market Reputation
Increase Sales through Intensified Expansion into Foreign Markets
Industry Association Leadership
Entrepreneurial Mgt. as a Mfg.'s Rep Increase Sales
Building an Effective Sales Force
Solving Difficult Customer Relations Problems
Successful Sales Management
Creative Marketing Programs
Developing New Markets
Motivation a Sales Team to Successful Performance
Building Customer Loyalty through Effective Communications

ENGINEERING AND TECHNICAL FUNCTIONAL HEADINGS

Laboratory Management	Biological/Environment Projects
Design	Textile Design
New Product Development	Pollution Research/Analysis
Research/Analysis Applications	Impact Assessment
Systems Design	Land/Water Studies
Research and Development	Engineering/R & D
Product Develop Management	Compliance
Technical Services Management	Project Management
Industrial Management... Engineering	Environmental Assessments
R & D/New Product Development	New Technologies
Technical	New Equipment Design
Research	Design/Illustration
Engineering Support	Photography
Systems Planning	Production
Manufacturing Engineering Management	Technical Supervision
Engineering and Planning Management	Consulting
Engineering	Air Pollution
Technical Systems	

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Large Scale Cost Savings Utilizing NMR Accuracy, Economic and Speed
NMR as an Aid to Worker Safety and Environmental Quality Production
A Promising Therapy for Terminally Ill Patients
New Biomedical Applications of the MIT Reactor Measurement
of Small Amounts of Boron in Biologic Specimens Invented a
Unique Boron Assay Method
Communicating Technical Information
Successful Animal Testing
The First Instrument to Detect Blood Clot Links
A Unique Clinical Application of Multi-wire Proportional Chambers
Heart Assist Device Research and Development
Engineering and Marketing of Electronic Drive Systems
Product Application for the Steel Industry

MANUFACTURING/OPERATIONS/DISTRIBUTION

FUNCTIONAL HEADINGS

Manufacturing... Operations	Systems & Procedures
Material... Purchasing	Cost Reduction
Operations	Production Coordination
Production	Distribution
Purchasing/Warehouse/Inventory Control	Quality Control
Production Management	Operations/Planning
Supervision Management	Administration and Controls
Purchasing/Inventory Control	Materials/Inventory Control
Warehousing	Customer Service
Shipping/Inventory	Quality Assurance Process Control
Production Control	Distribution Operations
Scheduling	Research and
Analysis Buying	Arbitration
Analysis/Problem Solving	Plant Start-up
Plant and Operations Management	Machine Maintenance
Manufacturing	New Equipment Design
Materials Management	Testing Procedures
Quality Assurance	OSHA/Compliance
Proposal/Contract Administration	Security
Labor/Cost Controls	Inventory Control/Distribution
Production Scheduling	Planning
Manufacturing/Engineering	Manufacturing Management
Training	

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Developing and Implementing Effective Quality Assurance Systems
Improving Production Engineering
Meeting Government Specifications
Award Winning Production
Starting Up a Major Manufacturing Operation
Improved Operations/Increased Productivity
Creating Successful Materials Management
Meeting Demanding Production Deadlines
Achieving Financial Control

FINANCE OR INSURANCE

FUNCTIONAL HEADINGS

Preparation of Tax Returns & Tax Audit Data	Foreign Taxation
Cost Accounting	Funds Management
Finance and Accounting	Economic and Investment Analysis
Accounting/Audit	Corporate Development
Cost Reduction	Financial Management
Planning/Forecasting	Budgets/Analysis
Accounting	Audit
Cost Analysis	Financial Control
Growth Strategies	Financial Analysis
Financial/Accounting Management	Finance
Accounting Management	Budgets/Controls
Accounting/EDP Liaison	Analysis
Auditing	Financial Controls/Inventory Management
Budget & Planning	Planning/Audit
Controllership/Systems	Credit Management
Corporate	Development/Planning/Budgets
Inventory/Cash Controls	Controls/Profit Planning
Maintenance of Financial Records	Capital Budgeting/Auditing/Reporting
Finance Operations	Systems/EDP
Contract/Budget Analysis	Forecasting/Analysis
Cost Audit	Accounting Systems
Research & Analysis of Major Investments	Financial Administration
Financial Relations/Planning/Tax Management	Systems and Procedures
Economic Forecasting	Financial Analysis/Problem
Solving/Planning	Cost Control
Control/Credit Operations	General Accounting
Top Level Financial Management	Fiscal Management
Credit	Insurance Company Experience
Loss Control	Brokerage & Carries Experience
Commercial/Residential Lending	Consumer Commercial Credit
Accounting Operations	Financial Operations/Start up
Financial Operations/EDP	Financial Control/Systems
Financial Services/Operations	

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Chief Financial Officer of Growing Electronic Manufacturing Company
Developing an Integrated Cost Accounting System
The Financial Turnaround of a Failing Small Business
Building a Successful Independent CPA Firm
Strong Financial Control and Treasurer Policies
A Firm Hand on Collections and Problem Accounts
Prompt Collection of Past Due Receivables
Building a Solid Financial Base
Cost Saving Systems and Controls

ADMINISTRATION/PROJECT MANAGEMENT/PLANNING FUNCTIONAL HEADINGS

Organization/Administration Skills	Administration
Office Administration	Project Management
Administration Office Systems	Systems
Organizational Development	Planning
Program Development & Implementation	Program Development
Programs and Administration	Systems/Procedures
Program Planning/Administration	Management... Administration
Administrative Problem Solving	Systems Planning
Internal/External Liaison	Administration/Liaison
Administration/Planning/Budgets	Program management/Administration
Business Services	Staff Training/Supervision
Facilities Management	Systems and Procedures
Office Systems/Procedures	Corporate Planning
Problem Solving/Analysis	Program Planning
Organizing/Planning	Project Direction
People Management	Administrative Operations
Expense Control	General
Administration/System & Procedures	

JOURNALISTIC OR RESULTS-ORIENTED HEADINGS

Administration in a Major Institutional Environment
 Administration/Management at a Major Urban University
 A Clear Minded Administrator
 Program Development and Influencing Change
 Reorganized and Revitalized Office Systems

Not as difficult as you thought, was it? After you select three or four industries and job functions you will enjoy and are qualified for, it's time to finalize work on a resume that will be your PERSONAL ADVERTISEMENT. Consequently, your effort should not stop short of producing a document that truly distinguishes you from others who have done similar things. It's not so much what you've done but how well you've done it. Most important is creating a document that will convey to a potential employer how you can help by adding sales/revenues, deliver cost reductions/efficiencies, or solve problems. Keep in mind that even a company who states they have a hiring freeze or is downsizing will create jobs throughout these periods when they encounter a talented executive who can contribute to growth or a turnaround.

Much has been said regarding functional vs. chronological resumes. My own experience suggests that HR professionals and recruiters have a strong preference for chronological, two-page resumes (assuming of course that you have enough experience to justify a second page) as this format allows them to follow every step of your career progress to date. Small to medium size companies and key decision-makers tend to favor one-page functional resumes that offer your background as a solution to their needs.

YOUR RESUME IS YOUR PERSONAL ADVERTISEMENT

“By using the method set forth in your guide I was active in the market in less than ten days, cutting my search by months.”

-Christina H.

You may have observed that engineers and manufacturing executives very seldom are the individuals who sell the product. Buyers are interested in what the product will do for them, while those who produce the product are more inclined to tell you how they made it. A resume is similar in that most job-seekers will write about what's important to them, as opposed to a third party who is objective and will help the individual show a future employer what the applicant is capable of. If you find yourself facing this challenge as you attempt to develop an effective resume, feel free to contact us at: **CAS_HML@yahoo.com** or **201-248-2534**. Remember, your success is our highest priority and we are here to help.

GETTING STARTED

The following pages contain examples of the work you will be doing over the next day or two. In reality you are creating a resume in reverse. I am asking you to identify six to ten achievements that you have been responsible for or have participated in over the course of your career. These ACHIEVEMENTS are to be CIRCUMSTANCES or SITUATIONS that required your involvement. Next, you will write one or two sentences describing the ACTIONS you took and finally, one sentence describing the result of your actions expressed in percentages or numbers whenever possible.

After completion, you will then look back at these achievements and visualize being asked during an interview to, "Tell me about yourself." Now write a paragraph of approximately 100-150 words derived from the achievements that you have just listed. Your goal is the completion of a one page resume that will be similar in style to the examples provided herein. The resume and letters you are crafting will be part of your written communication strategy and will be used to showcase your credentials to the job market.

I also suggest that you keep the most recent chronological resume you have used. This document or a revised one (based on examples herein) has value for HR and recruiters who like chronological, detailed information referring to your past.

Let me share a typical comment I hear from hiring managers, HR folks, and recruiters in response to our one-page functional resume: "Got your resume, don't like it, but tell me more about how you...."

Get it? The definition of advertising is creating interest and impelling action! The document achieves its purpose if it generates interest. A bit out of sequence but when the phone rings, your only goal should be to secure an interview. This will be discussed later in the chapters relating to the proper use of the phone.

All of the information discussed in this chapter will assist you in developing a somewhat traditional and more generally accepted style of a resume. It's not strictly chronological, nor is it functional in the traditional sense. Let's call it 'modified functional'.

THE RESUME – YOUR PERSONAL ADVERTISEMENT

Once you have identified your objective you are ready to proceed with your personal presentation. In order to have the maximum impact, your skills must be clearly communicated to those people who are in a position to find them useful to their organization. In doing so, the resume has become a quintessential tool that promotes and sells you to key decision-makers.

The resume is a document, generally one to two pages in length, which highlights what you want and can do. It should be as strong as your abilities, work history, and education allow it to be. Above all, it should create sufficient enough interest to elicit a desire to meet you in person. While a resume cannot get you a job offer, (only you can do that at a job interview) it can be a helpful supporting document.

CONTENTS OF A RESUME

A resume's basic elements include:

- Your **OBJECTIVE**.
- A **SUMMARY** of the ways in which you can serve a future employer, highlighting your skills, talents, knowledge and aptitudes.
- **ACCOMPLISHMENTS/ACHIEVEMENTS** including results that can be substantiated.
- A **WORK HISTORY** showing where and when you've worked, the scope of your responsibilities, and most importantly how well you did the job.
- **EDUCATION** and **TRAINING** that certifies your qualifications.
- **PERSONAL INFORMATION** of any kind that will support your resume.

While your resume should be immediately understandable, aesthetically pleasing, and convincing, lest we forget that it must be designed primarily to appeal to a future employer's needs. Too often, resumes sound like carefully worded job descriptions from the personnel file.

Consider the brochure that presents a new automobile. It does not concentrate on the automobile engineering specifics as much as the styling, convenience, and benefits to a new owner. The people who market cars recognize the elements that favorably influence the automobile buyer's decision-making process and they focus on these factors accordingly.

Many people worry about the length of a resume. The best resume is the one that is the right length for that particular situation. Many executives find that a capability statement with supporting evidence serves their purpose much better than a highly detailed account of their career history. Whenever possible, confine the length of your resume to a single page or at most two pages. People just starting out will often struggle just to fill one page.

Inside Address

Start with your name, address, and telephone number at the beginning of the resume.

The Objective

Next, state your work Objective. It should convey a function or the specific job title(s) you seek.

The Summary

Beneath your job Objective, write a short paragraph indicating your major strengths. This allows you to use good selling words to promote your candidacy. It is your statement of what you are able to deliver in the job. Be prepared to give supporting evidence for your statements in the subsequent sections of the resume.

The first elements are generally broad in scope and range in order to set a framework. Additional elements are specific functions and skills that you can offer your new employer. The summary will ensure that the person reading the resume is exposed to a good sampling of your background before studying the factual information that follows; it can also serve as a script for you in describing yourself when you are asked to do so at an interview.

Most resume scanners react to the quality of a resume and the tone of its owner the first time they view it within seconds. They then respond, in almost all instances, with a snap decision to obtain more information about the writer, or to reject it.

If you've ever had to go through a stack of 250 resumes (or even 25 for that matter), you will appreciate why yours must command attention and be effective in communicating your qualifications to the reader, all within a few seconds.

Your summary is also important as it will ultimately become the foundation of your one minute response to the question, "Tell me about yourself." This will be covered further in the INTERVIEWING section (Chapter 7).

Relevant Accomplishments

Next, you should prepare to cite professional accomplishments and specific achievements related to the statements in the Summary. This is your chance to support your strengths by providing concrete examples of your abilities. If you have trouble finding the right words, use the list of action words provided on page 68.

Be sure to use figures, percentages, and hard data wherever you can, instead of generalizations. Remember that prospective employers are more convinced by what you've done than where you've been.

The introduction to C.A.R. stories (pg. 69) will guide you in building this section of your resume.

Work Experience

Use reverse-chronological order of your employment history beginning with your most recent position or employer. It may be the case that your last position is not what you wish to showcase. The generally accepted rules however will restrict you from selling what you wish to sell. A resume should simply do the job that you expect of it, which is to portray you as persuasively as possible. When these situations exist and a chronological resume restricts placing emphasis where desired, the result can often best be achieved by using a functional resume.

Perhaps the most profitable and productive period of your life occurred some years ago and you are now seeking a similar situation. If this is the case, simply put the emphasis on the part of your career that supports your aims.

Indicate periods of employment in years, (i.e. not months and years) when your total working time exceeds ten years. If your background includes specific job titles that do not directly support your current work objective, you may wish to de-emphasize this by showing only the employer and your dates of employment. Again, the freedom of a functional resume allows you to make your "best case".

How far back should a resume go? How detailed should your description be of those early years following school? This is purely a judgment call. Remember that a resume can be of any length and contain any amount of detail as long as it sustains the reader's interest. This said, we strongly advise that you go to the job markets with a one-page functional resume which resembles ad copy and a strong selling tool. In addition, be armed with a two-page chronological resume that outlines your career history exactly as it unfolded.

Education

State your highest degree first, along with the major area of concentration and the name of the institution granting the degree. In some cases the date is worthy of mention, however if it was granted more than 20 years ago it is best not to provide the date. Next, list all prior degrees. Other training, certifications, or special educational achievements can be included but only if they give obvious support to the central objective of the resume. In this respect, company sponsored programs can frequently provide added strength.

Personal

You might mention relevant details, particularly leadership positions apart from work settings such as organizational memberships, interests, and sporting activities. Your family status, number of children, health, height and weight can be mentioned but only if you feel such information adds to your presentation. Otherwise it may needlessly take up space and in most situations this information is irrelevant.

Action Words

Here is a brief listing of words that you will find useful in describing yourself “in action” on your resume:

Activated	Developed	Instructed	Rectified
Administered	Devised	Instrumental	Redesigned
Advised	Delivered	Introduced	Regulated
Analyzed	Designed	Invented	Rendered
Arbitrated	Demonstrated	Investigated	Represented
Arranged	Diagnosed	Led	Researched
Assembled	Directed	Maintained	Reshaped
Assisted	Discovered	Managed	Restored
Audited	Distributed	Negotiated	Revised
Built	Eliminated	Obtained	Revitalized
Cataloged	Enforced	Operated	Selected
Charted	Enlarged	Ordered	Served
Circulated	Established	Organized	Sold
Collected	Evaluated	Originated	Solved
Completed	Expanded	Performed	Straightened
Conceived	Formulated	Planned	Strengthened
Conserved	Founded	Prepared	Supervised
Consulted	Governed	Presented	Supplied
Consolidated	Guided	Produced	Systematized
Constructed	Helped	Projected	Terminated
Contracted	Identified	Promoted	Tested
Controlled	Implemented	Protected	Trained
Coordinated	Improved	Provided	Transformed
Corresponded	Increased	Purchased	Translated
Counseled	Influenced	Reactivated	Turned
Created	Installed	Received	Widened
Decided	Instituted	Recommended	Wrote

EDUCATION/CONTINUING EDUCATION

Degree	Institution	Location	Date
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The following sections are included only when they enhance and support your job objective:

AFFILIATES AND MEMBERSHIP – Items related to your job objective only.

SPECIAL SKILLS – For example, fluent in Spanish.

COMMUNITI INVOLVEMENT

PERSONAL DATA – For example, willing to relocate.

REFINING YOUR ACCOMPLISHMENTS

Once you have drafted your relevant accomplishments, you may want to upgrade the style and manner in which they are presented. It is in your interest to command the reader's attention at the start with certain elements of style and flair.

The following **CAR** format will help you refine your statements:

- C** = circumstances under which you performed
- A** = actions you took
- R** = results you obtained

For example:

- C** = Placed in charge of company's first public relations program.
- A** = Selected promotional measures for radio, video and print communications to a targeted audience.
- R** = Program was recognized as a significant factor in enabling the sales department to capture 70% of available consumer market.

Final draft:

Developed a promotional strategy to support marketing efforts, yielding a 70% favorable response from targeted consumer groups.

Now, can you improve any of your accomplishment statements using this technique?

You will need several **CAR stories** to ignite interest and generate meetings and interviews.

GUIDELINES FOR DELIVERING AN EXCELLENT CAR STORY

1. Before telling your story, first explain the quality you believe you possess.
2. Deliver your story in 90 seconds or less. Plan to spend about 20% of your presentation on the circumstance, 60% on the actions and 20% on the results.
3. Use numbers and percentages when possible. Of course in some cases you can only offer “praise by the boss” as a result of your efforts. Senior people usually can quote results in millions of dollars and big percentage figures.
4. Having told your CAR story to make your point, ask if the point has been made. Does your listener want more evidence of your brilliance in this particular area? Be ready with it.

The applications of CAR stories are numerous and can be tremendously effective. You should prepare at least six to eight of these stories relating your exceptional performances during the course of your career. Each story can be used to illustrate a specific facet of your abilities. Really good CAR stories can be changed in emphasis ever so slightly to illustrate different qualities. The trick is to practice telling the CAR stories over and over again so that they become valued components of your mental interview toolkit.

Learn to be a good storyteller. Create stories from your professional experience that will serve as examples of your competence and capabilities. This will help potential employers visualize you working cooperatively and productively within their organization.

EXAMPLE OF A C.A.R STORY

Interviewer: "Do you consider yourself to be creative?"

Interviewee: "Yes, let me give you an example of my creative problem solving skills."

"While I was reporting to the Senior Vice President of Administration as a staff assistant, I analyzed XYZ's stock option plan for senior management to determine if the existing manual system could be computerized.

A careful review of the existing procedures revealed that processing stock option exercises could be improved by using microcomputer and database management software for record keeping and production for the various form letters associated with each exercise. Furthermore, I determined that the accounting and reporting rules used by XYZ could be applied to all companies issuing stock options since they were governed by the IRS and SEC. This led me to the idea of producing a prototype product for sale to other corporations.

I developed a detailed set of system specifications and supervised an outside programmer to create a stock option accounting system to meet XYZ needs. Once I had a working prototype, I searched for a unit within our company that was interested in seeing a demonstration. I found _____ and arranged to give the president a demonstration. I ended up selling him my system at our very first meeting. In the months that followed, I worked closely with the _____ programming team to make the system more generic so that it could be sold nationwide.

As a result of my efforts, _____ was able to introduce the product in the marketplace approximately 50% sooner than if they had to develop the product from scratch. In addition, their investment in the product (programming time and resources) was small which gave this product a high profit margin.

This is just one pertinent example of my creative problem solving skills."

ANOTHER EXAMPLE OF A C.A.R. STORY

If asked a behavioral question (e.g. “how have you handled situation XYZ in the past?”) on a phone interview, your response should be similar to the following example. Additionally, all questions should be answered in one minute or less. Why? Because that’s how long people tend to listen.

Interviewer:

“If I were to ask you how you are at ‘restoring order out of chaos’ putting an operation back into shape or getting things going as they should what would you say?”

Answer:

When I took over as Vice President of Manufacturing at the Smith Company I encountered a number of serious problems. First of all our entire productivity level was unacceptable from my point of view; it wasn’t up to Company standards either. In addition, a relationship with other departments was seriously lacking and we weren’t getting cooperation that was essential to our very survival.

As a result of course, morale was very poor. So what I did was take the problems one by one. I visited other departments to find out what they were expecting from manufacturing and let them know what we expected from them, as well as other divisions and people outside of my immediate circle of authority.

Once we had done this, morale began to improve and I further helped by redistributing some of the monies that were paid. I couldn’t take money from workers who were already being paid too much, but I certainly leveled up the pay scales and evened out some of the work flow, which greatly improved the attitude of those doing the most work.

I also found that thanks to these measures productivity had increased. I smoothed out several delivery problems and this made a big difference. As a result of these changes I was congratulated by the President on a job well done. In the end, my actions ultimately increased productivity by 37%.

Close with:

I’d love to meet and learn more about your needs and opportunities to explore whether or not I may be of value to your Company.

SAMPLE RESUMES

JOHN SMITH
16 South Ferry St.
Sewaren, NJ 07077
john.smith@yahoo.com
(201) 123-4567

VICE PRESIDENT – SYSTEMS DEVELOPMENT

Seventeen years' experience in the design and implementation of automated systems. Specific expertise in real-time applications includes communications, distribution systems, and process control. Extensive background in hardware integration, troubleshooting, and applying data processing solutions to user operations. Excellent interpersonal skills.

RELEVANT ACCOMPLISHMENTS

- Analyzed and solved systems problems for clients in the financial, manufacturing, and process industries plus government and healthcare organizations.
- Developed specifications and selected software totaling \$1.5 million to place a major bank in a more competitive position.
- Coordinated application interfaces between commercial accounting systems and a consolidated general ledger.
- Converted a manual entry and delivery system to an online system to facilitate operations between geographically remote locations.
- Trained personnel in operation and use of systems that increased efficiency and contributed to profit.
- Prepared reports used for executive decision-making.
- Provided technical marketing support as a systems engineer for IBM Corporation.

WORK EXPERIENCE

AMERICAN BANK AND TRUST COMPANY 2005 – 2015
New York, NY

Assistant Vice President

Directed design, development, and maintenance of systems for money transfers, telex, SWIFT, Letters of Credit, foreign exchange, trusts, investments, asset management, and adjustment processing. Initiated a system for intra-day credit reporting and control.

COMPUTER SERVICES, INC. 2004 – 2005
New York, NY

Manager of Marketing Support

DISC SOFTWARE, INC. 2003 – 2004
New York, NY

Project Manager

IBM CORPORATION 1992 -- 2003
Armonk, NY

Systems Engineer and Marketing Representative

EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Bachelor of Science, Electric Engineering, 1987

PERSONAL

Married; four children
Member, local community organization, 1993 - present
Interests include family activities and spectator sports

HAROLD JONES
26 Willow Drive
Edison, NJ 08817
Harold.jones@gmail.com
(201) 556-4532

SALES...SALES MANAGEMENT...MARKETING

Widely experienced in all aspects of multi-million dollar store management. Offer strong personal/institutional selling and marketing skills. Background includes data processing, industrial quality control, and National Youth Organization management

Seeking to utilize these skills, in addition to high energy and leadership characteristics in a progressive environment

SUMMARY

- Have advanced to GM of units in retail store positions with annual sales exceeding \$50MM. Presently General Store Manager of a major HAL Supermarket in New York City.
- Earlier work includes District Scout Executive with the Boy Scouts of America, coordinating scouting activities for the City of Denver, CO.
- As a manager in Scouting, created a District Executive Feedback Meeting System, penetrating the inner-city and numerous community agencies. Also utilized multiple TV appearances to bring the scouting message into numerous homes with outstanding success.

REPRESENTATIVE ACHIEVEMENTS

- At HAL, assigned to manage a dirty, unprofitable store with poor employee morale. In just 9 ½ months, took it from a \$160k loss to a \$77k annual profit.
- At JKL, a \$560M wholesaling company, increased sales from \$640k to \$1.2M per week within seven months.
- At MNO, inventory shrinkage was initially at 1.7%. Achieved a shrinkage reduction to 0.9% in less than a year. Also, surpasses targeted sales increase of 8% by attaining 9.2% growth.

EDUCATION AND PERSONAL

- M.B.A., University of Ohio, Dayton, OH, 1991
- Active in several associations and civic groups, including: the National Eagle Scout Association, Mayor's City Council, Board of Education, and the Board of Directors of Outward Bound
- Interests include the personal computer, camping, and golf

CHARLES ECKERT
4 Mountain Avenue
Pittsburgh, PA 15003
Charlie.eckert@hotmail.com
(412) 122-4377

DIRECTOR – METALLURGICAL ENGINEER

CAREER EXPERIENCE

June 1995 -
Present

STEEL MAKERS SOCIETY OF AMERICA, Pittsburgh, PA

Technical and Research Director. Responsible for the technical and research activities of this trade organization which has approximately 150 member companies, a staff of eleven people, and an annual operating budget of \$1.1 million. These activities currently include thirteen ongoing research programs in various phases of steel foundry operations (e.g. ladle desulphurization), organizing national technical meetings, and editing the technical publications of the society. (Journal of Steel Casting Research, Directory of Steel Foundries).

March, 1992 -
May, 1995

U.S. STEEL CORPORATION, Pittsburgh, PA

Chief Metallurgist. Responsible for plant-wide process control and all process development activities. Major processing areas include melting, casting, rolling, heat-treating, hot forming, and welding. Product lines included carbon and alloy plate, carbon and alloy steel formed products, roll bonded clad and toll conversion of stainless steel and non-ferrite materials. Also had the duty of managing a staff of five professionals, one foreman, and seventeen hourly workers.

Sept. 1989 -
March, 1992

MARATHON STEEL COMPANY, Chicago, IL

Section Head, Process Research. Activities and responsibilities included Electric Furnace Steel making with particular emphasis on the use of direct reduction iron, solidification of large ingots, continuous casting, energy conservation in soaking pits, and economies of steel-making processes. Managed a staff of three professionals and two hourly workers.

Sept. 1986 -
August 1989

GENERAL ELECTRIC CORPORATION, Syracuse, NY

Advanced Research Engineer, Materials Development Section.

Responsible for research projects investigating low alloy steels and Cr/Ni/V steels; purpose was to develop tougher steels for product applications. Also conducted statistical evaluations in fracture mechanics of steels used in turbine rotors, assisted in developing of U.S. patent involving non-destructive testing.

EDUCATION

PhD in Metallurgy, Massachusetts Institute of Technology, Cambridge, MA, 1986

Bachelor of Science Degree, Metallurgical Engineering, University of Pittsburgh, 1982

PERSONAL

Age: 36

Married, 2 children

Height: 6'3"

As no one resume style is appropriate for every situation, we share several with the advice that you should at a minimum create a one-page functional resume to compliment and showcase your written communication package. We have included an example to help you get started on the following page.

ONE-PAGE RESUME TEMPLATE

You want to create a one-page advertisement of sorts. Remember, **the goal of an ad is creating interest and impelling action**. I have repeated this as many believe the document should tell all. Once again, you are selling sizzle here, not steak!

OBJECTIVE

Management/Key Account Sales/Merchandising

SUMMARY

I am known as a pragmatic, detail-oriented sales professional with twenty five years of industry experience. My peers credit me with leadership and motivational capability that have benefited my employer and clients alike. Despite market trends, I have grown sales with existing clients by convincing them to expand their product lines, and have enhanced my employer's bottom line through cost savings and efficiencies.

SELECTED ACHIEVEMENTS

While dealing with shrinking markets, I was asked by management to find creative ways of capturing sales. In order to overcome this difficult situation, I worked to generate new accounts and was able, through effective sales techniques, to produce results. Most impressive of which was my ability to motivate large companies/accounts to broaden their product mix which resulted in significant additional revenues.

Over several years I have held a wide range of positions in retail management that have led to and include broad general management responsibility. These experiences have enabled me to solve problems, contribute to sales growth, and deliver cost savings to the bottom lines of the businesses I have served by using my purchasing and sales savvy.

CAREER HISTORY

(Company name, Job title and Employment dates, 1 company per line)

EDUCATION

(List Degree first, followed by Institution, Location, and any relevant Honors/Awards)

RESUME

THE RESUME ABC's

As with previous examples of paper resumes, the electronic resume should be attractive, brief and clear. The first factor, attractiveness, captures employer's attention and invites them to read on. The second factor, brevity, captures employer's interest long enough for them to finish reading the document. The third and final factor, clarity, enables employers to conclude whether or not you have what they want. You must consider all three factors and apply them to your electronic resume.

Attractiveness:

In hard copy resumes, one of the apparent indicators of attractiveness is the paper itself. Paper weight, color, shade, ink and font are selected to enhance attractiveness. With electronic resumes however, these appearance factors are eliminated. The "paper" is all the same - a computer screen. Additionally, as a rule no special fonts or links are available. Thus you must concentrate on those aspects of attractiveness that you can control. One of these is the "lie" of the resume, the way it is arranged on the page, or for our purposes, the screen.

The lie or arrangement is the key to getting an employer to read your resume out of the thousands that might arrive by email each week. The best electronic resumes are spare, with good spacing between the body of the resume and the headings and with decent margins. There is a format to use that will arrange the resume itself, to give it a readable and attractive lie.

ASCII: The problem with formatted electronic resumes is that they must be sent in ASCII (which stands for American Standard Code for Information Interchange). ASCII is a text file only, meaning that it does not contain pictures, special fonts, programs or any of the "bells and whistles" available on a word processor. Especially problematic is that ASCII does not contain the codes to make specially formatted documents. When a resume arrives on an employer's screen, the resume is no longer formatted. Instead it is totally left-aligned and arranged in a haphazard manner.

Accordingly, when typing your resume in ASCII you will need to painstakingly space everything as you type it and then save it. If you don't, when you upload it to be sent, it will not look professional as a properly formatted resume. It will also be confusing to read. The easiest kind of resume to read in this scenario has headings on the left, separated by at least five spaces from the body of the resume. The only way to make your headings stand out is to put them in CAPS.

Brevity:

As a general rule, paper resumes should not exceed two pages in length, with some “experts” insisting on a single page. Here is one area where the electronic resume has some advantages over the paper resume. Most individuals, employers included, are accustomed to scrolling down through several screens while reading their email. This is quite different from wading through a three or four page pretentious paper resume. It is understood that a full page of type will not fit on a computer screen. Thus, a resume that fills several screens is not considered to have broken the “one page” rule.

However, even with the more generous latitude of the computer medium, a resume that rambles on and on over six or seven screens will illicit the same negative response as a multi-page resume. In order to maintain brevity follow these basic rules:

- Limit your experience to those most important or relevant to the job for which you are applying or investigating.
- Use bullets; full statements eat up space.
- Limit scope of previous jobs. Your work history should include only those experiences that are significant to your objective. Title your work history section ‘SIGNIFICANT EXPERIENCE’ rather than ‘experience’, ‘work experience’, or ‘employment history’.
- Never list references.
- Edit ruthlessly, choose judiciously, write frugally and keep it brief.

Clarity:

The Cardinal Rule: employers want you to tell them in the clearest, most comprehensive terms what is it that you did in the past and exactly what it is that you want now.

Be sure to avoid:

- **Jargon.** In-house, job related language that people use as a sort of “short hand” to describe duties, activities or responsibilities at your workplace.
- **Abbreviations.** The codes that lead to confusion and expect the reader to be familiar with the thousands of acronyms that cross the lips of technical, military, academic and bureaucratic insiders.
- **Language** that is not crisp and professional. Aim to maintain a healthy balance somewhere between sounding too rigid, and inappropriately informal.
- **Slang & Familiarity.** Apply the basic rules of proper language, grammar and spelling. Describe your duties and experiences in a professional, understandable manner by choosing language that is more colorful when describing personal and professional strengths. The busy personnel manager who must read through thousands of letters and emails just might appreciate it.

The Subject Line:

A real bonus in sending resumes via email is the all-important, but frequently overlooked, subject line. Most applicants throw away an opportunity by writing something bland and mundane such as “Resume” or “Resume of Betty E. Smith” or “Resume for Project Engineer”. Instead, you can use the subject line to attract the employer’s attention by using capital letters, asterisks, or angle brackets as pointing arrows to your subject line. Use adjectives, put spaces and forward slash marks between titles or terms, be bold and creative. Here you can use attention getting personality trait words such as:

- WRITER/MANAGER/ANALYSIS/TECHNICALLY ORIENTED – rather than ‘Entry Level research position’.
- TALENTED/GIFTED/ARTICULATE COMPUTER SCIENTIST – instead of ‘Systems Software position’.
- TOP SALES POSITION WANTED – vs. ‘Sales Manager available’.
- CREATIVE FREELANCE PHOTOGRAPHER – as opposed to ‘project/client-server imaging’.

A **CREATIVE SUBJECT LINE** will grab attention and invite a further look at the resume. Be sure to use flair but be careful – nothing too funny and NEVER sexist or off-color.

You Must:

Use 80-character per line feature of email. If not, you will generate haphazard appearance to the text. To be safe, be sure you use less than 80 characters per line of text. It’s also generally best to limit the length of sentences to approximately 60 spaces. Then, when your message arrives at the other end, it can be somewhat indented. Different systems “read” sentence length differently. Deliberately return at the end of each sentence. This prevents line extension to the end of your screen. With some practice you can even use 60 spaces and allow for a neat right margin.

Finally, use lower-case text; don’t use CAPS lock. Caps are permissible only in the subject line. Some sites truncate the length of the subject line to 40 characters, another reason to keep yours short. And avoid using tabs – they can be interpreted differently on another terminal.

PREPARING A SCANNABLE RESUME

There is a technology that every client should investigate; it could very well be the best way to find you next job. It's called electronic application tracking and it is being used more and more by leading businesses and organizations. By using the latest in document imaging technology, your resume can be scanned into a computer system and kept "active" for years. The computer can then search for just about anything in your resume, meaning you could be qualified and considered for jobs you never knew existed. The computer can make it easier for you to be considered for more jobs as it keeps your one resume on file so it's quicker to update your information.

Here's how it works. Your resume is scanned into the computer as an image. The OCR (Optical Character Recognition) software looks at the image to distinguish every letter and creates a text file (the ASCII we talked about previously). Then, artificial intelligence "reads" the text and extracts important information about you such as your name, address, phone number, work history, years of experience, education, skills and abilities.

As a result of this technology and its increasing popularity, it becomes important for you to prepare a resume that the computer is able to "read". In other words, you want it to be "scannable". A scannable resume must be clean so that the scanner can get a clean image. A scannable resume also has standard fonts and should utilize a crisp, dark type (such as a laser printer would produce) so the OCR can recognize every letter. Finally, a good scannable resume has plenty of facts for the intelligence to extract; the more skills and facts you provide, the more likely it becomes that your skills will match well with available positions.

A “Scannable” Resume:

1. Maximizes a computer’s ability to “read” your resume.
2. Maximizes your ability to get “hits” (a hit is when one of your skills matches the search).
3. Uses nouns, not action verbs. Computers search for descriptive words such as: manager, accountant, research technician, salesman, Price Waterhouse Coopers, and Ford Motor Credit.
4. Uses labels or keywords, also called Buzzwords or Descriptions. These are nothing more than extensions of the noun concept and are the words employers search for when trying to fill a position. They are the essential characteristics required to do the job – education, knowledge, skills and abilities. The more keyword marketing points you present, the more likely you are to be plucked from an electronic resume database now or in the future.
5. Should be printed on white paper with no italics, graphics or shading. Most current equipment is set to read plain text, not graphics. If you use simple lists with letter dots (...) the computer may trip over them.
6. Avoids decorative, uncommon or otherwise fussy typefaces. Does not have words underlined. Underlining can cause a blob in a scanner’s eye.
7. Has no abbreviations except the more common ones such as: BA, MA, MBA or PhD.
8. A good scannable resume employs relevant industry buzzwords to the maximum.
9. Uses lots of white space. Computers like white space; they use it to recognize that one topic has ended and another has begun.
10. Uses common language; some systems lack a full-fledged synonym table.
11. Need not conform to the one page resume rule. Three pages, maybe four, is about the maximum length an electronic resume should be for a senior executive.

Tips for Maximizing Scan ability:

1. Use white 8 ½ x 11 paper, printed on one side.
2. Provide a laser printed original.
3. Do not fold or staple.
4. Use typefaces such as Helvetica, Futura, Optima, Universe, Times, Palatino and Calibri.
5. Use a font size 11 to 14 points.
6. Don't condense spacing between letters. Use left justify.
7. Use boldface and/or all capital letters for section heading as long as the letters don't touch.
8. Avoid italics, underlines, shadows and reverse text.
9. No vertical or horizontal lines, graphics or boxes.
10. Avoid two-column formats that look like newspapers.
11. Place your name at the top of the page on its own line.
12. Use standard address format below your name, including your phone number and personal email address.

Tips for Maximizing "HITS":

1. Use jargon and acronyms specific to your industry.
2. Increase number of keywords by listing specifics, for example, software: Microsoft Word, WordPerfect 6.1, Java, SAP, FI/CO payroll, PeopleSoft, J.D. Edwards, Lotus 1-2-3, C or C++.
3. Use the headings that are provided on the following page, 'SCANNABLE RESUME FORMAT'.
4. If space permits, describe your interpersonal traits and positive DISC words.

SCANNABLE RESUME FORMAT

Candidates should use the following headings and sequencing for the corresponding sections of their scannable resume. This format will provide the initial step when preparing a scannable resume that can then be used to enter the electronic applicant tracking system.

OBJECTIVE
QUALIFICATIONS
EDUCATION
EXPERIENCE
ACTIVITIES
AFFILIATIONS
SKILLS

Any or all of these sections may be selected for use when preparing your single-page resumes. Other titles may be used for sections two, four, six, seven and eight. For section two, QUALIFICATIONS, you may want to use one of the following:

QUALIFICATIONS AND CAPABILITIES
QUALIFICATIONS AND BACKGROUND
BACKGROUND SUMMARY
SUMMARY OF QUALIFICATIONS

For section four, ACHIEVEMENTS, some prefer to use:

EXAMPLES OF EFFECTIVENESS
EXAMPLES OF EXPERTISE
COLLEGIATE ACHIEVEMENTS
SELECTED ACCOMPLISHMENTS

Section five, ACTIVITIES and section six, AFFILIATIONS might become:

ACTIVITIES AND HONORS
COLLEGE ACTIVITIES
ACTIVITIES AND AFFILIATIONS
AFFILIATIONS AND CERTIFICATIONS

The final section, SKILLS, is typically utilized for abilities related to computers and languages:

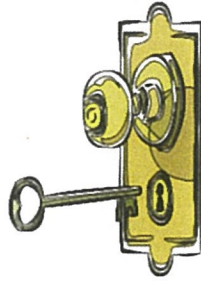
LANGUAGE SKILLS
COMPUTER SKILLS
FOREIGN LANGUAGES

Remember, those individuals who do not have a clearly defined employment goal usually avoid stating an OBJECTIVE. However, this will give employers the impression that the job-

seeker is unclear as to what they wish to do. For that reason, it is advisable to include an objective whenever possible. The resume is directed to a targeted audience for a specific purpose.

seeker is unclear as to what they wish to do. For that reason, it is advisable to include an objective whenever possible. The resume is directed to a targeted audience for a specific purpose.

HOW PEOPLE GET JOBS



THE JOB MARKET

- 155 Million Workers in US
- 7% of jobs earning over \$150K
- Approximately 51,000 jobs open each week
- Need to contact 1000 to reach 10

UNDERSTANDING THE JOB MARKET

Society continues to communicate myths about the so-called job market despite recent findings that such beliefs are unfounded and may in fact be harmful to a job candidate's search efforts. Among these misconceptions are notably the following:

- The unemployment rate gives ample proof of the scarcity of jobs.
- If job vacancies are not published, they don't exist.
- Established procedures provide the most orderly matching of job and candidates.
- Job offers are always extended to the most qualified candidate.

On the contrary, we find that:

- Peter Drucker, author and business management theorist, defined a job as "an unmet need," and society has an oversupply of unmet needs.
- According to Tom Jackson, author of Guerrilla Tactics in the Job Market and the Perfect Resume, **80% of all job vacancies are never publicized.**
- The established procedures for filling jobs according to reports from the Society of Personnel Administrators are costly, cumbersome and not very reliable in predicting success.
- Job offers, as life experience inevitably reveals, depend heavily on who you know rather than what you know.

In the face of such conflicting information, it is best to rely less heavily on what's happening out there in the "job market" and concentrate on the issue at hand – your job search efforts. Keep in mind you only need one job!

Once you have an objective and a solid resume to support it, you can begin selecting organizations that are most likely in need of your skills. We call this process 'targeting your market'.

NETWORKING

The value of a network may be illustrated by the fact that David Rockefeller had approximately 35,000 contacts worldwide, according to the book, The Rockefellers.

It seems that most high level and truly desirable positions at all points on the scale are filled through contact power. This is quite natural: consider the small company growing or the department of a large organization that is seeking new talent. Obviously if someone has a trusted friend who is actively seeking a position, it would be a good idea to interview him or her for that opening. There are countless other situations in which a sponsored candidate will enjoy preference over a total stranger.

Consequently, we believe that you will enjoy far greater success in your campaign if you develop what amounts to an obsession with network-building. It is a system of using personal contacts to gain information while developing more contacts, who in turn will take you even further in your search.

Some people are reluctant to use informal methods and develop contacts in their campaign. Perhaps they feel that it is too demanding of their friends and acquaintances. Other people don't like to use what they believe to be a slightly "degrading" way of penetrating the job market. This is understandable but is also highly counterproductive to career success.

Time and again, we find that most people enjoy giving advice and help when they are able. The fact that you are asking for their assistance is a great compliment, rather than an imposition. Even the most secure executives recognize that they too might one day need similar help.

Our conclusion is that people who neglect the networking process seriously handicap their chances for success in the job search.

HOW TO NETWORK

(List everyone you know)

Alumni Association

Family, friends

Former associates

Present business associates

Colleagues and officers

Neighbors and social acquaintances

Parents of children's friends

Professionals Doctor/Dentist/Lawyer

When a name comes to mind enter it into your PDA or Smartphone, or simply jot it down on a 3 x 5 card and add any relevant details later. The people you contact first will constitute the foundation of your network. Many people come up with as many as 100 names for this contact base.

Have you ever heard someone say, "I've already told all of my friends to be on the lookout"? You will often hear this remark from someone who is looking for a new job. They honestly believe that they have done all they can to make use of their friends and acquaintances.

However, in most cases they have approached these people on a rather casual basis, many times spending no more than five minutes with them, and then requesting the next-to-impossible, which is for the friend to hand them their future. "Let me know if you hear of anything, will you Joe?" Joe's answer is, of course, that he will certainly keep his friend in mind and let him know right away if he hears of anything.

Five minutes later, however, Joe is back to his normal routine and the thousands of other things that occupy his day. The chances of him hearing about a job for his friend are probably less than one in a thousand.

The unfortunate fact is, Joe really wanted to help. Furthermore, he was capable of helping. He just didn't know it, and neither did his friend. Joe could have provided introductions to people who might have been extremely helpful, but he wasn't asked for introductions or referrals; he was asked about jobs. And his friend had done nothing to stimulate Joe's thinking about the kind of people he might contact or the kinds of positions that would be most appropriate.

Now it's important to note: the initial folks you reach out to do not need to have job opportunities for you. Just like our friend Joe, their value is in their knowledge of companies, markets, and various situations that may exist. They are your source of information and dissemination. They can tell people about you and tell you about people who could be helpful.

The next stage is to collect from these people the names of their contacts along with company, title, and telephone number. Much has been written about the "hidden job market". This is it.

When you first begin building your network, you will probably feel that it is pointless, if only because you will not find anyone immediately who can give you a job. Furthermore, many in the first group do not know enough about the market in which you seek employment. Do not worry; the good leads will come later. This is a highly mobile society with an abundance of situations in which relatively unimportant people rub elbows with major decision-makers.

Most of us are not accustomed to talking about ourselves. Since we must do this during the course of a campaign, it makes good sense to practice on our friends. With a warm audience you perform better. You get into the swing of things and become familiar with the very necessary self-description and slightly assertive style that is called for. Remember that you are not going to ask anyone among your friends to give you a job or even to point you to someone who will. Rather, you are simply practicing your pitch, and practice makes perfect.

BASIC PRINCIPLES

Here are a few basic principles that should be followed in contacting friends and acquaintances:

- **Don't ask for the impossible.** Rather, ask for the kind of help your friends can readily give. It is unrealistic to expect that a friend will know of a suitable position for you at the moment you are searching for a new job. On the other hand, it *is* reasonable to expect that your friend can think of at least four or five people who might be in a position to either provide helpful insights or refer you to still other people.
- **Give your request the serious tone it deserves.** Don't ask casually or you may only get a casual response. Make sure that your friends have the time to listen to you carefully, and that they understand that this is very important to you. Whenever possible, arrange for a personal meeting that lasts for at least a half hour.
- **Provide specific direction and stimulate your friends' thinking.** Don't request that they simply give it some thought. Instead, let them know the types of situations in which you are interested, the kinds of companies that most appeal to you, and those areas in which you are best equipped to contribute.

Channel their thinking toward certain industries and/or companies, and certain types of people they might contact. You could explain for instance, that bankers, lawyers, accountants, businessman, board members, and other types of people are especially appropriate, because they come into contact with many different businesses and many different people in the course of their day. Keep the ball in your court; tell your friend you will call in a few days to get her list. Make a note in your calendar and call her as you promised.

- **Maintain contact on a regular basis.** Don't make the assumption that because you have contacted a friend once, he will spend a lot of time thinking primarily of you. Each of us thinks primarily about our own opportunities and problems, and your situation is likely to slip down on his scale of priorities quite quickly. For that reason, it is important to keep your friends and acquaintances informed of your progress on a periodic basis. You can use these opportunities to further stimulate their thinking.

For instance, a job seeker with a manufacturing background recently told a friend that he had been surprised to find some distributor organizations were interested in him, and he had decided to pursue opportunities in this field more aggressively.

His friend had previously thought of him only in connection with manufacturing, but after that remark, was able to provide him with introductions to three people who dealt with many distributors on a regular basis.

- **Don't wait too long between calls.** More than one job seeker has been told, when following up with friends after a number of weeks, "Oh, I thought you already had a job. I heard about something two weeks ago but the job is already filled. In fact, I recommended somebody else. I had no idea that you were still looking because I hadn't heard from you in so long."
- **Approach your friends on a positive note.** Make your contact a pleasant experience for them. People tend to think more spontaneously and creatively when the mood is positive. If you set a negative tone to the conversation, you will more than likely inhibit their thinking. It will tend to embarrass your friends and they will be anxious to end the conversation as quickly as possible. On the other hand, a positive atmosphere will provide a certain momentum that is infectious. It will stimulate your friends to think about new people and new situations that you might seek out.

NETWORKING ACTIVITY

Once initial contacts are made, proceed to the following:

- Make it clear to all these people that you believe they can help you. After collecting their impressions of your resume and allowing them to speak freely, be specific about the type of positions you are looking for.
- Ask for their assistance, bearing in mind the ways in which they are likely to be able to help you. Get suggestions, ideas, names and introductions, as well as company and industry information. Get them to “assume your identity” and imagine that they are searching for a job.
- Follow-up by phone or in writing. Keep them informed about your progress. Make a second request for referral information, explaining how helpful they have been thus far.
- “Pyramid” in order to expand upon the contacts they provide you with. In approaching referrals, immediately mention the source of your contact.
- It may help you to prepare a little script, even in dealing with friends, if you are somewhat reluctant to talk about yourself. This will be useful in gaining frank criticism, if this is forthcoming.
- One of the great subtleties in networking is asking your network if they know of companies that you can help in solving problems or assist in responding to their market opportunities. This will challenge people in your network without making them feel uncomfortable.

NETWORK EXPANSION

In a properly run career transition effort, the gaining of new contacts (expanding the universe of your search) is of vital importance. This is where your networking really takes off, bringing you contacts that you didn't dream existed.

Salespeople, visiting scores of office locations, frequently hear useful gossip and company information about vacant positions. Club members hear snatches of conversation that when politely followed up can lead to very high places. Politicians at all levels make a profession out of “hobnobbing”. Use them...they certainly use you at election time.

After gaining access to a fresh contact using your basic network, you should explain your present situation. Arrange to meet if possible and go over written materials (resume/letters) with your new contact. Ask for information regarding pertinent industries and any opportunities. He/she hasn't heard of any? No matter. Get the names of individuals at the appropriate level in his/her company so that you can approach them next.

Always remember that people delight in giving advice and acting the part of the expert. Also, understand that they often fail to realize just how valuable the information they have can be. Listen to their ideas, however inappropriate they may be. After all they are only trying to help you.

At the next stage, where you are zeroing-in on the levels of executives who can talk meaningfully about positions, draw freely on your familiarity with the person who directed you to them. This relationship can make all the difference between being turned down by a secretary who thinks you are a stranger, and the one who thinks you are a friend of her boss. An example dialogue of networking expansion might be:

“I was talking to Harry Jones the other day and he felt that I should talk to you, Mr. Smith. Harry was telling me that you were one of the strongest supporters of the merger and that you had mentioned a possible need for someone with the kind of skills that I have developed over the years. He told me that I should call you as soon as possible, and this is the reason that I am talking to you now.”

This example uses the contact name and gives him a supporting role in the matter.

Follow up with a resume and a thank you note whenever you talk to someone new. The telephone is by far the superior instrument to PC or pen when it comes to delivering comprehensive messages about yourself.

Note: The purpose of distributing your resume is NOT to have your friends deliver them to personnel departments at their place of work. Without wishing to criticize the personnel staff or their function, it must be understood that they can only engage people when instructed to do so by heads of departments or senior management. Only in exceptional cases do personnel departments circulate resumes in the thought that they might be useful.

On the contrary, one of the main objectives of showing your resume to your friends and contacts is simply to inform them about you. Ideally, when you get to the right stage in your networking, the contact will want to see you or will arrange for you to see someone higher up in the organization.

THE NETWORKING JOURNAL AND ACTION JOURNAL

The two wings of an effective campaign are: **(1)** Always Be Positive (ABP) and **(2)** Discipline/Organization. It is the latter that we will address here.

A well organized campaign will require two three-inch, three ringed (heavy duty) binders (one set A-Z and one set with blank inserts). An efficient use of your PDA/Smartphone or any spreadsheet program can replace the manual activity just described.

- NOTEBOOK NUMBER ONE: **Networking Journal**
- NOTEBOOK NUMBER TWO: **Action Journal**

Your **Networking Journal** should be divided alphabetically. You will use it to log all networking and influential contacts. All contacts made in person, on the phone, or via a written letter should be logged in your journal and your PDA/Smartphone. Each entry should include the following:

1. Reference Code (see details below)
2. Name of contact
3. Date of contact
4. Salient features
5. Action to be taken
6. Date of Action

Reference Code:

We suggest a three-letter reference code. The first two letters of the surname are the first two letters of the code; the first letter of the first name becomes the third letter of the code.

For Example: Smith, Albert	would be	SMA
Smith, Barney	would be	SMB
Smith, Charles	would be	SMC

All entries are filed according to the reference code. Entries to each reference code can be made sequentially on the same page, however be sure to separate entries by several lines and always date each entry.

When an entry requires follow-up/action this must be immediately posted on your calendar along with the appropriate reference code. Good record keeping and follow-up here will have the same impact as being organized does in other areas of your life.

Always remember, after requesting help from anyone in your network, make it clear that you will check back with them on a given day to see if they have any feedback for you.

This is important since the person you've asked for help likely has multiple priorities that take precedence to your job search. And if you have not made it clear that you are going to check back with them on a specific day and time, it's unlikely that they will think of your request until the next time they hear from you.

Being organized and creating these binders ensures that you have all campaign aids at your fingertips at any given moment. This serves two important purposes:

- 1. When a caller begins a conversation you will know who they are and what company they represent.
- 2. It provides a visual representation of how well your search is going.

Your Action Journal should also be divided into sections. Some sections you will want to include are:

- | | |
|---------------------------|------------------------|
| Ad Answering* | Monthly Planner |
| Campaign Progress Reports | Negotiations Documents |
| Created Opportunities | Proposals/Briefings |
| Daily Planner | Research Documents |
| Direct Mail | Sample Letters |
| Interviewing Documents | Search Firms |
| Miscellaneous Documents | Telephone Guidelines |

* The ads that you can identify should be filed in this section alphabetically; affix copy of ad and your response plus any response you receive back and any necessary follow-up.

THE COMPUTER NETWORK DATABASE

When designing your computer network database, the following items might be included:

- Reference Code (optional, refer to pg. 97 for explanation)
- Last Name
- First Name
- Middle Initial
- File Date
- Title
- Function
- Company
- Address of Company
- Business Phone
- Comments
- Spouse
- Children
- Home Address & Phone #
- Birthday
- Hobbies
- Reading
- Goals

OVERCOMING NETWORKING OBSTACLES

The name of the career change game is not “solitaire”. All of your activities should be geared toward putting yourself in contact with others. The more people you contact – the more successful your search will be. In contacting people (the process of networking), there are five main obstacles that need to be addressed:

Obstacle # 1 is your attitude. Always be positive and practice your ABP’s (Always Be Positive). Do not dwell on real or imagined problems or failures of the past. People will rally around a winner, but tend to shun a loser. Playing the “poor ole me” game is extremely self-defeating. Observe political bumper stickers the day after the election – people like to be identified with the winner, not the loser. So position yourself as a winner and remain positive at all times.

Obstacle # 2 is that of pre-qualifying your contacts and network. Thinking things like, “He won’t be able to help me”, “I don’t want to bother her”, “He’s too busy to talk with me”, and “He doesn’t know anybody” all serve to undermine some potentially powerful contacts. Perhaps there is nothing more destructive to the networking process than pre-qualifying your network before you contact them.

Obstacle # 3 is pride. Not wanting to ask others for help will undoubtedly stifle your network. Think how you would feel if these same people needed your help but didn't call you. I have asked scores of people, "Would you rather receive help or give it?" The overwhelming majority, as you have guessed, would rather give help. When you ask someone for help you are simply giving them the opportunity to do what most prefer – give help. Don't be afraid to ask; the majority of your friends and colleagues will be glad to assist you.

Obstacle # 4 is that many of your contacts will initially have no clue as to how they can help you in your search. While most people will be glad to assist you, their usual response will be, "Sorry but I'm not aware of any job opportunities for you at this time". Here is one way in which you can guide them in the right direction. Tell them that you have a new hobby – "collecting people". Ask your contacts for the names of four to six people who might be in a position to provide insights or refer you to other people. Assure your network that you will never ask these contacts for a job, but that you are seeking information and access to the "hidden job market". People cannot effectively help you unless they know what it is that you need.

The fifth and last obstacle that must be addressed is the twins of *discipline* and *organization*. Building and nurturing a network takes both discipline and organization. A career move should be approached as aggressively as you would any business problem that needs resolution. Your calendar and your networking journal will become your allies and companions in this process. The sooner you realize that getting a job *is* your full-time job, the sooner you will reach your goal. The best strategy for networking follows the old adage "plan your work and work your plan".

MY NETWORK

Use the following questions to help you get started in brainstorming about who should be in your initial network:

Who do I know in my family?

- Mother, Father
- In-laws
- Sisters
- Brothers
- Others

Who do I know from my acquaintances/friends?

Who do I know from former jobs?

- Former employees/employers
- Fellow workers
- Customers/clients
- Former competitors
- Others

Who do I know from high school, college, graduate school, seminars and training programs?

- Sorority/fraternity friends
- Schoolmates
- Alumni associates
- Teachers, professors, seminar leaders
- University officials
- Others

Who do I know from my place of worship (Church, Temple, Synagogue, etc.)?

- Fellow members
- Clergy leaders
- Sunday school teachers
- Ushers
- Officers
- Others

Who have I met via my hobbies, clubs, and professional associations?

- Club members
- Card groups
- Sports (bowling, golf, tennis, etc.)
- Athletic clubs
- Others

Who do I know through my children?

- Teachers
- Parents of their playmates
- Coaches
- PTA
- Others

Who do I know from my past?

- Neighbors
- Friends
- Ideal customers/clients
- Armed Forces
- Others

Who do I know through public service/charitable interests?

- Community fund
- Chamber of Commerce
- Volunteer associations
- YMCA/YWCA
- Others

What other professionals do I know?

- Doctors
- Dentists
- Accountant
- Lawyer
- Banker
- Insurance
- Brokers
- Real estate
- Others

What service providers do I know?

- Barbers/hairdresser
- Mechanic
- Lawn service

Who is on my holiday card list?

Who is in my business card collection?

Who are my neighbors?

WORKING WITH RECRUITERS

Executive Recruiters help managers of client organizations identify and appraise executives who are well qualified to fill specific management positions. Their fees are based on 25% to 35% of the position's expected first year salary, and they are paid by the organization that retains them. Executive recruiting consultants are usually willing to receive resumes from executives seeking new job opportunities, but they are not in a position to help executives find jobs.

TYPES OF RECRUITERS

There are two main types:

- 1) **CONTINGENCY SEARCH:** These recruiters are paid by the client company only when they fill a position, so there is a tendency to spend little time in finding the best candidate. They are often working on many openings at any one time, so it would be wise to probe them on the other positions that they are seeking to fill. There is one pitfall, however. They often try to sell the candidate on the opening regardless of whether it is the best fit, just so they can collect a fee (since this is how they earn their paycheck).
- 2) **RETAINED SEARCH:** These recruiters are given a retainer fee which is usually paid one-third upon execution of the search agreement, one-third at the second month, and the final third, plus or minus any adjustment fee, at the fulfillment of the search. Retainer firms are prone to do a very thorough search for the best and most qualified candidate, generally working with candidates who earn \$75,000 or more.

THE SEARCH PROCESS

Understanding the search process from the recruiter's perspective is important in order to understand why hiring decisions are not made quickly. The professional search process depends on a step-by-step procedure whereby a list of potentially suitable executives is reduced to several uniquely qualified candidates.

The procedure is as follows:

1. Meet with the client to discuss the engagement in depth.
2. Develop a strategy or search plan.
3. Review current files and previous search assignments.
4. Contact possible candidates and evaluate them.
5. Check references.
6. Present a slate of candidates.
7. Participate in negotiations.
8. Follow-up with the client and executive (after the hire).

HOW TO WORK WITH EXECUTIVE RECRUITERS TO GET OPTIMUM RESULTS

Recruiters have been called many things, not the least of which is very difficult to work with. However, it is important to remember that they do have positions that you could potentially fill. There are some points that you should keep in mind when contacting them.

Be as clear as possible about what you are looking for. Read the positioning statement from the top of your resume and ask if the recruiter is working on any of these types of searches at the present time. He or she may or may not be forthcoming with this information. If not, probe a little bit more. When a recruiter calls to set up a meeting, ask questions to better understand their intentions. If the recruiter wants to meet you on an exploratory basis, it is suggested that you go to the meeting. If you are working and have a limited amount of time off then try to arrange for an evening or Saturday meeting. The recruiter that is genuinely interested in you should agree to this. Otherwise, see if it is possible to answer questions on the phone.

Remember, it is extremely important to treat these contacts (phone or interview) in the same professional manner that you would a hiring manager for an actual position. Do your best to make life simple for recruiters by providing them with whatever information they need. Do not play hard to get, yet don't appear to be desperate; be cooperative.

Since recruiters are besieged by so many unsolicited resumes from professionals like yourself, don't be discouraged if a recruiter does not respond to your resume or return your phone calls. You as the job hunter must be diligent and follow up with the recruiters, even if it means making several calls to get through.

The recruitment business is very competitive and intense. Tensions run high. There is a tendency for some recruiters to be rude, laconic, or uncaring. NEVER TAKE IT PERSONALLY – rather, remain composed and professional by staying focused on the position you are intent upon attaining. In some instances contingency recruiters will try to sell you into taking a job that may not be what you are looking for. If the job is not one that you would enjoy, then do not take it.

RECRUITER-ARRANGED INTERVIEWS

When a recruiter arranges an interview for a quality position that interests you, it is your job to probe him for as much information as possible. This includes: characteristics of the ideal candidate, problems as to why the company is hiring, profiles of the individuals who will be interviewing you and types of interviews they generally give, length of time that the position has been vacant, salary range being offered, stability of the organization, etc. All of this information is very important when preparing executive briefings, proposals, and considerations for negotiations documents. Other candidates will not bother to prepare all this information so stand apart and give yourself the advantage.

When negotiating for higher salary or additional job responsibilities, use caution in discussing this with the recruiter. Be sure to first express your interest in the position, and then ask her if there is any way to increase either the salary amount or the responsibilities. Keep in mind that the recruiter is probably not going to try very hard to get these increases for you since recruiters are not working for you but for the client company. They are not going to create waves with the possibility of losing an important account over one potential candidate. If you find a recruiter resistant or unhelpful then drop the matter and attempt to negotiate directly with the hiring organization.

SUMMARY

The chances of getting a job through a recruiter are admittedly slim, however they do have opportunities that you may enjoy filling. When working with them, always act and treat them professionally. Be proactive, follow up on the resumes you send, ask questions, and listen carefully. Remember, this is one of the ways in which jobs are found!

CREATED OPPORTUNITIES

HOW TO IDENTIFY JOBS IN THE MAKING

WHAT IS A CREATED OPPORTUNITY?

A created opportunity is reported information that can be utilized by a job seeker to uncover or create an employment opportunity. The following events represent clear opportunities to offer yourself as part of a solution:

- Changes in Senior Management
- Acquisitions
- Divestitures
- Positive or Negative Earning Reports
- New Product Development
- Promotion Announcements
- Downsizing Announcements
- Corporate Relocations

Events such as these create the opportunity for job seekers to assist a company in its projected growth or help them during a transition.

WHY ARE CREATED OPPORTUNITIES IMPORTANT?

The techniques for capitalizing on “created opportunities” are among the most powerful approaches among all interview-producing methods. It takes a modest amount of work to locate these created opportunities and a little creative effort to capitalize upon them.

Philosophically, all change represents an opportunity and change is inevitable. Companies need help to cope with change and you can provide that help. Created opportunities can be advantageous to a job seeker in the following ways:

1. They allow an applicant to have control over “being at the right place at the right time”.
2. A created opportunity approach suggests to the reader that you possess desirable qualities such as being creative, perceptive, unique or resourceful. You also demonstrate a desirable, aggressive nature and make a dramatic impression.
3. Your created opportunity appeal focuses on an immediate need of the organization at an opportune time.
4. Making yourself known through a meaningful communication saves an organization money on recruiting expenses. They will prefer you, in part, for this reason.
5. By using created opportunities you can increase your marketability by avoiding competition. This concept allows you to attract attention and create interviews before competition emerges.

6. Since a specific position is not necessarily defined, the employer is more open to suggestions and general discussion. The opportunity to “create” an ideal job description is more possible.
7. Barriers normally erected by personnel departments and secretaries can be circumvented by using created opportunities. For the most part, you are communicating directly with the hiring decision-maker.
8. The created opportunity allows you to make a tailored letter-resume response that highlights relevant information about the company’s situation and your capability. This approach does not require you to furnish complete details concerning your background and as a result, any potential liabilities can be suppressed.
9. Your correspondence can serve as an ego boost to the reader and be quite favorably received. It shows that the public is aware of the company’s activities. Your contact can also be a pleasant interruption in a hectic business day. You will be fostering a friendship at a high level and working to develop what could become a valuable personal contact.
10. The very approach you are using indicates a sincere interest in the organization. Firms like to hire people who really want to work for them.

WHERE TO FIND CREATED OPPORTUNITIES

You don’t have to look far to identify created opportunities. They are passing in front of you on a daily basis. Up to this point however you probably have not possessed the know-how needed to capitalize upon this information. Created opportunity information can be obtained from the following sources:

- **Newspapers.** Well-known newspapers such as The Wall Street Journal and local papers from your area of geographical preference provide a wealth of information within feature articles, product or company advertisements, highlights of personalities in business, industry surveys, and the classified section.
- **Magazines.** General news and business magazines such as Fortune, Business Week, Forbes, Venture Inc., U.S. News & World Report, Time, Newsweek and periodicals from a specific geographical area can provide an abundant source of created opportunity situations.
- **Trade Journals.** Industry and professional magazines are an excellent way to keep abreast of the current happenings in a particular field of interest to you. Business Publication Rates and Data is a business library resource book that can give you complete information concerning types of trade journals.
- **Professional Journals.** Many associations publish professional magazines, directories, trade catalogs or newsletters. Valuable data such as professional trends and names of key influential people can be obtained from a journal article or membership directory.

Often, trade and professional associations will have formal or informal position referral services. They serve a clearinghouse role, matching candidates to known openings. Information regarding associations can be found in the [Encyclopedia of Associations](#).

- **Television & Radio.** The news, commercials, commentaries and talk shows may also provide information pertaining to new products, business and consumer issues.
- **Being There.** Don't overlook the power that first-hand information can offer to you. Attendance at speeches, seminars, trade shows, and conventions are naturally part of any professional's career development. You do not have to be an organization member to attend most events – a business card is often sufficient for admittance.

Utilize this time to obtain pertinent information regarding products, industries and/or key individuals. This information may be in the form of a trade show directory, product literature, etc. Chance meetings, social events, or an impromptu walk-in to a company of interest are also ways in which you can gather information and generate interviews.

HOW CAN YOU ASSESS A CREATED OPPORTUNITY?

To do this you need to let your creative energy begin to work for you. Ask yourself, "What need was projected from this situation that could mean a job for me?" Be sure to read between the lines.

Once you've identified a created opportunity that is pertinent to a single organization, you should make a direct plan of application of that same situation to other companies in the same business. Do a little research beyond the created opportunity. An excellent reference source is [Predicasts F&S Index](#), which abstracts articles in business magazines and newspapers. F&S is organized by specific company name and also by subject area.

Finally, by talking to the competition you may surface additional information. Oftentimes an entire industry is similarly affected.

WHAT TO LOOK FOR INFORMATION ABOUT INDIVIDUALS IN MANAGEMENT

1. Promotions
2. Relocation
3. Expansion
4. New Plants/Offices/Leases
5. Acquisitions
6. Mergers
7. Divestitures
8. Capital/Equity Offerings

Change in company status through new ownership or location routinely suggests a need for new personnel since a substantial percentage of an existing staff is usually unwilling to relocate. Also, new management typically feels it can do better and wants to bring “new blood” into the company.

INFORMATION ABOUT PRODUCTS/SERVICES

1. New Products
2. Product/Industry Trends
3. Troubled Products/Industries
4. Major Price Changes

An upward or downward swing of an industry or product denotes a need for help in effecting cost reductions, business turnaround, etc. New talent is often essential to bring this about.

SITUATIONS TO CONSIDER IN FINDING OPPORTUNITIES

Growth:

1. Growth in a particular department or division of a company.
2. Overall growth in a company (revenues, products, personnel).
3. Industrial growth within a particular geographical location.
4. Capital investment programs.

Problems:

1. Poor earnings report.
2. Declining sales.
3. Deteriorating financial or business conditions.
4. Escalating costs.
5. Any problem that you have the expertise to help solve.

Changes:

1. Change in management style/philosophy.
2. Change in company's emphasis, i.e., shift from R&D to marketing.
3. Change in management personnel.

Needs:

1. Need for additional staff to meet government regulations.
2. Need for additional staff to keep up with consumer demands (sales, customer service, production, etc.).
3. Advertised need for staff in production, engineering, or sales departments may mean eventual need for additional staff in personnel, administration, finance, senior management, etc.

QUESTIONS TO ASK YOURSELF

- Does the situation suggest that there will be a need for additional people?
- Is this a situation where my capabilities might be useful?
- What could I do to help these people?

HOW TO RESPOND TO A CREATED OPPORTUNITY

One effective approach in using created opportunities is to send an individually typed letter and resume with a phone call follow-up. The basic content of your letter can be adapted from the source article and the content of your resume. The more you relate to the situation, the better your chances are of success in gaining an interview.

Your goal in the letter is to write opening comments that will make your communication different from most applications for employment. It is designed to focus on something that will be of concern to the recipient. The initial thought is intended to arouse interest and gain attention while the second thought is to offer your skills as the creative answer to their need. **Specificity** and **relevance** are the keys.

Your letter format should consist of:

1st Paragraph:

Comment on the event and where/how you became aware of it, (article, speech, conversation, etc.).

2nd Paragraph:

Indicate your interest in the company or industry and motivate involvement.

Body of Letter:

Make a match between the company's apparent or projected needs and your background. Select appropriate highlights, achievements, or skills from your resume that will demonstrate the fit between your background and the company. Do this as clearly as possible in relation to the implied or explicit needs in the source article.

Closing:

Your final paragraph should indicate a planned phone follow-up and a desire to meet the individual. A response may be prompted if you close with: "If you are interested in additional information about (my background, my research, etc.), please call". Regardless, the ultimate objective here is to stimulate a favorable response to your follow-up call.

It is essential in a job campaign that you begin to look at the business world through the eyes of the employer, as opposed to continually focusing on your own wants and needs. Your created opportunity correspondence should direct itself to the employer's recent success, problems, or change. Avoid false flattery and an excessive emphasis on the benefits you are seeking, rather than the benefits you can offer to the potential employer.

SAMPLE CREATED OPPORTUNITY SOURCES

Classified Section

A senior level Engineering Manager earning \$90,000 deduces that firms running massive ads to recruit various types of engineers must eventually need some top talent to manage projects requiring hundreds of new engineering recruits.

Promotion

An Assistant Product Manager reads that a competitor firm recently appointed a new V.P. of Marketing. The article is in a trade magazine that is two months old. By this time the new executive has been in his job three or four months and has had the opportunity to size up his inherited marketing team. The arrival of a creative letter from the Assistant Product Manager accelerates termination of an existing Product Manager. The position is then filled by the former Assistant Product Manager who has just achieved a promotion.

New Plant Relocation/Expansion

An observation of structural steel work going up, recent landscaping, or a new office space sign can indicate that in a few months there may be jobs in that new building that do not exist today. Find out who is moving in and you will be the astute candidate who gets there first.

Company Growth

An Assistant Controller reads an article about the growth of an air freight company. In his correspondence he brings to the Company's attention their need for an individual who can help control their growth. He then points out that his operational orientation could help do precisely that. A week later he was called in for an interview and offered the Controller position.

Impromptu Walk-In

An Assistant Superintendent of Schools wanted to change careers and relocate to the southeast. He flew to Florida for two interviews, at which time he utilized the four-day stay to generate additional opportunities. By walking into seven companies, he received five interviews and won a position as a Training and Development Specialist.

Creative

An unemployed materials executive who was interested in major pharmaceutical firms prepared an inventory to sales ratio chart for the top 25 firms in the industry. Some had deteriorating performance while others were below average. The first paragraph of her created opportunity letter pointed out that the writer had been in charge of a highly successful worldwide inventory reduction project for XYZ Drug Company. Her past efforts had reduced investment from \$520 million to \$480 million. The second paragraph commented on the trend in that company and offered her help, ideas and assistance. Positive responses were obtained from many of the recipients.

**THE KEY FACTOR TO REMEMBER IS
TO MAKE CREATED OPPORTUNITIES WORK FOR YOU!**

SOME COMMON JOB-SEARCHING MYTHS DISPELLED

MYTH: Direct Mail: "Potential employers should grant me the opportunity to interview with them because I am uniquely qualified."

REALITY: Potential employers interview candidates based on their needs, not on a candidate's perceived functional assets, achievements or accomplishments. If a corporation does not have a need, it generally will not consider interviews.

POLICY: Direct Mail must be properly targeted (company and hiring authority) and company benefit must be stressed. As with all direct mail campaigns the letter **MUST** be followed-up with a phone call (see "Guidelines on Telephone Techniques", pg. 136). **WHEN** appropriate, direct mail should be limited to ten pieces per week, in order to accomplish the above objectives.

MYTH: "Recruiters should contact me because I forwarded them my resume".

REALITY: Recruiters receive great volumes of unsolicited resumes and phone calls and frequently do not have the time to respond. Additionally, remember that recruiters primarily work for their client and **NOT** for you.

POLICY: Recruiters will be used in the career campaign; however the client **MUST** follow-up with a phone call. Repeat phone calls every few weeks, as required, are highly recommended.

MYTH: "The best way to find a job is to respond to classified ads, use recruiters, and mail resumes/cover letters to personnel offices."

REALITY: While career moves are made through all of the above avenues, the statistically most effective method is to tap into the "hidden job market".

MYTH: "One should not network when there is an advertised vacancy."

REALITY: Networking should especially be utilized in the case of advertised vacancies. Additional action - a phone call, personal visit, or network contact will help your resume stand out from the others.

MYTH: "The purpose of networking is to get a job interview and a job offer."

REALITY: While networking may lead to these end goals, the objective of networking is to get information, advice and referrals.

FOOTNOTE

I recently heard from a client who became a Director with a Fortune 500 Company. She had received three rejection letters from Human Resources in three different divisions of the company. She had previously made direct calls and sent follow-up letters to an EVP. The very day she received one of the rejection letters, she received an offer from the same Fortune 500.

This is a clear example illustration of the fact that...

“Successful people do the things others are unwilling to do”.

TARGETING THE MARKET

The first step is to draw up a list of 20-30 organizations that appear attractive to you. You might well begin with names that readily come to mind, and thereafter extend your listing with the help of directories or indexes available at the local library (or by simply using Google or some of the other free internet sites). Your list should be independent of whether or not there is a job vacancy at the moment. It should include every organization about which you would like to learn more, in order to determine if in fact you should apply for a job there in the future.

The following pages will assist you in crafting your list.

Note: digital versions of this list and many of the other tools in this guide can be found on our website: www.HireUSfirst.biz.

Name and Address of Target Organization	Name of Contact and Telephone Number
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Name and Address of Target Organization	Name of Contact and Telephone Number
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

RESOURCES FOR CONDUCTING YOUR RESEARCH

When targeting the organizations that you wish to approach, you should prepare yourself as thoroughly as possible with information about them. Obviously, when you know much about a prospective employer, you can talk like an insider, besides knowing if you are talking to a person who can extend a job offer.

Published Sources of Information

Needless to say, you should begin by going to company websites. They provide invaluable information as well as posting of positions within a company. It's also a good idea to frequently read such publications as The New York Times, The Wall Street Journal, Fortune, Forbes, Business Week, Inc., and Venture.

An extremely useful document that shows how a public company is faring, including some seemingly confidential facts such as executive compensation, is the 10-K Report published by corporations to comply with SEC regulations. It presents a great deal of financial and historical information about a company. While an Annual Report can be a more colorful and handsomely illustrated booklet, it does not offer the same insight as the 10-K. How do you obtain it? Simply visit the SEC's website (www.sec.gov) and search for company filings.

There are also many directories you can use to locate companies or other organizations to approach. Many of them can be found at your local library. College and university libraries frequently have more material, as do the major public libraries. In addition, the local Chamber of Commerce and government agencies also publish directories for industrial and commercial purposes. Most of them are available free of charge.

Here are some additional suggested sources for both public and private company information:

Directory of Directories. Detroit: Gale Research. This is what the title says: "Strong sources of information about particular industries."

F&S Index United States. Cleveland: Predicasts, Inc. Published weekly with accumulations. Index to articles appearing in 750+ publications arranged by company name and SIC code. The best source for locating a summary of news articles on a company or industry.

MacRae's State Industrial Directories. Plainview, NY: MacRae's Blue Book, Inc. One for each state. Parent companies as well as subsidiaries and divisions are sometimes listed. This is a compilation of manufacturers organized alphabetically, geographically, and by SIC code.

Million Dollar Directory. New York: Dun's Marketing Services. Annual. 3 volumes. 140,000 U.S. companies with net worth of \$500,000+. Brief entries include address,

officers, products, sales, and number of employees. Three sections: alphabetical by company name, geographical by state, and industry classification by SIC.

Moody's Manuals. New York: Moody's Investors Service. Annual, semi-weekly supplements. Information usually includes history of the company and its operations, subsidiaries, plants, products, officers and directors, comparative income statements, balance sheet, selected financial ratios, and description of outstanding securities. Seven manuals: Bank & Finance, Industrial, OTC Industrial, Municipal & Government, Public Utilities, Transportation and International.

SEC Filing Companies. Bethesda, MD: Disclosure, Inc. Annual. Lists parent companies currently required to file reports with the Securities & Exchange Commission. Available at no charge from Disclosure, 5161 River Road, Bethesda, MD 20816. **All SEC filings can also be located by searching their website at: www.sec.gov.**

Standard Corporation Records. New York: Standard & Poor's Corp. Loose-leaf, bi-monthly with daily supplements. Comparable to Moody's, but in addition it has a news section published daily. This is a good source for up-to-date information on public companies.

Standard Industrial Classification Manual. Washington, DC: Office of Management and Budget. Statistical Policy Division, Item 854-A. Assigns industries in accordance with the composition and structure of the economy and covers the entire field of economic activities.

Online Resources. In addition to these publications, a wealth of information can be found online free of cost. You might begin by performing a Google search, or you can head straight to Google Finance for specific company information such as stock price, recent and historical performance, and other pertinent information related to publically traded companies. Some other places to look online are: Bloomberg.com, Yahoo Finance (biz.yahoo.com), Moodys.com, Hoover.com, and LinkedIn.com.

ADDITIONAL SOURCES

Best's Directory of Insurance Companies
Business Periodicals Index
Consultants and Consulting Organizations Directory
Directory of Corporate Affiliations
Dun & Bradstreet Business Information Reports
Dun & Bradstreet Million Dollar Directory
Dun & Bradstreet Reference Book of Corporate Managements
Encyclopedia of Associations, Gale Research Company
Guide to American Directories, B. Klein Publications
National Directory of Addresses and Telephone Numbers
National Trade and Professional Associations and Labor Unions
Polk's Directory of Banks
Standard & Poor's Register of Corporations, Directors and Executives
Standard & Poor's Register Supplement
Standard Directory of Advertising Agencies
Thomas Register of American Manufacturers
Wall Street Journal Index
Wall Street Transcript
Who's Who in Business

Is this all? Not by any means! This is just a list to help you get started.

When researching both companies and industries, a good reference librarian can be your best ally. Additionally, your computer should be utilized in all research. Quite frankly, your computer savvy can put you weeks ahead of your competition, not to mention make you a more marketable candidate.

JOB SEARCH TECHNIQUES

“Knowledge is powerful and this method put me in the driver’s seat. Thanks and keep up the good work.”

- Bob B.

FACTS ABOUT JOB SEARCHING

- Emails have a significant deletion rate; hiring managers have too many resumes to go through PLUS tons of emails from their regular job duties.
- There are over 40,000,000 resumes posted at the big online sites combined, so it's no wonder that posting resumes does not generate a significant response.
- 70% to 80% of job openings are filled without a company ever running a job posting online or in the newspaper. This means that for every two to three jobs you find online or in a newspaper, there are seven to eight other jobs out there that you're not seeing! Additionally, almost every other job hunter is chasing the two to three you *are* seeing online or in the newspaper, making it tougher for everybody.
- One in three companies is planning on making as many as 20 hiring decisions within the next 60 days.
- Recruiters usually charge companies as much as 30% of your salary, so most companies LOVE hiring without a recruiter.

Let's face it - the majority of all positions are found through who you know or get to know. Compile a list of all contacts (people that you already know), using the guide on pg. 101 to help you get started. Your network should include everyone and anyone who may be able to introduce you to your next employer. This includes but is not limited to: the butcher, your neighbors, relatives, friends, and former co-workers. Once you've created your initial list, the following pages will show you how to use it and build upon it. We will then teach you how to compose an effective letter to use when contacting your network.

You should also be utilizing job sites in addition to Monster and Career-Builder such as Resume Spider, Resume Rabbit, LinkedIn.com, Dice.com, and JobsByFax.com. Include all sites and boards based on your interest in them and the events occurring within those companies that have posted vacancies. By posting your resume to multiple sites, you increase your chances of being found by one of the search agents that are constantly running. It's also a good practice to frequently update your resume on such sites, even if you only make a small tweak to the wording. This is because recruiters will often look at recently added/modified profiles ahead of those that have been stagnant for some time.

Before we get into the more commonly used techniques for attacking the job markets, let's briefly turn our attention to a less popular but still highly effective method for obtaining interviews – sending resumes via fax.

FAXING YOUR RESUME

The following statistics give basis for utilizing the fax site listed (JobsByFax.com) and for sending resumes via fax in general. It must be pointed out that some confusion and controversy exists around the subject of contacting executives by use of their fax numbers. I am not taking a position on the matter but let me clearly state, some will be annoyed at being contacted. But I can tell you with great confidence that faxing resumes tends to generate a greater number of responses than any other lead generating source besides networking. Finally, the legality of a service making such contact is still being debated. Regardless, I will end this discussion by saying that if I were looking for a position at this writing, I would be tempted to utilize this method.

- When you fax your resume it is delivered already opened. Unlike email or regular mail, **the recipient will see your resume because it is delivered open**. This ensures that it is not deleted or thrown out prior to being seen.
- The secretary who likely receives faxes is probably afraid to goof up by throwing out something that the boss is expecting, providing further assurance that your resume will reach its intended recipient.
- When you fax your resume, it is being delivered WITHOUT hundreds of other competing resumes, **so your resume actually gets reviewed**.
- When you fax your resume to large numbers of employers, **you reach those 70% to 80% of positions that are not going to be advertised** online or in the newspaper.
- When you fax your resume to a large number of employers, **even a 1% response rate lands you interviews immediately**.
- When you fax your resume, **you can target the types of employers you want to work** for instead of chasing the same job postings everybody else is seeing.
- When you fax your resume to employers, you skip the "middle man" (recruiter) who can't even hire you in the first place. **If the employer likes you, they are happy to hire you** because they save THOUSANDS by skipping the recruiter.

JOB SEARCH TECHNIQUES

Your job search efforts will encompass several approaches and techniques. As with anything in life, you will find some to be more effective than others. By cultivating your skills in all, you will increase the likelihood of a successful outcome.

THE TRADITIONAL APPROACH

In this section we will be addressing the traditional approaches to the job market, namely:

- Advertised job vacancies
- Placement agencies
- Job banks
- Executive recruiters and search firms
- Direct approach

ADVERTISED JOB VACANCIES

A realistic approach and attitude should be adopted toward this segment of the market. Expectations that a specific newspaper or trade journal ad will result in a successful match are generally misleading. Experience shows that your chances of finding a position through an ad are about 4%. Of course, it would be wonderful if every response to a published advertisement for a job was properly read by the advertiser. This might contribute to making the classified ads a good way to recruit people. Unfortunately, the reality is that most ads draw between 50-500 applications and the ensuing task of screening creates a situation for superficial readings. Your strategy should take this into account.

When a box number obscures the identity of the advertiser some caution is in order. They are essentially requesting confidential information from you while remaining unwilling to reciprocate with their identity. Is it worth replying to a blind box ad? It may be, if you need not preserve confidentiality.

Here are some general guidelines to follow when responding to an ad:

- First, read the advertisement to determine the precise requirements for the job.
- Next, review your qualifications – skills, experience and personality traits, and compare them to the requirements stated in the ad.
- Finally, we suggest that when you state the salary you desire up front, you may have already excluded yourself as a candidate for that position. An alternative would be to have an open mind for the right career opportunity. The object of submitting your resume is to get your credentials in front of as many of the right people as possible. If you provide any numbers, you are helping someone conduct a wage and salary survey, but more importantly you risk eliminating yourself from the list of

people who will be interviewed. When your response and credentials are strong, any omission of salary data will generally be disregarded even if the ad specifies that this information be included.

Don't be concerned if you respond more than once to an ad that reappears at a later date. You cannot be faulted for displaying enthusiasm and good old-fashioned perseverance. These are both desired qualities in any job candidate.

In light of the fierce competition for jobs, the quality of your response is of the utmost importance. Your cover letter must address the job requirements outlined in the ad, with qualifications that suggest you are the right match. Once you've applied for a job, don't sit by the telephone awaiting a response. Rather, go on to the next job search activity and keep the momentum heading in the right direction.

PLACEMENT AGENCIES

For entry-level and initial management positions, you may want to consider the use of placement agencies. While most are fee-paid, some require the job candidate to pay the fee, buyer beware.

According to studies, your chances of finding a position through an agency are also around 4%. If you choose to include agencies in your search, you should strive to develop personal contacts at each agency you have chosen. This is important because agencies tend to receive so many resumes and applications that it is very possible you will be regarded simply as one more piece of paper on someone's desk. To draw attention to yourself, seek to meet the agency representative who will be responsible for advocating your candidacy for a specific position. The representative's personal knowledge and positive feelings toward you will increase the odds in favor of your success.

JOB BANKS

Job Banks (Monster, CareerBuilder, Hot-Jobs and many others) bring together multiple opportunities, as well as providing a two-way street for your campaign. These sites will allow you to specify your geography and your general positioning, whether you are seeking full or part-time employment, and some idea of your salary requirements. Although the general advice we will give is that you should never state your salary requirements or history when answering an ad, these sites WILL often require your desired salary range in order to complete their registration form.

In addition to bringing together ads from client companies for you to peruse and apply to, these sites also serve another purpose. Your registration page now becomes a record that can be searched by prospective employers. It is for this reason that you include the categories of information we discussed. Employers will search for potential candidates meeting the

employer's basic needs. Once you are identified by an employer, you are likely to be contacted for an updated resume or a phone screen leading to the potential for an interview. For this reason it is essential that your resume and profile page stay current. As mentioned previously, you should try to bring up your page and resubmit at least once a week, even if nothing has changed.

EXECUTIVE RECRUITERS AND SEARCH FIRMS

Executive Recruiters place about 17% of the people they see. Executive Search firms have become an essential ingredient in the recruiting efforts of many companies. They work either on a retainer or a contingency basis, meaning their fee is either guaranteed outright, or is contingent on a successful placement. The executive search firm is looking to meet the needs of the organization that pays their fee. They seek out talented and experienced managers with specific backgrounds that match the specified job requirements, doing so primarily among the currently employed. For this reason they have been dubbed "headhunters".

When you send out resumes to search firms, their response is usually by postcard or brief letter, or there may be no response at all if they have no interest. They do not maintain files of applicants for long periods under the assumption that attractive candidates are soon placed.

An executive search firm will want to know your compensation level. They work to tight specifications and want to determine if it is worth their time and effort to talk to you, which means you must be within the right salary range. If your earnings are in the competitive range, feel free to disclose the figure. If your earnings are above or below the competitive range, your consultant can provide some helpful guidelines.

Executive recruiters can tell you a lot about companies and industries. They often have extensive contacts, but don't ever be fooled into thinking that they are your agents. Remember, the employer pays their fee. The recruiter's function is to find people for jobs, not jobs for people. So, be sure to build rapport and emphasize your qualifications. The recruiter will almost always submit the best qualified candidates for the position, increasing their chances of getting paid.

THE DIRECT APPROACH

An approach that has been used with great success in the past, most notable during the 1980's & 90's, is for you to initiate contact with a prospective employer. This is accomplished most frequently by letter or a visit to the company. However, today your chances of finding a job in this way are even less than 4%.

The reason for the discouragingly low rate of success is that it depends heavily on the felicitous occurrence of two events (your search for a job and the prospective employer's search for a person with precisely your qualifications) happening at the same time. Many companies have their defenses firmly in place – a form letter containing a polite rejection.

Nevertheless, if you have a penchant for affiliating yourself with a particular organization and have exhausted other approaches, you may want to give the direct approach a try. If you do decide to go this route, your resume must be accompanied by a cover letter (see Letters in Chapter 6, pg. 139). The letter should state what you propose to do for the prospective employer and should also suggest a meeting at which these points may be pursued further. It usually ends with your offer to call and set up a time and place for the meeting.

NON-TRADITIONAL APPROACH

As we've already alluded to, a high probability exists that your next job will be sourced through someone you know, or someone you will get to know. Here's a slightly different spin on the subject. Make it your priority to meet at least one new (search related) person each day.

The greatest secret behind most successful job searches is leveraging the power of your contacts through networking. It is estimated that around 85% of all high-level and desirable positions are filled through this contact power. Why is this so? Consider the company or organization that is seeking additional talent. What is the best way for the hiring manager to find a candidate who is capable, hard-working, and trustworthy? Simple, they ask around – among friends, acquaintances, and especially among people in their field who are “in the know”. As a result, the sponsored candidate enjoys a decided preference over a total stranger.

The non-traditional job search method is based on using personal contacts to gain access to information. Along the way, you are developing even more contacts – people who can take you further in your search for locating an organization and a function that is right for you.

Our observation is that people who neglect using contacts and developing their networks seriously handicap their chances for success.

NETWORK CONTACTS

Yes, we are covering this concept again as it is **vital** to the success of your search. Quite simply, a contact is anyone you have met. It includes everyone you have ever met on a face-to-face basis (and with the advent of social media, maybe even some folks you've only interacted with online). As such, you can surely claim hundreds of contacts, depending on your social instincts and experience. Your contacts are a rich source of introduction and referral and can immensely aid your job search. If you haven't already done so, refer back to the questionnaire on pg. 102 to help you develop a list of initial contacts – those you approach first to get your network started. Most adults will be able to generate 100+ names.

NETWORKING: 101

The first step in developing a communications and social network is to identify the specific area you wish to enter. This is usually contained in the job objective section of your resume, e.g. sales management – computers. Thereafter, make it your business to get to know as many people in this line of work as you can.

Begin with your basic contacts. Ask yourself who can introduce you to the Vice President of Sales at the XYZ Company. When networking, be sure to observe the following guidelines:

- Make it clear to your contacts that you believe they can help you to obtain information about specific companies that interest you.
- State the reason for which you are seeking such information: “I’m exploring the possibility of a job change” or “I’m attracted to that company and would like to learn more about them”.
- Ask for their assistance in ways in which they are likely to be able to help you: company or industry information, and most importantly, names and introductions.
- Pursue their referrals, and in doing so link the sources of contact.
- Practice your approach. Prepare a script citing your referral sources and stating the reason for your call.
- Always express thanks to your contact and keep them informed of your progress.

NETWORKING BENEFITS

In a smoothly organized career transition, new contacts are of vital importance. Your networking activities will provide excitement and new opportunities. Salespeople visiting customers frequently gain useful information about vacant positions. Club members exchange information, which, when politely and diplomatically followed up, can open doors in the job search. But most importantly, people enjoy talking about their field, giving advice, and demonstrating their expertise. Listen to their ideas, sort the information, and obtain a referral to the next person.

Eventually, you will meet the person who can talk meaningfully about organizational needs. Be sure to draw on your familiarity with the person who directed you to them and on what you have learned while networking. This relationship can make all the difference between being seen as a friend or a stranger.

NETWORKING WORKSHEET I

List of Primary Influential Individuals to Contact (People most likely to create immediate opportunities)

	<u>Name</u>	<u>Phone Number</u>
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____

List of Secondary Influential Individuals to Contact (People most likely to create immediate opportunities)

	<u>Name</u>	<u>Phone Number</u>
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____

NETWORKING WORKSHEET II

List of Personal Contacts

Friends – acquaintances – neighbors – relatives - affiliation members – etc.

<u>Name</u>	<u>Phone Number</u>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
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17.	
18.	
19.	
20.	
21.	
22.	
23.	
24.	
25.	

NETWORKING WORKSHEET II

List of Personal Contacts (Continued)

Friends – acquaintances – neighbors – relatives - affiliation members – etc.

Name

Phone Number

<u>26.</u>	
<u>27.</u>	
<u>28.</u>	
<u>29.</u>	
<u>30.</u>	
<u>31.</u>	
<u>32.</u>	
<u>33.</u>	
<u>34.</u>	
<u>35.</u>	
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<u>43.</u>	
<u>44.</u>	
<u>45.</u>	
<u>46.</u>	
<u>47.</u>	
<u>48.</u>	
<u>49.</u>	
<u>50.</u>	

CONTACTING YOUR NETWORK

As with every other aspect of your search, reaching out to your network should not be something that you do haphazardly. Rather, you should take a calculated, deliberate approach that guarantees you the greatest chance for success and also ensures that you will not be wasting either your time or your contact's. Whenever you are getting ready to reach out to any person in your network, make sure that you properly plan both what you will say and your ultimate goals for the relationship beforehand. Using a script for this purpose can be extremely advantageous and can save you a great deal of time since you can use the same script for multiple contacts, with slight modifications of course. Here is an example of what the initial conversation might sound like:

"I was talking to Frank Jones last week and he felt that I should talk with you, Mr. Smith. Frank was telling me that you were one of the strongest supporters for diversification and that you had mentioned a number of possibilities for new market developments."

This example advantageously uses the contact's name and gives him a supporting role in your efforts. Remember to follow-up with a thank you note whenever you have talked with someone new. Here is a suggested phone script for use when networking with friends and acquaintances:

"Tom, you may be aware that I've decided to look for the next chapter in my career. Believing that you know my abilities well, I am confident you can identify specific companies I could help. Would you do me a favor please and give it some thought? I'll give you a call next week, and anxiously look forward to hearing your suggestions."

CREATING YOUR OPTIONS

The subtle but powerful message must be delivered so you have "made the sale" and your contact opens a door for you out of genuine enthusiasm rather than a sense of duty. Again, opportunities abound in the job market at every economic level. Learn how to spot them in your reading. News about company expansions, the introduction of new products, new appointments, promotions, retirements, acquisitions, mergers, new technologies, political events, international developments, and economic trends...each of these indications of change can signal an opportunity for the job-searcher.

While the Wall Street Journal emphasizes the classified ads section more heavily on Tuesdays, every day in the Journal there are numerous indicators of opportunities and they are not in the form of job ads. In many cases, a phone call to find out more about an interesting story is the best way of capitalizing on one of these opportunities. If the situation is visible and on your doorstep, apply your energy in networking right away! For obvious reasons, there is a definitive first-mover advantage in the job markets.

YOUR INTRODUCTION TO THE USE OF TELEPHONE, EMAIL, & LETTERS

“Being in control made all the difference.”

-Robert M.

Once you've established your initial network using the tools and techniques we've outlined, it's time to start putting those contacts to work! The generic examples that follow are the shortest and easiest to write and have all provided our clients with results in the past. However, you should never simply take what's provided here verbatim. Be sure to modify these samples appropriately or simply use them as a guideline to help you draft your own.

In this time of economic turbulence - KISS (the old insurance adage) - Keep It Simple Stupid, is powerful. The balance of the chapter provides additional methods and sample letters...but don't delay...get started and get as much visibility as you can ASAP!

SAMPLE SEARCH LETTERS

Letter to Network

Dear Friend,

I would like to share with you that I am at a critical juncture in my career and am thinking about options and job change.

As a friend, I am taking the liberty of forwarding you my resume that I believe expresses my skill sets with respect to the world of work. Your feedback regarding my expression of my skills and capabilities is vital as I wish to put my best foot forward in my search activity.

I will follow-up with you in a few days hoping to get your candid feedback as to any thoughts you may have about what you perceive my career options to be. Additionally, I will be grateful to receive information about any organizations you believe could benefit from the skills I possess.

I look forward to your help in this matter.

Sincerely,

Henry Leshner
(201) 555-2534 (c)
(201) 555-8812 (h)

Letter to Targeted Companies

Dear _____,

Having selected (Company name here) as a potential employer as a result of your dominant position in your market place, I request a few minutes of your time. If I am granted this request I am confident you will conclude it to be a productive use of your time.

Cordially,

Letter to Recruiter

Dear _____,

In the course of your current assignments I am hopeful that my credentials may meet one of your client's criteria. Understanding the pressures of your schedule, I would appreciate the opportunity to speak with you regarding the next chapter of my career.

Cordially,

Letter to Ad or Specific Web Site Submission

Dear _____,

After reviewing the detailed description of the position you are attempting to fill, my background appears to be a unique and precise fit. I look forward to speaking with you at your earliest convenience.

Cordially,

Letter to Targeted Companies

Good Morning!

Can I be of help in building your sales, and for providing some new initiatives for building revenues in the short-term?

I've helped others as both a consultant and as a full-time executive.

My skills are in sales management, recruiting sales organization, personal sales production, and key account management. I can build sales organizations from the ground up or simply improve them from where they are now.

My titles have included: managing partner, executive vice president, and president of my own service firm. But regardless of title, I value contributing, growing sales, and increasing profits.

Others have commented on my strong verbal and written skills, my personal nature, and my capability for working closely with top executives. I solve sales problems quickly and like implementing solutions under tight deadlines. All my life I've been hands on, but I'm very capable of managing small and large staffs, and budgets.

My experience spans a diverse array of industries such as real estate, HR organizations, commercial finance, and non-profit organizations. The industry has never made much difference; it's the skills and fresh thinking that I bring to the table. As a former radio talk show host, I'm also accomplished as a seminar and motivational speaker.

With as BS in Business Administration, I've also been a strong personal sales producer. In closing, if your goal is to increase sales in the short-term, I would enjoy speaking with you at your earliest convenience. You can reach me on my cell at (201) 555-8812, or you can email me at: hopeful@yahoo.com.

Sincerely,

Henry M. Leshner

P.S. – Naturally, my full resume is available upon your request.

USING THE TELEPHONE, EMAIL, AND LETTERS

You should be comfortable using the telephone, just as you should be in meeting potential employers and other people involved in your job search. The telephone is the principal (and oftentimes most effective) medium of communication of our times. Once you realize that using it effectively is vital, you'll be ahead in your job search.

The notion that letters must be written before telephone calls are made simply is not true. If you think that it is, then you may miss chances to beat your competition to the best job opportunities. You could also be procrastination since "cold" calling makes you uncomfortable. If cold calling didn't work however, most sales professionals would not rely so heavily on this activity.

There are several good reasons for taking advantage of the phone. First of all, it is fast. Second, you come across as a real personality, rather than a static image in a letter or resume. Third, you can modify, emphasize, or personalize your message on the spot, as needed.

TELEPHONE CALL BEST PRACTICES

- Make notes, or a brief script of what you want to say. Rehearse it so you don't sound as if you're reading. How you say things will affect the success of your job search.
- Before talking to your prospect, obtain the correct name and title of the person with whom you wish to speak. Also obtain the name of that person's secretary. You'll then be in greater control when you speak to each of these people.
- If the secretary receives your call, use this opportunity to build a relationship to help you in the future. A secretary can be of valuable assistance if the two of you are on friendly terms.
- Try early and late calls in order to reach your prospect before others arrive or after they have left for the day.
- Link yourself to your referral source and state the purpose of your call.
- If your prospect shows interest, avoid turning the conversation into a telephone interview. Instead, use the call to obtain a personal meeting.
- Concerning a meeting time, offer an alternative: "Would tomorrow morning at 10:00 A.M. be okay or should we make it in the afternoon at 2:00?" You can also offer to see a prospect early in the morning, in the evening, or even on a Saturday. Perhaps that time is less likely to be cluttered with telephone calls and other distractions.
- When you are granted a meeting, be sure you have all the details recorded accurately. Then close the conversation. If you say much more you can potentially talk yourself out of the meeting.

- The key to getting through the secretary/administrator is to empower them, not to convey that you wish to get through or around them. This requires practice and often third party help.

PLANNING YOUR CALLS

If you plan what you're going to say ahead of time, you'll be more effective in reaping early successes because of your confidence and easy style. Ask anyone who sells subscriptions to magazines or home services over the telephone. They will confirm that a well-prepared phone call works, whereas an ill-prepared one fails miserably.

In making telephone calls, a series of calls allows you to achieve greater professionalism than intermittent calls do. So line up your calls and pursue them methodically, having a pad ready to take notes during and after each call.

Group your calls according to similar purposes and then prepare an opening statement which will fit each call. Express your interest and provide the other party with a reason to want to meet you. However relaxed you may sound, an unclear message will not get a positive response.

It's also important to have a calendar ready. Be prepared to establish a time and date for a meeting. You should also be ready to ask for alternative action if your prospect can't meet you.

CALLING FRIENDS

You need to guide your friends who are going to serve as your references as to what they should say. It's also important to recognize that most of your friends and acquaintances will not have access to job vacancies and will not know how best to help you. Therefore, you will have to direct their efforts in your networking activities in order to obtain the helpful information you will need. If your referral were asked by a potential employer to describe you, what would they say? If the answer is less than satisfactory, direct them to the summary statement in your resume as that contains the message they should be delivering on your behalf.

CALLING STRANGERS

When talking to strangers you will need an opening statement designed to identify yourself, establish an introductory relationship, and to create interest and explain the reason for your call. Don't take for granted that the person receiving your call will immediately respond to you. Introduce yourself and mention a contact or referral source. Put your listener at ease and yourself in focus by stating clearly the reason for your call.

WHAT TO EXPECT AND HOW TO DEAL WITH IT

Secretaries and others can provide you with extremely valuable assistance while you are making telephone contacts. Your own manner will largely determine their degree of helpfulness towards you. Expect help from people and let them know that you regard them as important.

Should you encounter indifference or reluctance to assist, you need to make a stronger case. You may want to ask your referral source to precede your call or introduce a more compelling reason. Think of more creative ways to generate a reason for people to want to see you.

The most powerful strategy is actually doing the opposite of what most do. Instead of overpowering, out-smarting, or bullying your way to the decision maker, give this approach a try!

“Hi _____, I’m trying to reach John Smith. But just as I have an administrator who protects me from unwanted calls, I realize I’m not going to talk with Mr. Smith unless you want me to! I truly believe he’ll be interested in the few words I wish to share him. Will you please help me? If you meet with resistance, say something like, “Would after 5:00 be more convenient?”

It is always wise to keep in mind that when things seem unproductive (as they will from time to time), remember there will be other days and other opportunities ahead. Don’t be deterred by a rebuff, a degree of finality or even rudeness. We are all human and other people have bad days too. This type of behavior is not directed towards you, it’s about what they’re experiencing.

USING LETTERS IN THE JOB SEARCH

While the need to write letters is felt by most job seekers, their usefulness is beginning to increase once again. This is the result of electronic communications emphasizing the immediate or quick response.

It is true that letters can be easily deferred or ignored. They can be misdirected when received. And they cannot guarantee attention, however brilliantly they may have been composed. In other words, they have certain severe limitations.

Despite these limitations, there are times when a letter is appropriate. Before drafting a letter, ask yourself the following questions:

- Do I have a better chance of capturing the reader's attention with a letter (vs. email)?
- What is the objective of my letter?
- How can I command the reader's attention?
- What benefits to the reader can I emphasize?
- How much/little should I say about myself?

Each letter written by a job searcher should suggest a benefit to the reader. If it states too much however, it may offer reason for closure. And if it conveys too little, it may be ignored. Therefore, say what must be said and no more. Ideally it should invite a discussion between you and its recipient.

FOOTNOTE

Reliance on email as a substitute for a letter is a mistake. We believe letters are needed for use with both recruiters and companies when attempting to win positions of \$100,000 or better. Granted, emails are convenient and provide the opportunity for an instant connection. But use caution; emails are screened carefully and few get through.

GUIDELINES FOR LETTER WRITING

- Draft and modify your letter until you are happy with it. Don't type the finished copy until your draft has your approval.
- Don't copy sample letters from this (or any) manual. They are provided as a guide for style, not content.
- Use a good quality bond paper with plainly printed name, address, and telephone number. You may choose personal size, 7¼" x 10½", or standard 8½" x 11" stationery.
- Be sure to follow rules of grammar, punctuation, and above all – spelling.
- A good rule to follow is that sentences be no longer than 15 words and that paragraphs be about 50 words, or 5 lines in length. This makes a letter look easy to read.
- Brevity is the soul of effectiveness. No excuses, no awkward explanations, and no contentious or impatient ideas.
- Once you have drafted your letter, show it to someone else and seek a reaction.

Perhaps the most important factor is recognizing that a letter is written for the reader rather than the writer. The best letters are impressive rather than expressive. The sooner you can transform yourself from a name on a piece of paper to a voice on the telephone, and finally to a vibrant presence in an interview, the better it will be for you.

The following pages contain some sample letters that have been used and met with success by our clients.

Sample Letter to Referrals

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

XXXX

XXXX

XXXX

Dear XXXX:

I am writing to you at the suggestion of Jim Smith who speaks highly of your reputation and experience within Marketing Management.

My purpose is to meet with a few knowledgeable people like yourself, to obtain your valuable perspective on where, when, why, and how the industry is subject to expansion. While I am ultimately interested in identifying an opportunity for myself, my aim is not predicated on “they have a job”, rather it is to exchange thoughts on marketing management and perhaps to obtain a helpful suggestion.

I’ll be contacting you in the near future if I don’t hear from you first, to get your thoughts on my next career step.

Sincerely,

John Andrews

Sample Letter to Placement Agency, Search Firm or Executive Recruiter

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

XXXX
XXXX
XXXX

Dear XXXX:

If you are presently conducting a search for a Marketing Manager, my background may be of interest to you.

I have 17 years of experience in the planning, execution, and follow-through of marketing efforts that generated \$60 million last year.

My resume showing additional experience is enclosed. I would be happy to meet with you to discuss potential opportunities.

Sincerely,

John Andrews

VICE PRESIDENT FINANCE

We are a high growth trucking company located in a small east coast city seeking a key individual to head up our Finance and Administrative function. This position reports to the President.

You will be responsible for the generation of all financial reports, developing and implementing state-of-the-art accounting procedures, techniques and practices, and the enactment of administrative policies. You will also be involved in the operation of the trucking company and responsible for developing and implementing productivity and efficiency programs.

Candidates must be degreed with an in depth knowledge of accounting systems especially as they relate to the trucking industry, a working knowledge of computer information systems, and possess sound management skills and the ability to perform detailed financial analysis.

In return, we offer an excellent compensation and benefits package with opportunity for growth based on proven results. Relocation assistance will be provided. For confidential consideration, please send your Résumé indicating accomplishments and salary history to:

**Department 7PJ22F
2839 Paces Ferry Road
Box 1155, Atlanta, GA 30339**

Equal Opportunity Employer M/F

Sample Letter Responding to a Classified Advertisement (with Resume)

John Andrews
245 East 77th
Street New York,
NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

Department 7PJ22F
2839 Paces Ferry Road
Box 1155
Atlanta, GA 30339

Dear Sir/Madam:

This is in response to your advertisement for a Vice President, Finance, appearing in the July 8th edition of The Wall Street Journal.

I have extensive experience in financial management gained over a 15-year period with two major industrial corporations. Currently, I am responsible for the operation of five departments, four senior managers, and 85 employees for a corporation with sales in excess of \$200 million annually.

Functions include Credit and Credit Analysis, Accounts Receivable, Payroll Department, Management Information Systems, and Financial Planning.

My resume is enclosed. I believe my background and credentials qualify me as a strong candidate for this position and I would be pleased to open a dialogue with you.

Sincerely,

John Andrews

Enclosure

Sample Letter Responding to a Classified Advertisement (without Resume)

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

Department 7PJ22F
2839 Paces Ferry Road
Atlanta, GA 30339

Dear Sir/Madam:

This is in response to your advertisement for a Vice President, Finance, appearing in the July 8th edition of The Wall Street Journal.

As Director of Financial Systems, Piedmont Air Freight Corporation, I recognized that the entire financial reporting system required extensive restructuring. This condition had been brought about largely through the dynamic growth of Piedmont's sales, acquisition of new equipment, and a startling increase in number of employees. Reporting systems meeting earlier requirements were not adequate for effective management control of the rapidly growing transportation company.

Within eighteen months I reorganized the financial services into five distinct and autonomous functions. In the process, associated payroll costs were reduced by 15%, representing \$450,000 per year.

Earlier, as Manager, Finance and Administration for the American Transport Company, Montgomery, Alabama, I instituted similar restructuring to meet the management control demands of a rapidly growing interstate trucking company.

If those examples from my career experience show potential value to your organization, then a more detailed discussion might be of mutual benefit. I would appreciate hearing from you regarding your specific needs.

Sincerely,

John Andrews

Sample Letter to an Organization Mentioned in a News Article

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

Mr. Anthony Hansen
Vice President Marketing
Excel Cosmetics
500 Fifth Avenue
Los Angeles, CA 10000

Dear Mr. Hansen:

Frank Stratton published a most impressive review of your promotional strategy for Marbella cosmetics in the Los Angeles Times. My immediate reaction was that Excel is a company that reflects my marketing philosophy.

I'd like to meet with you to explore the possibility that we may have other ideas in common. I can bring to the discussion 17 years of experience as a senior marketing representative for the Nation's largest cosmetics manufacturer. My achievements in building a sales base from \$600,000 per year to \$9,000,000 in the Northeast Region is just one of the reasons why our meeting could be of mutual interest.

I will call you next week to see how we may schedule an opportunity to meet.

Sincerely,

John Andrews

THANK YOU LETTERS

A thank you letter is an excellent way to continue a dialogue, demonstrate your professionalism, and be remembered favorably. Each time you write a thank you note, keep in mind the following suggestions:

- A) Be sure to write a thank you letter to each interviewer that you meet with.
- B) Use email if further action is expected; otherwise you may write a personal note by hand.
- C) Keep it fresh; write it on the same day as the interview, if possible.
- D) Be personal, specific, and genuine in your thanks.
- E) Repeat some of the conversation you had with the interviewer to show you were listening with interest.
- F) Correct any significant misunderstandings you may have realized after the interview.
- G) Confirm all follow-up actions (if any).

Sample Thank You Letter

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

XXXX

XXXX

Dear XXXX:

I enjoyed meeting with you last Thursday to compare notes on Marketing.

Your suggestion to explore the telemarketing applications for office-temp services is especially useful. I have also called John Smith as you suggested, and will meet with him next Tuesday.

I'd like to stay in touch going forward, to let you know about my progress in meeting with people in our industry.

Sincerely,

John Andrews

Sample Follow-up Letter to an Interview

John Andrews
245 East 77th Street
New York, NY 10018
j.andrews@gmail.com
(212) 123-4567

Date:

XXXX
XXXX
XXXX
XXXX

Dear XXXX:

I enjoyed meeting with you to discuss the requirements of the position, Sales Manager – Eastern District.

The sales goals, with a 12% increase from last year, appear appropriate from the point of view of both industry trends and the national economy.

I would like to emphasize that I have met similar sales targets for seven consecutive years and am confident that the next twelve months would represent a similar accomplishment.

As we agreed, I will call you next Friday to determine our next step. I am looking forward to our continued association.

Sincerely,

John Andrews

THE "REFERRAL" LETTER

The referral letter is probably the most important letter you will write in your campaign. Its sole purpose is to obtain a **"REFERRAL INTERVIEW"**.

A "referral interview" is any interview other than a specific "job interview". Each referral letter should be tailored to the specific situation for which it is used, but the structure is common to all referral letters:

1. Open the letter with a warm, personal statement that gives recognition to the person receiving the letter. Explain why you chose this particular person to write to (this paragraph will obviously be different for each person to whom you write). If the letter is the result of a referral, use a phrase like: "Mr./Ms. X suggested that I write you". If you are writing to people without having been referred to them directly, you might say, "I'm writing to you because of your experience or position with XYZ".
2. Explain your current situation and what you are attempting to do. Mention that you have enclosed a resume (if appropriate) to give them a better understanding of your objective.
3. State that you are not expecting them to know of a current opening, but would like their assistance in what you are doing. Explain clearly what you see as the purpose of the interview, for example, to get their reaction to:
 - Your objective as stated on the resume
 - Your plans for marketing yourself
 - The market areas on which you wish to concentrate

In addition to the examples that have been reproduced in this section thus far, we feel that the following letters may also be helpful to you. There is also a section in the appendix that contains samples of the various types of letters you will be writing throughout your search.

Remember, before writing ANY letter, you first need to answer the question:

WHY DO I WANT TO MEET WITH THIS PERSON OR THIS COMPANY?

SAMPLE REFERRAL LETTER

Gentlemen,

My resume is slanted toward my industry that masks selling. Over a twenty-five year period I've been on both ends of the whip; I've trained, managed, and closed contracts from \$10k up to several million. The selling has been high-ticket intangibles requiring strong closing skills.

I have a compelling reason to achieve and maintain six-figure earnings. The cause of my seeking change relates to my position requiring 70% travel. With any luck I get home most weekends.

I anxiously await discussing opportunities and am confident that my name will consistently appear at the top of your sales production reports.

Cordially,

THE ACQUAINTANCE LETTER

YOUR FULL ADDRESS

DATE

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE & ZIP

Make the introductory paragraph a personal statement:

As one friend to another, I wanted to let you know that I plan to accept the voluntary early retirement package offered by Worldwide Oil Company as of March 31, 2006. However, I do not plan on moving out to pasture for at least another 5 to 10 years. Consequently, I have put together a current resume in order to begin marketing myself for what I believe will be the most productive and exciting years of my life.

Disclaimer: The following caveat **must** be placed in the letter at this point in which the reader might think, "I get it, they're looking for a job lead").

Please understand Mike, I'm not asking you for a job. But should you be aware or become aware of any of our business associates, friends, etc. who may be in the market for new blood and innovative thinking, I would truly appreciate your giving me their names for me to contact personally. I am totally open not only to an industry change but also to relocating, if necessary. Naturally, Thelma and I both prefer to remain in Denver.

Control Close:

Any assistance or advice you can provide me at this important crossroads of my life will be greatly appreciated. I will call you next week to set up a meeting. Please give my best to your wife Thelma.

Very Best Regards,

(Type your name)

Enclosure

DIRECT APPROACH LETTER FOR A REFERRAL INTERVIEW

YOUR FULL ADDRESS

DATE

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE, & ZIP

Dear Mr./Mrs./Ms. _____

Introductory Paragraph As To Why You Are Writing This Individual:

As an individual with experience that can make a positive impact in the (name of) industry, I recently began to conduct research to determine the industry leaders. During this research it became clear to me that the (name of) Company is recognized among this elite group. I am writing to you (Mr. /Mrs. /MS.) because of your experience and expertise in the (name of) industry. My hope is that you would be willing to share some of your insights with me.

Disclaimer: Again, this must be placed in the letter at this point during which the reader might think, "They're looking for a job lead".

Please understand, I do not expect you to have or know of any current openings. However, I would appreciate a discussion to seek your ideas, suggestions, comments and reactions on how I might best achieve my objective.

Information:

At the present time I am actively seeking a position in the (name of) industry. The enclosed profile summary outlines my objective and supports it with some of my qualifications and achievements. The topics I wish to discuss with you are:

- 1) My resume
- 2) My qualifications
- 3) My plan
- 4) Areas where I might concentrate my efforts

Control Close:

Appreciating that your time is valuable, I assure you that I will keep our meeting brief and will call you to arrange an appointment at a mutually convenient time.

Sincerely,

(Signature)

Type your name

(Enclosure)

THE JOB INTERVIEW IS YOUR SALES CALL

THE JOB INTERVIEW

All of the work you have invested this far in preparing a resume and networking represents your training for the critical test of the job interview. This section will explore various aspects of the interview with the idea that greater familiarity will lead to better performance.

Evidence suggests that hiring decisions are made during job interviews. While the letter, resume, experience and referral source can all carry weight, most decision-makers indicate that the personal presentation made by the candidate is the single most important element.

Given the obvious importance of an interview, it's somewhat surprising how many candidates approach interviewing casually. They consider it as something of a natural process like breathing – everyone knows how to do it, and little time need be devoted toward learning it. On the contrary however, nothing could be further from the truth. Many experienced managers and executives have found that talking about their qualifications is an especially difficult task.

Before we discuss the actual interview itself, a note about personal appearance is in order. Many job search instructions include lists of do's and don'ts. Since style is a matter of individual preference and varies not only with the type of industry but also with a host of other considerations, most instructions prove to be restrictive and even misleading. To dress appropriately means to find out ahead of time in what manner other people at your target company dress. Reflecting the general standards and moreover appearing neat and clean should be sufficient to create a positive appearance. Here are some general guidelines to follow:

1. Over-dressed is better than under.
2. Jacket and tie for the gentlemen.
3. Tailored, professional, conservative attire for the ladies.

Up to this point, you should have successfully accomplished the following:

- Gathered an abundance of information on your target company from published sources.
- Gathered even more information through networking.

Assuming that you feel you are reasonably prepared to talk both about the key issues affecting the company and the industry, you are now ready to schedule job interviews. But remember:

YOU ONLY GET ONE CHANCE TO MAKE A GOOD 1st IMPRESSION!
...YOU REALLY ONLY GET ONE MINUTE

NOW IT'S YOUR TURN TO BE ON STAGE!

Below is an example of an Executive's one minute response to the most frequently asked interview question, "**TELL ME ABOUT YOURSELF.**"

"I am a marketing professional credited with being innovative, proactive, and often charismatic.

Over the past 20 years I have been central in the growth and development of three start-up(s).

In each, revenue exceeded \$20 million in less than four years and was sold for a profit. This was accomplished primarily through my efforts in hiring and training the right people.

I am currently seeking an opportunity at an early-stage venture that is poised for growth.

Is there anything else regarding my background that I can share that would interest you?"

It has been said that in the blink of an eye, **by the time you are greeted by an interviewer and have extended your hand for a firm handshake, you are either half way to a job offer or on your way out the door.** Grooming, as stated above, clothes, eye-contact and a firm hand-shake are **critical** to ensure that you are putting your best foot forward.

Remember the summary in your resume? That paragraph is probably why you are being interviewed. Learn to use its content as the answer to the question, "Tell me about yourself". Keep it under a minute and practice it over and over again. Tape it, memorize it, and remember, when you practice it with loved ones or friends, if they don't like it, you're in trouble.

PRELIMINARY QUESTIONS

After greetings have been extended and small talk has been exchanged, preliminary questions will be generated by the interviewer. These will require responses from you. Some helpful guidelines:

- Your response should be condensed to a single aspect, observation, or comment whenever possible.
- Each response should reflect a positive aspect about you.

Study the list of typical questions that follows. Prepare some responses that are both brief and positive. By scanning this list and anticipating certain questions along with possible answers, you can present yourself well in even the toughest of interviews.

Keep in mind, central in the thinking of all employers is adding revenue, cutting costs, and solving problems. Therefore, each and all of your answers should touch on one or more of these fundamental company concerns in some way.

TYPICAL INTERVIEW QUESTIONS

1. Tell me about yourself?
2. What do you know about us?
3. Why are you leaving?
4. What can you do for us?
5. Why should we hire you?
6. What are you looking for?
7. Can you work well under heavy pressure? Tight deadlines?
8. What is your philosophy on management?
9. Are you better in line or staff work? Why?
10. How do you deal with difficult employees?
11. What are the biggest accomplishments in your present or last job?
12. Who was in charge of _____ at your last job?
13. How did your last company obtain the _____ account?
14. What is the annual sales revenue of your present employer at this time?
15. What new strategies do you envision for this industry?
16. If you could start again, what would you do differently?
17. How do you rate yourself as a manager/professional?
18. What new goals or objectives have you established recently?
19. In what ways have you benefited from your current/last job?
20. What do you think of your boss?
21. What aspect of your last job have you disliked most?

22. Why haven't you obtained a job so far?
23. Can you describe a situation in which your work was criticized? How did you respond?
24. Would you object to working for a woman?
25. What do you think of your current employer's practice of _____?
26. Can you help us gain new accounts? How would you go about this?
27. Are you aggressive?
28. How would you measure success?
29. In your present job, what problems have you helped solve?
30. What interests you most about the position we have?
31. Don't you feel that you might be better off in a different job?
32. How much is your present salary?
33. Why aren't you earning more?
34. What kind of salary are you looking for?
35. Are you willing to relocate?
36. What references can you provide use with?
37. How computer savvy would you say you are?
38. How would you describe your personality? How would others?
39. What is your greatest strength? Biggest weakness?
40. How long would you stay with us?
41. What is your long-term objective? Where do you see yourself in five years? Ten years?
42. Have you hired people before? What qualities do you look for in potential candidates?
43. Have you had to fire people? How did you feel about it?
44. Are you aggressive enough? Too aggressive?
45. What other companies are you currently considering?
46. Do you have any questions for us?

Obviously, you can provide several potential answers to each of the previous questions. The answers which you choose to give will depend on the circumstances of the particular interview. These could include, but aren't necessarily limited to:

- How comfortable you feel at that moment
- The general tone the interview has taken up to this point
- The interviewer and his/her expectations
- How you obtained the interview/what has preceded your getting the appointment

Employer perceptions and assessments are based on what you say and do. Select your response to support the needs of the employer. Cite specific experience that is appropriate for the job being filled. When you lack a specific example, discuss your qualifications in general ways – marketing, finance, distribution, etc. In this way, you create a positive image of yourself. Finally, as a general rule, you should never talk negatively about your current or previous boss/employer. Just as you probably don't like spending time around negative people, neither does the interviewer.

MANAGING THE JOB INTERVIEW

A job interview is primarily the interviewer's game. Most interviewers see it as their right, or even their obligation to determine the agenda – both on the issues and the order in which they will be discussed. Nevertheless, job candidates have a responsibility to themselves to see that they achieve an adequate presentation. This does not mean simply a takeover of the discussion which might be counter-productive, but acknowledges joint responsibility for achieving a thorough exploration of the possibilities.

The following general guidelines are designed to keep you on course during the job interview.

INTERVIEW AGENDA

- 1) **Introduce yourself with a firm handshake.** Acknowledge your referral source if there is one.
- 2) **Clarify your purpose.** You are here because you are seeking a determination as to whether your skills and talents represent a fit in helping an employer solve a problem or respond to a marketplace opportunity.
- 3) **Address preliminary questions.** Preliminary questions will begin coming from the interviewer. Respond with thoughtful, brief, and positive statements. Ideally the interviewer will also anticipate your questions about the firm and the job requirements. Either way, this is the time to raise directing questions because they focus attention on the issues, needs, or vacancies under consideration. They also show that you are a well-prepared candidate. Whenever an interviewer concludes with, "Do you have any questions for me?" your answer should NEVER be "no".

SAMPLE DIRECT QUESTIONS

- What are the main responsibilities of the job?
- What type of person/skills/experience is required?
- How did this position become available? How many people have held this position in the last 5-6 years? If more than one or two, why? Where have they gone?
- What are the major concerns and issues to be addressed by the person in this position?
- What is the reporting relationship on the organizational chart?
- What attention does senior management pay to this position?
- What about growth opportunities?

Caution: preliminary questions from the interviewer and directing questions from a job candidate, no matter how lively and engrossing, generally will not constitute a sufficient basis for a job interview. The "heart of the interview" is yet to be reached!

STATE WHAT YOU CAN DO FOR THAT FIRM

Now you must describe exactly how you can contribute to that firm's work. You need to clearly show them your ability to meet their needs or solve their problems. This step is crucial and depends on your thorough understanding of both the firm and of yourself.

Demonstrate how well you can do it using the CAR Story format introduced in Chapter 3 (pg. 69):

Provide your examples in the form of C.A.R.'s

C = the **circumstances** under which you performed

A = the **actions** you took

R = the **results** that you obtained

GUIDELINES FOR DELIVERING A CAR STORY

- Before telling the story, focus on the skill you possess and offer to give an example to illustrate your claim.
- Deliver your story in 90 seconds or less. Plan to spend no more than 20 seconds on the circumstances, 40 seconds on the actions, and 30 seconds on the results.
- Provide quantitative results rather than offering opinions. In some cases you can cite only praise by the boss. However, it is most convincing to quote results in dollars or percentage figures. For example:

"I designed a marketing strategy for the XYZ console just eight months ago. I based my approach on a study of present users who had bought the product within the last two years. By analyzing their common characteristics, I found that they were primarily in product distribution/sales, with sales revenue of \$5-10 million, employing between 30 and 100 people. I've also used this information to direct a sales effort at similar firms, increasing new orders by 15% within six months."

- Be prepared to discuss money and compensation (we will defer the discussion on compensation until Chapter 9).

CLOSING THE INTERVIEW

Managing a job interview calls for your attention to the very end. Ideally, the interviewer will let you know how you stand and what the next step is. If for any reason you feel unclear about this, be sure to ask:

1. What is our next step?
2. Who else should I meet with? When?

A NOTE ABOUT STRESS INTERVIEWS

The premise of the stress interview is to see how a candidate reacts under pressure. Formerly used as a deliberate interviewing technique, it is today most often simply the result of an inexperienced or inconsiderate interviewer. Stress interviews create discomfort or embarrassment for the job candidate. An aloof interviewer may convey skepticism or criticism, or engage in power plays or other games. To the extent that you recognize what is happening and feel inclined to participate with lightness, humor, or feedback questions, you may do so. It is generally a mistake to proceed to a serious discussion when the interviewer cannot be engaged.

On the other hand, you may find yourself involved in an interview where your discussion is repeatedly interrupted by visitors, phone calls, or the interviewer's fleeting attention. If you find yourself in this situation, it might be best to confront the issue with a feedback question such as, "Would another time be preferable for our meeting?" If the situation persists, it should be interpreted as a commentary on the organization, which it most certainly is.

DEALING WITH POTENTIAL DRAWBACKS

Check any of the issues below that you feel may hamper your effort to reach your goals. You will need to reconcile any such concerns prior to the job interview.

- | | |
|---|---|
| <input type="checkbox"/> Passed over for promotion | <input type="checkbox"/> Career lacks focus |
| <input type="checkbox"/> Problems with company politics | <input type="checkbox"/> Unemployed |
| <input type="checkbox"/> Problems with the boss | <input type="checkbox"/> Terminated |
| <input type="checkbox"/> Experience limited to one company | <input type="checkbox"/> Age |
| <input type="checkbox"/> Need line/staff experience | <input type="checkbox"/> Underpaid |
| <input type="checkbox"/> Need management experience | <input type="checkbox"/> Overpaid |
| <input type="checkbox"/> Need general management experience | <input type="checkbox"/> No degrees |
| <input type="checkbox"/> Need top management experience | <input type="checkbox"/> Poor references |
| <input type="checkbox"/> Need budgetary experience | <input type="checkbox"/> Too many jobs |
| <input type="checkbox"/> Need analytical experience | <input type="checkbox"/> Wrong education |
| <input type="checkbox"/> Too specialized/generalized | <input type="checkbox"/> Dead-end job |
| <input type="checkbox"/> No experience in small/large firms | <input type="checkbox"/> Wrong experience |
| <input type="checkbox"/> Limited work experience | <input type="checkbox"/> Career peaked |
| <input type="checkbox"/> Gaps in employment | <input type="checkbox"/> Other |

Many of these potentially serious drawbacks can be minimized when worked through in a reasonable manner. Confront each one and draft a response that utilizes one or more of the following approaches:

- **Acknowledge** – express an understanding of the interviewer’s question: “Are you employed at present?” You might respond, “I can understand your concern about the status of job candidates...”
- **Qualify** – clarify or obtain more information to limit the frame of reference, e.g.: “You may have read in the newspapers that my employer called for a 15% cut-back in human resources...”
- **Redirect** – emphasize the positive, e.g.: “Therefore, I took advantage of their financial incentive programs to follow-up my longstanding interest in sales and promotion of office equipment...”
- **Answer** – respond to the question, e.g.: “And my active job search efforts during the last six weeks led me here. Now I’m ready to tell you what I can do for you.”

A well-prepared response will strike an interviewer like a breath of fresh air. It reveals you have reconciled a situation and are ready to move forward. In contrast, an unprepared response may alert the interviewer to your own sense of heightened concern and result in a negative reaction. Therefore **it is imperative that you have given thoughtful consideration to any gaps or weaknesses in your candidacy**, and have rehearsed your responses well in advance.

INTERVIEW QUESTIONS

For maximum preparedness, we recommend that you verbalize possible answers out loud and/or utilize a tape recorder. Even if you are an accomplished speaker, you will be amazed at how much you can project through such an exercise. It is really not much different from a politician preparing for an open press conference, and practice will enable you to project a knowledgeable and confident image. Focus the process on a single goal – marketing yourself. Most interview questions can be categorized under one of the five following themes:

THEME #1

TELL ME ABOUT YOURSELF

- Tell us about yourself and how you can add value to our company.
- Review some of the major points of your career.

THEME #2

WHY ARE YOU LOOKING FOR A JOB?

- Why are you leaving your present position? Why did your business fail?
- Why haven't you obtained a job so far?

THEME #3

PERFORMANCE-RELATED ISSUES

- What do you look for in a job?
- What can you do for us that someone else cannot?
- Why should we hire you?
- What "de-motivates" you?
- Have you lead any task forces or committees?
- Can you work under pressure? Tight deadlines?
- What is your philosophy of management?
- What is the biggest accomplishment in your present or most recent job? Your career so far?
- What is your greatest strength? Biggest weakness? (Prepare three of each)
- Can you give me an example of a time you had to reprimand an employee?
- How long would it take you to make a contribution to our firm?
- If hired, how long would you stay with us?
- If you could start all over again, what would you do differently?

- How do you rate yourself as a professional? As an executive?
- What new goals or objectives have you established lately?
- How have you changed the nature of your job?
- What do you think of your boss?
- What features of your previous jobs have you disliked?
- Would you describe a situation in which your work was criticized?
- How would you evaluate your present firm? Boss?
- How would you describe the essence of success?
- In your present position, what problems have you identified that had previously been overlooked?
- What interests you most about the position we have? The least?
- Are you creative? Give an example.
- Are you analytical? Give an example.
- Are you a good manager? Give an example.
- Are you a leader? Give an example.
- What have you done to improve the bottom line?
- How would you describe your own personality? How would others?
- Have you helped increase sales? Profits? Reduce costs?
- What do your subordinates think of you?
- Have you fired or had to lay off people before?
- Have you hired people before? What qualities do you look for?
- Why do you want to work for us?
- If you had your choice of jobs and companies, where would you like to go?
- How do you feel about your progress to date?
- Have you done the best work you are capable of doing?
- Describe a difficult problem you've had to deal with.
- Is there any additional information about yourself that you would like to tell us?
- Describe your day-to-day responsibilities.

THEME #4

GOALS

- What are your short-term objectives? Long-term?
- Will you be out to take your boss's job?
- What would you like to be doing five years from now?

THEME #5

COMPENSATION

- What kind of salary are you worth?
- Why aren't you earning more at your age?

Obviously, we cannot provide you with answers to the previous questions. Each case is certainly unique, and the answers that you must be prepared to give will depend on your own goals and situation.

Many interviews can develop into a psychological test of wits. One of the things that you must have is a good sound reason for wanting to leave your present job. However, it can't sound like sour grapes.

Additionally, you will almost always be asked to review your greatest strengths and weaknesses. Here you should have a number of answers developed in advance. This way, you can simply use the response that best fits the situation. When you are asked for your major weaknesses, you've got to appear mortal! The idea is to give a weakness that from the interviewer's viewpoint isn't going to hamper your ability to succeed in this role. You should also then proceed to describe actions that you have taken to improve upon/overcome the aforementioned trait. In this way you can actually turn a weakness into a positive by showing that you've identified it and have taken the appropriate steps.

Here are some examples of answers that can be used in this situation:

- What is your biggest weakness?

"Well, I really don't feel I have a weakness that affects my working ability. I guess at times I have a tendency to be impatient and occasionally push people too hard to get a job done. Patience is not my strongest virtue."

- What do you think of your current/previous boss?

"She is an outstanding woman. I have a great deal of respect for her and have enjoyed working with her very much."

- How long would it take you to make a contribution to our firm?

Use this as an opportunity to get additional information regarding this position; then you can take that information and optimize the match.

- How long would you stay with us?

"As I mentioned to you, I'm looking for a career opportunity. However, I'm a realist. Obviously if I don't do the job you won't want me around; and if there is no opportunity for me, it won't be the type of environment I'd enjoy."

- What position do you expect to have in five years?

"That really depends on the type of job I accept and the particular company I join. In some companies, I might hope to be president in that length of time; while in

other firms, a job with a far lesser title may prove equally enjoyable and rewarding. I guess the answer really depends on the level of responsibility that I'm given."

- What's wrong with your present firm?

"I really don't feel there is anything wrong with the firm. I have enjoyed working there and think that they have some really top people in management. It's a good company for the long pull but I am ready to handle additional responsibility right now."

- Why are you leaving your present position?

"I'm anxious to earn more money and take on added responsibility. In addition to enjoying my work, I'd like to expand my knowledge. Quite frankly, these opportunities can't exist in my present position."

- How do you feel about your progress to date?

This question requires a two-tiered answer. First express that your progress to date has been excellent and then express that the best is still yet to come. For example, "I'm pleased with my professional achievements and responsibilities to date, but I believe the best is yet to come. Personally, I am committed to excellence and always give my best effort."

- **Tell us about yourself.**

Again, this is not an invitation to ramble on. Qualify what the interviewer wishes to hear and then focus your answer on the skills you perceive the interviewer would be seeking in a viable candidate. Since many experts believe that the hiring decision is solidified in the first five minutes of the interview, a well-crafted personal presentation may well become the cornerstone of your interviewing preparation.

Prepare a ninety-second commercial about yourself under the following (fictitious) assumptions:

- 1. The interviewer has not seen your resume.**
- 2. This is the only information the interviewer will have regarding your candidacy for this position.**
- 3. The interviewer will make a decision whether or not to proceed with the interview based on this information.**

HANDLING LIABILITIES

On many occasions an interview may be proceeding smoothly until the interviewer raises an objection or points out a liability. Many of us, if put in the position of the interviewee, have a natural tendency to become defensive. Some may even become argumentative or try to contradict the interviewer. In such cases, the unfortunate fact is that whether we are right or wrong, we have probably lost any chance we may have had for getting a job offer.

The reason for this is simple. Job offers are made not because someone gives a 100% correct and intellectually valid answer to every question, but rather because somewhere along the way a positive personal chemistry is established. If we remember that in an interview, we are engaged in the process of selling our talents, then surely we will also remember that no one ever sells anything to anyone else while arguing with them. At the same time, when a valid objection is raised it won't help simply to agree, because that gives the potential employer a very good reason (which you have then reinforced) for not hiring you.

Liabilities can and must be addressed on an intellectual basis, and it is important to have a response that is logical. From the point of view of building positive personal chemistry however, it is better not to answer right away when someone raises an objection. Jumping immediately to an answer is in itself somewhat defensive. Therefore, to avoid this trap we recommend that you use the technique we have developed for handling liabilities.

Before we describe the method however, it is important to note that very few interviewers want to waste their time raising objections about someone in whom they are not really interested. Accordingly, if someone takes the time to clearly spell out an objection, don't interpret it as a negative sign. Instead, realize that the very act of raising the objection is a positive one, because it shows that the interviewer is seriously considering you for the job. If he or she were not, they would more than likely either smile politely or sit stone-faced with the intent of getting you out of their office as quickly as possible.

THE 4-STEP PROCESS FOR OVERCOMING LIABILITIES

STEP 1 is based on the recognition that whenever anyone raises an objection, the personal interaction tends to get somewhat emotional. The first thing you want to do therefore is to relieve the tension in order to maintain good feeling and rapport.

Learning how to protect yourself emotionally without losing your personality is a balancing act and preparing a strategy to handle difficult liability questions is paramount. In preparation for an interview, anticipate liability questions that might surface and prepare clear, calm, and concise responses. You can do this simply by acknowledging that this is indeed a subject fit for discussion, and perhaps even going as far as to indirectly compliment the interviewer. The principle here is then not to argue, not to agree, but to accept. Some examples of how this might be done are:

“I’m glad you brought the subject up” – or,

“I appreciate your candor in coming right out and putting your objection on the table as it gives me a chance to deal with it objectively” – or,

“I can certainly appreciate your concern on that matter. It is definitely a valid subject for discussion and I would like to address it for you”.

STEP 2 is based on the recognition that if you have a liability, there is little that can be done to change it. If, in the opinion of the interviewer you have had too many job changes during recent years, are too young, or had an employment gap, there is little or nothing that can be done about the “fact” of the existence of this liability.

Accordingly, to continue to talk about the liability will not help you. Therefore, Step two takes you away from the negative and instead focuses the conversation on the positive. You can accomplish this by asking yourself, “What positive qualities of the ideal candidate does the interviewer have in mind when he or she asks this question?” You want to change the subject of the conversation from your liability to those positive qualities possessed by the ideal candidate.

For example, if the interviewer raised the objection that your experience was in a different industry, the negative implication is that you would undoubtedly take a long time to learn the business. Hence, the corresponding positive would be ‘someone who can contribute quickly’. So that is precisely where you want to steer the conversation.

Your response in Step 2 might sound something like this:

“When you bring up that point, and it’s a good one, I’m sure that what you have in mind is the fact that you need someone for this position

who can come in and contribute right away. Is that it?"

Please note that Step 2 ends with a question about your understanding of the issue. This gives the interviewer the opportunity to reaffirm that you are correct, which helps build a dialogue in the conversation and prevents you from doing all the talking. Also, in case you *have* misinterpreted something, it gives the interviewer the opportunity to tell you so. In the unlikely event that you did misinterpret, you could always come back with a statement such as, "Oh, I must have made the wrong assumption somewhere along the line. Tell me, just what requirements did you have in mind that prompted you to ask the question?" In most instances, you will probably have refocused the conversation correctly in Step 2.

You have an option at this stage. If you like, at the point where you get the positive response, you can also introduce into the conversation one of your key strengths with a phrase like, "And if I heard you right, it's also very important that the person you want is someone who (introduce your strength here)." If you do choose to use this option, wait for a positive response and then proceed to Step 3.

STEP 3 is a simple qualifying question, framed to gain insight into whether you are seen as a viable candidate for the position. For example:

"If I could illustrate to you that I am precisely that kind of person and possess all of those qualities we just talked about, might that have some influence on your thinking?"

When you get a positive response from the interviewer, you can then proceed to Step 4.

STEP 4 is simply about telling a story that helps to illustrate your answer. Once you have finished, you should follow-up with a feedback question that asks whether the story illustrates the kind of positive qualities the interviewer is seeking. The answer you give may not be 100% intellectually perfect. That is not as important as the manner in which you handled the liability.

When all is said and done, the fact that you did not get flustered but instead turned this into a friendly exchange in which you built rapport, will be the most important consideration. You will have impressed the interviewer more with how you handled the situation on a personal and emotional level, rather than an intellectual level. And this of course is the very purpose of the exercise. Instead of getting into a defensive or emotional argument, you have been involved in a friendly conversation that is essential to building rapport and winning job offers.

REFERENCES

The Role and Importance of References

References can be your most valuable supporters in a job campaign. For this reason, it can be worthwhile to go beyond traditional steps in developing strong relationships with these people. Decide on your best references at the start of your campaign. This will help you to avoid problems that could develop later from inadequate planning. You should choose individuals with the most impressive credentials. They are the people whose endorsement will have the greatest impact.

From our experience, references are usually checked only to reinforce a positive impression you have already made. However, where there are two close contenders for a given position, outstanding references have often been the deciding factor.

REFERENCE CHECKS

High Level Executives

Persons seeking positions above \$85,000 per year will normally be subject to intensive background and reference checking. If an executive search firm is involved, they may contact references at an early stage to confirm the accuracy of key information at their disposal.

Subsequently, the hiring official is likely to have extensive discussions with select references regarding a candidate's management style, personal ethics, work habits, and how well he/she gets along with peers, subordinates, and suppliers. They will also use these conversations to attempt to get disclosure on any potentially negative aspects of a candidate's background.

Generally speaking, the higher the position is that you are seeking, the more comprehensive the reference check will be.

EXPANDING YOUR REFERENCE BASE

In your selection of references, look beyond those that are obvious. Managers and executives might consider presenting specific references to reinforce their capabilities in key functions. For example:

- If the potential employer's goal is to recruit and develop a new staff, you might suggest that they talk to some subordinates you have trained.
- If building sales is an objective, you can suggest they speak with customers who will report how you motivated them to increase their business.
- Peer level references can validate your effectiveness with others.

When to Give References

Under normal circumstances, an employer will not check references until there is serious interest in hiring you. However, you should still come prepared to all interviews with a typed copy of your references handy.

Do not offer to provide references prematurely. Avoid giving them unless specifically requested and, even then, disclosures should be deferred until an offer is imminent. The appropriate time for references is at the point of a job offer. One exception to this rule is when you choose to offer references as a typical "trial close" device. Presenting a prestigious or well-known reference is a method of selling which might help provoke interest in you for the job you want.

EMPLOYMENT REFERENCES

Former Supervisors

You should proceed on the assumption that your past supervisors will be checked. Go back ten years or three jobs to track these people down. Do not be reluctant even if you were terminated. Also, do not be embarrassed because you have not bothered to keep in touch. People often like to learn what has happened to you. Usually the experience is a pleasant exchange. Even if you were terminated there is no advantage for your former superior to hold a grudge. If you reestablish the relationship on a positive note, chances are you will get a better reference than you would with no contact.

Executives, particularly those on a fast track into top management, have a somewhat reduced need to use early supervisors as references.

Current Supervisor

You should allow your current supervisor to be contacted only after you have secured a new position. Always show strong concern about protecting your confidentiality. This will give potential employers a sense that you have a worthwhile position to protect. Let them believe that a substantial inducement is required to win you away from the excellent opportunity you currently enjoy.

If you have had only one job, or if you have been in one company for many years, attempt to recruit references from former employees or superiors who have left your company and moved on to new associations. Consider using customers, suppliers or trade group contacts that would have credibility with the interviewer. In general, it is desirable to develop several business-related references outside of your present company. In certain situations, you might also offer copies of recent positive performance appraisals.

Bad References

If you have a bad reference and can do nothing to correct it, you should attempt to defuse the situation with the potential employer. Overcome the impact by obtaining positive references from peers, subordinates or other senior managers that will contradict the negative reference. Resist pressure to furnish the name of anyone who is not going to help your candidacy. If you do not furnish the name, it is unlikely that the potential employer will ever get the unfavorable report.

If you are doubtful about what a particular reference will say, have that person checked by one of your personal contacts. Pick someone who can serve as a potential hiring decision-maker to make the call. If there is a neutral to negative reference, go back and request that more positive information be furnished.

Industry or Functional References

If you are seeking a position in a functional specialty, you may be able to win an endorsement from an acquaintance who works in your field. Testimony by an acknowledged expert concerning your knowledge and capability can be of great value. Trade magazine editors and directors of associations are often helpful in this regard.

PERSONAL REFERENCES

Select personal references using the following key criteria:

1) A Prestigious Title

These include CEO's, Presidents, Vice Presidents, Lawyers, Doctors, Bankers, Congressmen, etc. Use individuals who are respected, who have an established influence level in society, and whose judgment is valued by others.

2) A Strong, Positive Communicator

Avoid soft-spoken individuals who communicate in a monotone. What your references say is important, but the enthusiasm and conviction they project is even more important.

3) Willingness to Furnish a Powerful Endorsement

It is not mandatory that references should know you well or for a long time. However, you should be certain that they generally know your background, are familiar with your work, and know how you will be presenting yourself to employers. At a minimum, they should possess a clear understanding of where you have been, where you want to go, and why you are qualified.

4) Accessibility

Provide names, titles, company affiliations, telephone numbers, and if appropriate, the time-frames when your references can be most easily reached.

How many references should you supply? Usually it is appropriate to give three to five references including both business and personal types. In certain cases where references are being used as part of a marketing strategy, these numbers can be increased.

PREPARING YOUR REFERENCES

Grooming your references is essential. You must know exactly where you stand so that any surprises can be avoided.

First, telephone or visit your references. The best way for you to demonstrate the importance of your request is by investing your time. Obviously you cannot travel across country, but you should be willing to go out of your way. Ask for your references' permission and gain their commitment to give you an enthusiastic endorsement. Naturally, you should allow any reference the option to decline if there is an apparent lack of enthusiasm.

When communicating with potential references, try to establish a positive rapport by paying sincere compliments. For instance, you might say something like, "I've always admired your professional approach to business and the way in which you creatively express your ideas." You want your references to sense their importance and recognize that you admire their success. When the chemistry is good between you, odds are that the reference will be much better.

Provide a copy of your resume and go over your background and accomplishments with your references. Read the resume to them. Talk to them about it. Ask for suggestions to increase their retention of your key selling points. Remember, most people know only a part of your background, so be sure to make an effort to give each reference an appropriate overview.

Be sure to reassure your references that they will not be abused, and never use any one reference more than a few times (the tenth time someone is asked for information about you their enthusiasm is usually gone). Also, avoid giving your references to employment agency personnel. Here you can indicate that you will provide top references when there is a mutual interest. At the executive level however, recruiters will typically require references.

After you call or visit your references, send a follow-up letter that expresses your gratitude and summarizes a few of the positive things that can be said about you. Another course you might consider would involve the development of a list of likely questions potential employers might ask your references. Here are a few examples:

- "What do you feel are his/her greatest strengths? Biggest weaknesses?"
- "Can you give me a general idea of the scope of responsibility in terms of people? Dollars? Facilities?"
- "Can you explain the circumstances around his/her departure?"

Prepare careful answers to expected questions and discuss them with your references.

KEEPING REFERENCES UP TO DATE

During the interview process, you should go back to your references after you have submitted their names. Since most reference checks will be conducted by telephone, you might suggest that they keep your resume by their telephone and to call you after they are contacted.

Reference checkers will occasionally ask your reference if there is anyone else at ABC Company who is familiar with your performance. You should either recruit or groom back-up references that your initial reference can provide if asked, or suggest that the reference state that no one else would be qualified to comment.

If you choose to have back-up references, each reference should have the names of specific back-ups. Assuming you use two or three people to cover a segment of your background, they might function together as a closed loop. Try to eliminate the possibility that potential employers could obtain a reference from someone who is not prepared to do a good job for you.

WRITTEN REFERENCES

In certain employment sectors, notably academia, non-profit, and government agencies, it is traditional to collect written references. These formal endorsements are frequently required for appointments to university academic and management posts, and in politically sensitive public appointments. This approach can also be advantageous for some business executives and manager. This is especially true in cases where employment shifts are likely to make it difficult to obtain a solid endorsement many years later. When you leave a position you should simply ask your immediate supervisor to provide a letter commenting favorably on your performance.

INTERVIEW FOLLOW-UP

“After making three follow up calls, two emails, and a thank you note, I won the job. I never would have done this with your guidance.”

-Doris P.

INTERVIEW FOLLOW-UP

It pays to follow up every meeting with a brief note. In this note you may want to thank your interviewer for the valuable information received and restate those qualifications that attracted special interest. This can also provide you with an excellent opportunity to augment or reinforce information provided earlier. The most effective thank you notes are brief, consisting of no more than four or five paragraphs. You may also confirm arrangements for future contact.

FOLLOW-UP CALLS

The hiring process frequently requires a series of interviews either to compare multiple candidates or to generate evaluations from several people. Refresh your memory of the earlier meeting by reviewing your notes and thank you letter. If you can add even one new piece of information, it is a good idea to call. The purpose of the call is to enhance the business relationship, to schedule a time for additional contact, or perhaps to elicit the job offer. Remember however, an offer over the phone should be confirmed by letter or at a subsequent meeting, just as acceptance by phone is subject to the same requirements.

IF YOU ARE TURNED DOWN

Not every job vacancy will be right for you and not every organization will jump to make you an offer, no matter how strong your qualifications may be. In order to survive the job-search process, you will have to muster your best sports attitude regarding winning and losing.

What can happen when you adopt a positive attitude to rejection? There may be other opportunities either in this organization or outside it. Ask for ideas and leads to other opportunities that may be available. Frequently interviewers will do this when they like you and feel you came close to being selected. Managers need to rely on capable people to get the work done. Your interest and availability is to their advantage.

YOUR REFERENCES

When your job interview proceeds in a satisfactory way, you may be asked to submit the names of people who are able to attest to your qualifications. When asked, choose three people who will speak highly about your work performance and whose background suggests some compatibility with the person seeking more information about you. It seems unnecessary to emphasize again that references must always be excellent. Approach only those persons who are able and willing to give you a wholehearted endorsement. If there is any doubt at all, choose someone else.

You will find it handy to prepare ahead of time, a list of 10-12 people, together with their job titles, addresses, and telephone numbers, so that you will be in the best position to select

three. Once you have conveyed the three names, it would behoove you to be in contact with those persons immediately to update them on your status and activities, and to prepare them for the forthcoming inquiry.

THE \$100,000 PLUS CANDIDATE

The inclusion of the following proposal is offered as 7% of our clients are seeking positions at this level and dramatically higher.

It should be understood that at this level, all creative work and presentation of credentials must be done, offering the candidate as the solution to an employer's needs or market opportunities. CAS has innovated and pioneered the use of proposals for winning jobs and agendas for negotiating, to maximize compensation on behalf of the job candidate.

Those interested in using these strategies should call or email us at:

CAS_HML@YAHOO.COM OR 201-248-2534

Our advisors have in-depth experience at these levels and offer their services on an hourly basis.

ADVANCED TECHNIQUE – THE PROPOSAL

So the first interview went well and you've been invited back for round two; congratulations! You should be proud of the success you've already achieved, which is a direct result of the hard work you've put in thus far. If you truly want to set yourself apart from the pack and show that you are a top-notch candidate, then you may want to consider drafting a proposal similar to the example that follows.

POLO/RALPH LAUREN, INC. - PROPOSAL

Polo/Ralph Lauren is a Subchapter S Corporation. It is controlled by Chairman and Chief Executive Officer, Ralph Lauren. The Company wholly owns Polo by Ralph Lauren that makes and distributes men's suits, shirts and pants (\$400-\$500 million), Polo/Ralph Lauren shops (franchises), and factory outlets (\$200 million).

The licensing business includes all of the women's wear products, the Chaps men's collection and the Lauren fragrances. Polo/Ralph Lauren, Inc. and its licensees have moved from \$168 million sales in 1981 to an estimated \$625 million in 1986 (projected sales for Polo menswear in 1989 is \$400 to \$500 million).

In light of the rapid growth of Polo/Ralph Lauren, Inc. merchandise including the licensees, the challenges now facing the Company are to enhance its product offering, continue to ship quality products and grow market share, as well as provide high quality service to current customers. This will allow the Company to build a

profitable business while maintaining its Polo image and providing a good return to the owners.

Company Need: Develop strategic and operating business plans.

Company Benefit: Enhance the product offerings, grow market share, and continue to build a profitable business that provide a good return for the owners.

In previous position worked with President and his staff to map out strategies, policies and programs to provide vision and leadership for business activities and operating units. In addition, developed operating plans and targeted commitments for sales, deliveries, resource utilization, capital equipment, and facilities to ensure achievement of sales and financial objectives. Conducted meetings with President and his staff to review and discuss current and future positions.

Company Need: Control product cost and cycle times from inception through delivery.

Company Benefit: Produce cost effective, quality products in optimum time. Increase profit margins, improve delivery to customers, and ship quality products.

Organized, directed, and implemented transition from unstructured manual data environment to automated systems identifying detailed labor, material, and other operating costs and schedules. This transition was done in a company that had experienced rapid growth yet lacked systems or controls to track their success. Integrated and directed operations and inventory cost system including transition to MRP II (manufacturing resource planning); increased Gross Profit by \$19 million.

Company Need: Close coordination and cooperation among all functional areas.

Company Benefit: Provide high quality service and quality products to customers. Improve cycle times. Reduce errors and rework. Increase yield. Improve employees' responsiveness, productivity, and motivation.

Previous experience in closely coordinating, directing and guiding multiple functions with diverse backgrounds within a large organization and successfully achieving company's sales, profit and delivery objectives while significantly improving customer satisfaction. This included fostering team concepts, as well as motivating personnel and evaluating performance.

Company Need: Streamline operating processes and procedures.

Company Benefit: Shorten product cycle time. Reduce product costs and overhead expenses leading to a more profitable business and better return for the owners. Increased productivity.

Previously introduced, developed and presented results of resource utilization study. Study included identification and evaluation of a growing company's functional and departmental responsibilities and value added measurements within framework of operating systems and controls. Eliminated redundant processes or procedures and re-deployed resources to improve operating effectively and profitability. These activities and actions resulted in an increase in Gross Profit of \$4.5 million.

Note: the proposal should be drafted after the first interview and presented to the potential employer **ONLY** at the conclusion of the second interview if indeed **you have anticipated properly the contributions you can make and the role that you will play**. It is advisable to suggest to the interviewer that in addition to your resume you'd like for he or she to keep this proposal to convey to others how you can contribute and what will distinguish you from other candidates.

NEGOTIATING

(More money is won during an interview than raises awarded throughout one's career)

“Thanks, I negotiated \$25k over my initial offer thanks to the suggestions found in your book.”

-Christine H.

NEGOTIATING YOUR COMPENSATION

A difficult task for many people in re-employment is talking about money. The prospect of negotiating a price for their skills can be unnerving. However, experience shows that properly conducted negotiations can establish for both you and your employer a firmer basis for future respect and understanding.

In most organizations your salary level will be the main indicator of your status and seniority. If two people join a company on the same day but one of them has superior negotiating skills and begins at a greater pay, which one do you think management considers more senior and superior?

You can usually detect the probability of a forthcoming offer by noting how many people you meet, their responses to you, opportunities you get to tour the premises, and requests for references.

NEGOTIATING STRATEGY

Ideally, the subject of compensation should develop out of a perception shared by both you and the interviewer that the job requirements and your qualifications are a good fit. The art form here is in surfacing the value that the company attaches to the position. If the topic is raised prematurely, you might say, "I feel this is somewhat early in our meeting to discuss salary. Do you think we might defer the subject until we have addressed some other considerations first?" Or, if the situation is ambiguous, you may want to clarify with the question, "Are you making me an offer?"

Some common questions interviewers use to raise the subject of compensation are:

"What are you earning now?"

"What kind of money are you looking for?"

You should always attempt to have the first figures brought up by the interviewer. It is rare that a company would have absolutely no idea what they would be willing to pay someone to start working for them. Most often, they have a carefully established high and low figure – a range. With this in mind, you may try to answer their question with a question of your own:

"I assume you have established a salary range for the position, may I ask what it is?"

If their response states but one figure, assume it is the lowest and *indirectly* ask for the high end:

"And what would a person earn who met your requirements for the job 100%?"

Only if pressed to state your figures first, offer your own range:

“My conversations with other persons in Marketing Management, show that the competitive range is between \$XXX,XXX and \$XXX,XXX” or,

“I would imagine that your company would rate this as a \$70,000 to \$90,000 job.”

If you recognize that the money offered is too low, you may need to explore options for redesigning the job requirements to include increased responsibility. If the level of responsibility is appropriate but the money offered is still too low, attempt to secure a commitment for a compensation review in six months, thereby achieving competitive compensation as soon as possible. You may also wish to investigate the benefits package to see if the low salary might be offset somewhere else.

BENEFITS

There are other considerations aside from base salary alone that can form a very important part of your total compensation. Many financial planners emphasize the importance of a weighty benefits package, which can enhance your total compensation. You may in fact find it helpful to talk with an accountant or Certified Financial Planner (CFP) to determine what benefits will best suit you personally in the next phase of your career.

You may want to investigate some of the items below to determine how they can affect your income level.

Additional Compensation, Benefits, Amenities and Perquisites

- Bonus/Commissions
- Company Car
- Deferred Compensation
- Expense Account
- Life, Medical and Long-term Disability Insurance
- Pension Plan
- Profit Sharing
- Stock Options
- Annual Physical Exam
- Club Memberships
- Company Purchase of Home/Relocation Expenses
- Employment Contract or Termination Agreement
- Insurance Benefits after Termination
- Severance Pay and Outplacement
- Financial Planning and/or Tax Assistance
- Legal Assistance
- Company Loans to Employees
- Company Paid Tuition Plan
- Other

Remember, a few carefully chosen words and phrases can ultimately result in a \$10,000 - \$30,000 difference in your package. Choose them well.

LEARNING TO NEGOTIATE FOR THE BEST JOB AND THE BEST JOB OFFER

Few people realize it but the most important thing you can negotiate for is not salary. Far more important is the nature of the job itself. Once the authority, responsibility, and budget associated with a job have been determined, then a given salary range will be indicated. If you can shape the job to your liking, it is more likely that you will have less difficulty negotiating a suitable dollar figure.

In order to fully appreciate the significance of negotiating the nature of the job, it is important to understand the continually changing nature of any job. By definition, a job is simply a group of duties and responsibilities assigned to an individual who is expected to achieve certain goals. In any active, progressive organization, those duties and responsibilities will seldom stay exactly the same for any length of time. In fact, they may even change every day, even if only slightly and almost imperceptibly.

Just as we do not notice the daily changes in a child during their growth spurt, neither do we recognize these changes in our jobs. When we look at a picture of the child at age ten and then again at twelve however, we are usually surprised by the dramatic changes. Likewise, if you were to look carefully at the nature of many jobs in a progressive company, comparing them to what they were just two or three years ago, you would without a doubt see significant differences.

It is this factor of continuous change that enables you to negotiate redefinition of a job that may not be to your liking. At any point in your discussions, you are free to suggest the addition or deletion of certain responsibilities that may be associated with the job. After all, the job description is usually just one person's interpretation of the appropriate responsibilities at one point in time.

EXAMPLES OF SITUATIONS WHERE PEOPLE REDEFINE JOBS

Renegotiating the nature of the job is a fairly commonplace tactic today, and there are literally dozens of examples that might be used to illustrate this. Here are just a few that will give you a fairly good idea of what can be accomplished:

- The president of a \$17 million electronics firm thought he needed three people at the manager level for marketing, engineering, and production. The candidate who was originally considered for the marketing role convinced the president that he would be better off with just one executive who had strong general management capabilities that could fill one of the primary functions himself, and work directly with existing personnel in the other functions. A new job was created for him that commanded an \$80,000 base salary, whereas the original position he interviewed for had a range between \$45,000 and \$62,000.
- A general management executive was made an offer to run one company for a conglomerate. She did not initially discuss money, but instead continued to negotiate the level of responsibility. When the final offer was made, her position was responsible for five companies instead of one. The compensation that originally carried a base salary of about \$150,000 was worth \$225,000 during her first year.
- A plastics company ran an ad for a Plant Manager at \$55,000. The candidate who was ultimately hired convinced the president that the real need was for a Vice President of Operations who could address a number of other problems and opportunities that the company faced, similar to those he had already successfully navigated at another company. He was hired at a \$68,000 base, with substantial performance-based compensation that made the job worth more than \$80,000.

THE PREFERRED METHOD FOR INTRODUCING THE SUBJECT OF RENEGOTIATION

In many instances, the subject of redefining a job can be a very delicate and sensitive one. It is important therefore that you use the following principles when introducing the subject:

1. Start with a positive comment about the job and/or the company.
2. Suggest that the company might realize added benefits from changing the nature of the job slightly.
3. Offer to share your thoughts on some of the specific additions or deletions that might help improve the job's effectiveness.

Following those principles, your opening might proceed along these lines:

"Tom, there is no doubt that whoever fills this job is going to play a key role in helping the company reach its objectives. In many ways, the challenges presented and the opportunity for the right person exists to make a valuable contribution in a very short time. I believe that I can be of most help to the company in achieving its goals. There are several specific areas where my past experience will make a huge difference. I'd like to discuss them with you to hear your thoughts. We may find some or all should be included as a part of this position."

Of course, by the time you get to that stage you would have had the opportunity to identify those precise areas that you would like to add. This presumes a good deal of research and planning on your part with respect to an analysis of the organization's needs and opportunities, matched up to your skills.

AVOIDING PREMATURE DISCUSSIONS OF MONEY

One of the cardinal rules for negotiating is not to mention money until the company is sold on you. This is easier said than done however, especially when an interview begins something like this:

“Jim, before we get started, it’s important for me to know how much money you are looking for. We may as well not waste our time if it’s totally out of the ball park.”

The principle you should always keep in mind is, you don’t have to answer the question! Instead, you can avoid a direct answer with any number of responses. Here are two examples:

“Bill, I’m glad that you’re ready to discuss money; it shows your interest in me. I too want to discuss money today, and I don’t think it’s going to be a problem. But if you don’t mind, I’d like to put it off until later so I can discuss compensation with you in the context of an offer. There is the question of growth opportunities and other factors that I wish to explore first. Incidentally, I noticed that the job description listed previous bottom-line responsibility as a requirement. Will this job have P&L responsibility?”

Or

“I appreciate your candid style, let me be equally candid. I would not have presumed to take up your time if I did not have a fairly good idea of the range this company would be willing to pay for someone with my background. This is a position that interests me and if we can agree that there are needs and opportunities where my experience and skills fit the bill, I have no doubt that we will agree on compensation. Frankly, that’s not as much a concern to me as is the fundamental question – do you sense that I am the person for the job?”

Please note that in neither case was the question answered. Instead, it was avoided. Not only that, but after the avoidance the conversation was steered towards a completely different subject, mainly the nature of the job itself.

You may or may not prefer the approaches cited here as examples. Whether you use them or not, make sure that you do arrive at a response that follows these principles and is comfortable for you. Then rehearse it with a tape recorder until it is firmly embedded in your mind, so that you do not need to think about it when the situation occurs; it should be an automatic response by then. The more carefully you rehearse it, the more spontaneous and smooth your response will sound during the actual interview.

HOW TO GET THE EMPLOYER TO NAME A FIGURE FIRST WITHOUT GETTING INTO AN ADVERSARIAL SITUATION

Under ideal circumstances your avoidance phrases should lead to a discussion of the job requirements and how you might fill them. Some interviewers will be more persistent however, and some will come back to that question again after you have discussed the job itself. You may get a comment such as:

“Ann, I agree that your experience fits our requirements; we might have a match here. But you know, you never did tell me what kind of money you expect to make?”

Do not retort with, “How much are you offering?” The problem with that answer is that it is extremely direct, and counters a question with a question. It might be interpreted as hostile by some interviewers, or at the very least will annoy them. Nevertheless, it is the question you want to ask because if you name a figure first, it may be substantially less than the employer was willing to pay.

The solution here is to remember that you don’t have to answer the question directly. Instead, remember that when someone asks what kind of money you are looking for, you have a right to assume that they are interested in making an offer. You can turn the conversation in that direction with a comment such as:

“Oh, does that mean you are interested in making me an offer?”

Or

“Tell me, you’re interested in talking money at this time, does that mean that if we can settle the money matters we are on the way to my receiving an offer?”

In effect, what you have just done with a statement like that is to qualify the actual level of interest on the part of the interviewer, and to put the entire conversation in its proper perspective. You may expect that you will get either a positive or a negative response. It does not matter. Your reply would be the same in either event. It should follow the principle of the U-turn, where you back away from a direct confrontation, turn the conversation in another direction, then come back with a question about the range they have in mind. You will accomplish the same thing that you would with a direct response, but you’ll avoid the danger of arousing hostility or resentment on the part of the interviewer. Your U-turn statement might go something like this:

First Part: “I have been most concerned with finding the ideal situation in terms of the challenges the job provides, as well as the growth possibilities.”

Second Part: “It seems from our conversation that I have found what I’m looking for

here: the job that needs to be done, the company's commitment to excellence, and my confidence that I can achieve the desired results."

Third Part: "And while money counts, I haven't yet settled on a figure as I believe that if mutual interest exists, money will take care of itself. What is the range you have created for this position?"

By using this approach, you maintain a gracious and friendly atmosphere while still avoiding a direct answer to the question. In many instances, you will find that the reply is in fact a stated range from the employer.

In those instances where the response of the employer is still non-committal, you may be forced to give a range yourself. If so, have an estimate of what the job is worth before you begin discussions. You may estimate this from what others in the company are paid, from the value of similar positions in other companies in the industry, or from an agency or recruiter. As with most aspects of your search, research here is key.

Give a range that surrounds what you believe to be the top end of the actual range. For instance, if you estimate the range between \$70,000 and \$80,000, you might respond, "from the high seventies to the low eighties". At the same time you can remind them that you are a "top of the range performer".

WHAT TO DO WHEN YOU LIKE THE COMPANY AND THE JOB, BUT NOT THE SALARY

Countless times job seekers have been offered positions at a salary that they consider unacceptable, so they simply walk away. What they don't realize is that they have walked away from what could have been an ideal opportunity. Had they been aware of the following technique, they might well have been able to keep a dialogue open and get not only the job they wanted, but also the salary. If you have been made an offer for a job you like but the salary is too low, use this approach:

"John, first let me say that I am very happy that you decided to make me an offer. However, given the responsibility involved and the importance you have attached to the position, it seems that you are not funding it adequately. You and I have discussed the significance of this position, and how important it is to have a superior performer in this spot. I think we both agree that I have the credentials. Can't we move closer to the top of the range you created for this role? I want to work for you, and I hope we can reach some adjustment. Can we take another look at it?"

With a statement such as that, given in a sincere, low-key tone, you have questioned the basis of job valuation and opened the door for redefining the job and the compensation, but at the same time reaffirmed your enthusiasm for the company and the position. Since you have little to lose because your other alternative is to simply walk away, this approach is a safe one and has proven effective for many job seekers.

HANDLING "HOW MUCH MONEY ARE YOU MAKING?"

For the most part, you can treat this question just as you would, "How much are you looking for?" The principle is the same: avoid giving a direct answer. The two examples provided earlier would also be appropriate for this question. Another response might be:

"If the job is right for me, I know we will work out something that is agreeable to us both, and I fully believe I will not exceed your budget. With respect to the job itself, (start to bring the conversation around to the requirements of the job and its place in the overall effort)."

This approach is simple, time-tested, and effective. In most instances, you will find that you can proceed to a discussion of the job and your talents before you return to the subject of money. By that time you will have sold yourself effectively, so it would be appropriate to talk money.

The primary problem in revealing your present earnings too soon comes about when an employer attempts to use present compensation as a basis for the salary offer. This is a common problem and we will address it now.

WHAT TO DO WHEN AN EMPLOYER TRIES TO USE PRESENT COMPENSATION AS A BASIS FOR A SALARY OFFER

Ideally, any offer should be based on the value of the position to the organization. But in reality most employers will attempt to buy talent at the lowest possible price, and will justify their offer by comparing it to your present compensation. This can present a significant problem if you have been underpaid in the past or if you have developed talents that now enable you to perform at a significantly higher level of compensation.

In such cases, the principle to follow is that of **introducing other criteria** on which to base the offer. These can include the importance of the job itself, what you would have made with a raise had you elected to stay where you were, the total package compensation you had, ranges others have mentioned when considering you, or any other relevant basis. Your comment might go like this:

“I can understand that you would consider your offer to be a fair increase over my past compensation. But I should explain that the very reason I am here is that my contributions had far outweighed my compensation. Remember too, that my compensation package was (state an amount 25% more than base figure). Had I remained, I would have been due for a raise, which would have increased it by another 10%. Given our interest in one another is there anything you can do to secure additional funding for this position?”

Conclude your remarks with a request for the employer to reconsider the offer based more on the value of the job itself than on past compensation. Reaffirm your interest and enthusiasm for the job, the company, and the people you have met.

HOW TO RAISE THE BASE SALARY OF AN OFFER YOU LIKE

In a well-run campaign, you are likely to receive offers that please you. As the guidelines that follow point out however, no matter how pleased you are, it's typically best to avoid saying yes immediately. This is because in most instances you can negotiate for a higher base salary. Employers often expect to negotiate, and if they have gone to a great deal of trouble interviewing a number of people before making an offer to you, the chances are that they are willing to go another 10% if that's what it takes to make you happy.

The danger is that you might give the impression that you might not be a satisfied employee, and that you are not really eager to join the company. To avoid this scenario, you should:

Be enthusiastic about **EVERYTHING...except** the base salary!

This is an extremely important principle. Whenever you wish to bring out any negative, whether it is about money or the nature of the job, you will increase your bargaining position if you are first enthusiastic. Having reassured the other party of your positivism and good intentions, you can then raise corresponding negatives or questions, without running the risk of their concluding that you are really not so interested after all.

Rehearse a statement **which lasts at least 30 seconds**, in which you tell a company how enthusiastic you are. **Do not** rely on your spontaneous ability to express enthusiasm for 30 seconds when you actually get the offer. Also, remember that if you rehearse a 30 second statement, when the actual offer comes you will probably complete in around 15 seconds. Any less than that is dangerous. The employer may fail to appreciate your enthusiasm, and hear only the negative. Put together whatever words you like, but make sure they fill the time. Here is one version that has worked for some clients:

Remember, be enthusiastic about EVERYTHING...

"Phil, I can't tell you how pleased I am to receive this offer. As I have stated, this position is a perfect fit. The challenge is there as well as the commitment of the company to meeting its goals, and my background is precisely what is needed to assist in achieving those goals.

Also, I will be working with the kind of people I feel comfortable with; I felt the chemistry with all of the members of the team. Anyone would be proud to be a part of your organization, and if ever there were a day when I could say that I have made the most significant, single, positive career move in my life, this would have to be it. Jane and I are going to go out tonight and celebrate, you can be sure of that. This is certainly something worth celebrating."

If you seek additional compensation, you might consider naming a figure that is 10% higher than the base salary offered. When the request is phrased this way, chances are minimal that the employer would withdraw the offer. When this technique has been used, it has consistently resulted in either increased offers, or a willingness to review the compensation package again in a relatively short period of time.

UNDERSTANDING SALARY SYSTEMS AND EMPLOYER ALTERNATIVES

In major corporations, the salary for most jobs is usually flexible within a defined range. Even when a firm claims that the salary is "open", you can be sure that the employer has an idea of what he is willing to pay to fill a given position. There are exceptions to this of course, namely in smaller firms, in top spots, and in those cases where an employer wants to hire you and is willing to create a new position in order to bring you aboard. Obviously these are the types of situations that will present your best opportunity for negotiating something more attractive.

The most common salary systems ordinarily have a range established that differs by half the amount of the minimum salary. For example, a company may have a job that can pay from \$60,000 to \$90,000. While they may hope to hire an individual at the lowest figure possible, the usual procedure would be to allow the direct superior to offer any amount between the minimum (i.e. \$60,000) and the mid-point (i.e. \$75,000).

As a general rule, the lower the amount at which an individual is hired, the higher the annual percentage increase for which he is eligible. As an alternative, some companies follow a policy that states that the lower a person's salary is the more frequent their salary reviews will be.

WHEN TO DISCLOSE SALARY

If your salary is relatively low in terms of the positions that you hope to explore, you should obviously avoid stating it before an interview. In these cases, you would not want to negotiate from your present base, and divulging this amount in advance will only put you at a disadvantage. There are certain individuals who have successfully conducted campaigns and negotiated offers without ever revealing their current income. However, despite some successes, most employers will not tolerate an individual's excuses for not providing the information. The point remains that if your present earnings are far below your goals, you should attempt to avoid salary disclosure for as long as possible.

Regardless of your talents many employers will evaluate your potential worth to them in terms of present earnings. For example, if you were earning \$47,500, you might not be considered by certain people for a \$70,000 position. Someone else could have the same set of credentials but be earning \$60,000 and the firm would welcome him as an eligible applicant. If you're looking for a substantial increase, one of the keys to your negotiating success will relate to your ability to sell potential accomplishments – the benefits that you can bring someone.

When your salary is high relative to your age and experience, you may also not wish to disclose it at an early stage of negotiations. Making a decision in this regard must be based upon each individual situation. There are times when it is wise to state your earnings in the beginning. For instance, you do not want to waste your time on positions that will eventually prove disappointing.

One way to disclose salary that is almost always effective involves communicating the growth that you have achieved over a specific period of time. For example, you may wish to cite the percentage growth in compensation attained in your last position. People associate salary growth with performance, and if you have something to say in this regard it can oftentimes raise the offer.

Finally, when speaking of previously earned compensation, you must **always refer to total earnings** and if you are eligible for a bonus, commissions, profit-sharing, etc.

TELLING THE TRUTH ABOUT PRESENT INCOME

When it comes to financial matters in job hunting, there can be little doubt that some people are indeed very imaginative fabricators. However, before you exaggerate your present earnings, you should be aware that it is very easy for an organization to verify your true income. In actual practice though, most companies will not seek a verification of present salary, and if you do claim higher earnings you will probably survive. Nevertheless, if anyone in a given firm has reason to suspect the validity of your claim, they have a number of avenues open to them:

1. They may ask to see a payroll stub from your present employer.
2. They may ask to see a copy of your last tax statement or your W-2.
3. They may attempt to make a written or phone verification with your former supervisor and/or personnel department.
4. They may rely on an outside agency when investigating your background and earnings (many of these firms perform a very accurate check on any earnings claims).

If you have a low salary and feel you must exaggerate to be considered, be sure to hedge in terms of an expected bonus or increase in salary. In other words, state your present salary as it is, but if you have a remote chance of shortly receiving a raise or a bonus, be sure to make that level of earnings the basis for your negotiations.

NEGOTIATING FOR MAXIMUM SALARY

If you are presently employed, during the initial stages of your campaign you should maintain firm salary objectives. You will need to discipline yourself against letting people discourage you; be sure to aim for what you believe you are really worth. Obviously, if you are unemployed or otherwise under immediate pressure to make a change, this will affect the posture you take. For most people, the following guidelines should prove of some assistance:

1. Set optimistic goals for yourself and always sell quality rather than low starting price. If you are interested in change for financial reasons, you may be looking for at least a 20% increase in net annual take-home pay. If you allow yourself to be talked into a 10% or 15% increase you may only be fooling yourself. This is particularly significant because there are people earning from \$40,000 up to \$100,000 and up who have been getting increases with ease. **Don't sell yourself short.**

When people ask you what type of salary you are looking for, try to avoid the question until the firm is completely sold on you. Once you have committed yourself to a number, when the potential employer meets your requirements he or she will be looking for immediate acceptance of the job.

2. Before you do any negotiating you should always make sure that the employer is going to extend an offer (i.e. complete the sale before you try to close the deal). Remember that your first objective is to have an employer make up his mind on hiring you. If he isn't sure about you, premature financial discussions may turn him off very quickly.
3. The finer art of negotiating requires some precise insight into the other person's alternatives, along with a knack for phrasing your needs so that they seem very reasonable. You will have to communicate your point of view or the rationale behind your thinking before you get to the stage where you are pinned down on a number. Make it easy for the employer to have some empathy with your situation.

During your discussions you should focus on standard of living and short-term take home pay, as opposed to gross annual income. Also, depending on how much you are presently earning it may be better to speak in terms of percentages instead of thousands of dollars.

4. Regardless of how excited you may be when you receive an offer, **you should never accept it on the spot**; always ask for time to think it over. Then if you want the job you should try to negotiate a better financial package. Any good organization will never withdraw an offer just because you think you are worth more. The worst that could happen is that they may hold firm on their original offer.

If you're looking for the maximum, when you negotiate you should be absolutely enthused about everything but the financial aspect. This means being completely outgoing in your excitement about the job, your future boss, the firm, and about the opportunity in general. In short, you should show enthusiasm about everything...except the money.

At this point, one thing you might say is that after carefully reviewing your situation, the intangible costs of the move, and other alternatives, you wish they could see their way through to meeting your needs. If that doesn't work then try to get them to meet you halfway.

If you still do not meet with any success in your negotiations, you can always shift away from negotiations concerning the present and focus instead on the future. Here we are referring to things like a review after six months, a better title, or an automatic increase after one year, etc. These are all very easy things for an employer to concede.

Because of inflation the whole area of salary negotiations has become more fluid. Many employers have been forced to set aside their old guidelines in order to continue to attract and hire the best candidates. Still, many people allow themselves to be deceived by employers who talk about increases in gross annual dollars. From a financial standpoint however, what you must be concerned with are immediate and potential opportunities for improving your standard of living. Therefore, we recommend that before accepting any offer, you first should calculate just what an increase means in terms of "added funds on a weekly basis". This generally puts things in a much more meaningful perspective.

EVALUATING AND ACCEPTING OFFERS

As a job seeker, your most difficult decision may involve the evaluation of “comparative offers”. If you are young or just starting out, the decision may be quite easy. Regardless of where you are in your career, our recommendation is that you should **always put future opportunity over starting salary**.

If you are an executive, there are very few “rules of thumb” that we can provide. However, we have found that it does help to take the time to write the positives and negatives of comparative offers on paper. While it is always convenient if the highest offer is also the position with the most growth potential, things rarely, if ever, seem to work out that way.

When you do decide to accept a job, you should always accept it verbally and then **confirm your acceptance in writing**. The purpose of the letter is to restate and confirm the terms under which you have agreed to work for the organization. Hopefully, they will do the same. At most senior level positions, you can expect a letter of intent or an employment contract.

CONTRACTS AND TERMINATION AGREEMENTS

It is very difficult to generalize about employment contracts. In recent years, many organizations have been more forceful in taking a stand against them. Their reasons for doing so are quite simple. Contracts usually guarantee employees a certain compensation for a prescribed length of time, as long as they work "to the best of their abilities during normal business hours". Employers are guaranteed very little, and the individual can usually break a contract quite easily. Corporations on the other hand are usually forced into financial settlement if they choose to dismiss an executive under contract. Additionally, when arguments over broken contracts cannot be resolved, the courts most frequently rule in favor of the individual.

Despite corporate policies against contracts, it is difficult to imagine any firm that would be willing to lose a sought-after executive simply to maintain its policy. A contract is just one additional element in the total negotiable as are any matters relating to salary, bonuses, stock option participation, etc. If you can possibly arrange it, a contract will almost always be to your advantage. While you can always be terminated, a contract can provide you with a measure of financial security and a certain degree of independence from corporate politics.

In many cases the mere possession of a contract may be the most significant status symbol that exists in a firm. For senior executives, a contract usually has a higher priority even than amount of salary. This is especially true if a corporation is likely to experience turnover in top management, or if a firm is occasionally the subject of merger or acquisition discussions.

As a general rule, we feel that anyone earning more than \$100,000 should never be reluctant to ask for a contract. A request, as opposed to a demand, will never result in a revoked job offer, and again there is always a chance that they may accede to your request. Don't be deterred by the fact that you have heard that the firm does not give contracts. There is always a first time for everything, and as previously mentioned if a firm really wants you, a contract request will not stand in its way.

This is not meant to imply that the contract will be won easily. You should be aware that your first request may result in a number of negatively phrased routine comments. The most common ploy is to hint that your request reflects a lack of confidence in the firm, their management, or in your own ability. They may also ask you if you are the kind of executive who values security more than opportunity. You should anticipate comments such as:

"Your contract request makes me wonder if you have the self-confidence and entrepreneurial qualities that you've indicated. We're also very

concerned about your trust in us. If our relationship is going to be as successful as we all plan, I think it should begin on a note of mutual trust and integrity.”

As long as you anticipate them, these types of questions should be easy to address. There is usually only one major disadvantage that goes along with most contracts. If you request one, your employer may insist on inserting a protective clause that would limit your ability to take future employment with a competitor. The insertion of such a clause is often requested as a show of good faith, and is quite hard to refuse without creating a serious doubt in the mind of your new employer.

If you are at an executive level, there are certain companies with whom you must be very firm in your request for a contract. These would include: companies in financial trouble, firms that are merger or acquisition candidates or those that have just been merged or acquired, family-controlled and private companies, and companies where one individual personally dominates the environment. In these unstable situations you might consider seeking a one to three year contract covering minimum compensation that has provisions for such things as bonuses, deferred compensation, moving expenses, annual renegotiation upwards, and profit sharing. You may also be able to negotiate life insurance, release with compensation in case of merger, salary benefits to your family in case of death, special reimbursements for foreign service, and consulting fees in the event of termination after the end of the contract period. In any event, don't treat contract terms lightly and be sure to review all of the fine print with a competent lawyer.

In recent years there has been a considerable growth in the use of “termination agreements”. In most cases these are substitutes for employment contracts. Termination agreements are usually in the form of a short letter in which an employer agrees to irrevocable severance compensation. We personally favor the idea of these agreements and think that they can be devised to adequately serve the needs of most executive job candidates. In some industries these agreements have already become quite common at salary levels of about \$150,000. In most cases, they provide for a minimum severance compensation of six months' salary, along with relocation expenses, professional outplacement assistance, and the extension of all insurance benefits for a period of twelve months. Any agreement that you accept should explicitly cover any and all situations under which an employer may choose to terminate your services.

CONSIDERATIONS FOR NEGOTIATION

- Airline VIP Club
- Annual Physical Exam
- Athletic Club Membership
- Base Salary
- Benefits after Termination
- Bonus - Performance
- Bonus - Sign-on
- Chauffeur Service
- Communication Equip. Medical Insurance
- Commutation Allowance
- Company Boat, Plane, Apt Office
- Company Car or Gas Allowance
- Computer
- Consulting Fees after Termination
- Consumer Product Discount
- Country Club Membership
- Credit Cards
- Deferred Compensation
- Dental Plan
- Disability Pay
- Estate Planning
- Executive Dining Room
- Expense Accounts
- Home Security System
- Financial Planning Assistance
- First Class Travel
- Flex-Time
- Higher Cost of Living Subsidy
- Higher Tax Subsidy
- Housing Allowance
- Income Tax Planning
- Income Tax Preparation
- Job-related Liability Insurance
- Legal Assistance
- Life Insurance
- Low Interest Loans
- Matching Investment Program
- No Salary Cut Agreement
- Outplacement of Your Choice
- Overseas Travel Allowance
- Pension Plan (vesting now)
- Personal Body Guard
- Personal Liability Insurance
- Profit Sharing
- Reserved or Paid Parking
- Sabbatical
- Salary Reviews
- Sales Commissions
- Secretary - Private
- Severance Agreement
- Severance Pay
- Short Term Loans
- Spouse Travel
- Stock Options
- Vacations
- Virtual Employment

REIMBURSEMENT CONSIDERATIONS

- Property Management Fees
- Moving Expenses
- Company Purchase of your Home
- Real Estate Brokerage Fees
- Closing Costs
- Mortgage Prepayment Penalty
- Mortgage Rate Differential
- Mortgage Funds
- Bridge Loan
- House Hunting Trips for Family
- Interim Lodging Fees
- Shipping of Boats and Pets
- Installation of Appliances, Drapes and Carpets
- Lease Termination Penalty

PROFESSIONAL ENRICHMENT CONSIDERATIONS

- Professional Membership Fees
- Books, Journals, Magazines, Software, etc.
- Seminars, etc.
- College Courses
- Associations

INTERVIEWING: ADVANCED TECHNIQUES

The following advice and techniques are most beneficial for those at senior levels in their careers. Candidates should not attempt to utilize this approach until other more basic interviewing skills have been mastered.

It is possible for a job candidate to “manage” the interview process to an extent. This is important in ensuring that concepts and ideas basic to the candidate’s agenda are introduced and understood by the interviewer. Of course, this does not imply a complete takeover by the candidate, but rather indicates a certain “give and take” in the process. Most individuals still believe that the discussion should be dominated by the interviewer with the candidate accepting only a passive role. However, this couldn’t be further from the truth.

All too often in the interview environment the interviewee submits to the “Good pupil syndrome”. This occurs when you politely answer all of the questions and try to demonstrate your intelligence to the interviewer. Unfortunately, sitting patiently and waiting for the next question may instead give the interviewer a picture of you as compliant, passive, and even uninteresting. Therefore, be sure to ask your questions. Show them that you are the creative solution to some or all of their needs. Ultimately, you want to reverse the polarity and subtly interview the employer.

Basic techniques in Interview Management:

1. Opening the Interview.

This is certainly not a time to be passive, although most candidates are. Open the interview with a strong positive greeting or a statement like, “I’ve been following the performance of your firm for some time now and it’s really a pleasure to finally be here to talk with you about it”.

2. Establishing Credibility.

Volunteer further information about the firm (its market position, competition, history, goals, or image). Do not go into problems just yet, however.

3. Answering Employer Questions.

Questions (very possibly stress questions) will begin coming from the interviewer. Utilize the C.A.R. method (see page 69 - Elements of a C.A.R. Story) where possible to answer them in a brief (60-90 second), lucid and attractive manner.

4. Establishing Employer’s Needs (Directing Questions).

The direct question concept is critical to establishing the wants, desires, and needs of the employer. This first half of the interview activity will determine, to a great extent, your strategy in the critical second part of the interview.

SAMPLE DIRECTING QUESTIONS

- a) What type of person, skills and experience are desired?
- b) What kind of experience and education would the "ideal candidate" bring to this position?
- c) How did this position become available? If the incumbent has gone, where has he/she gone?
- d) Is this a newly created position? What are the preliminary responsibilities?
- e) If an existing position, what are the primary and secondary responsibilities?
- f) What is the reporting relationship? Can I see an organizational chart?
- g) How much attention does senior management pay to this position? What about its visibility?
- h) Can you tell me about opportunity for growth?
- i) What are your major "concerns" regarding this position?
- j) How about turnover? How many people have held this position in the last 5-6 years? If more than one or two, why? Where have they gone?
- k) How much latitude will I have in making decisions? Where do I draw the line before seeking higher authority for decisions?
- l) What is level of training/experience of staff?
- m) What about turnover of staff? If high, why? What's the underlying problem? If low, why?
- n) Is promotion usually from within for opportunities in this area/department? If yes, why have you chosen to go outside?
- o) What is the philosophy of upper management? How visible is he/she?

Handling Liabilities:

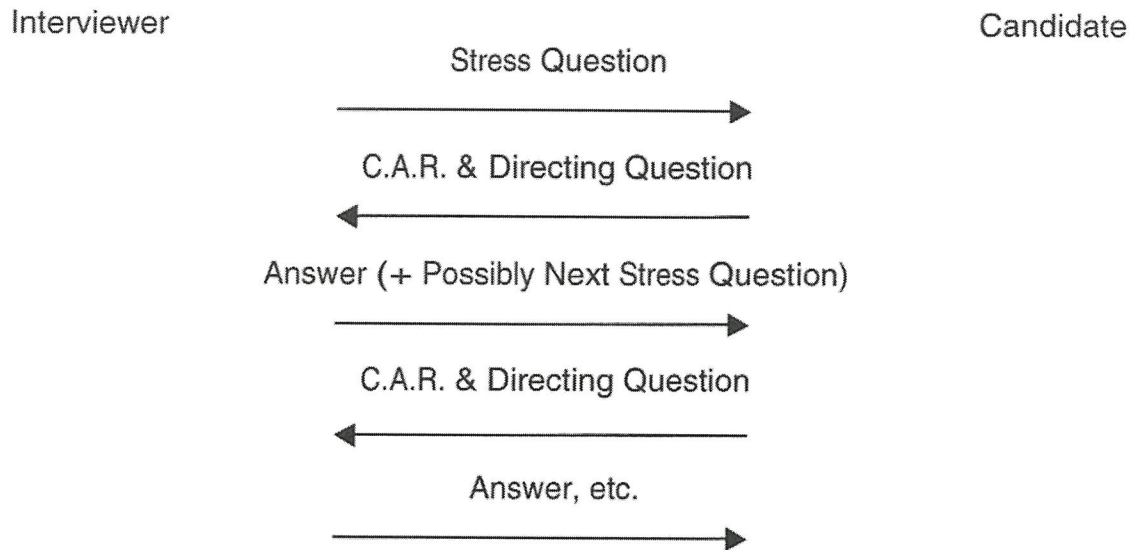
Be prepared to respond briefly, directly, and positively. Smile, lean forward, and say, "I'm glad you asked that question..."

Achieving dialogue in the interview:

There can be no question that the ideal interview is an exchange of information on both sides. The employer must learn essentials about you in order to decide whether you are a proper candidate; you must learn if the position is right for you and whether you would feel right in the organization.

This back and forth procedure (employer question, answer, candidate question, answer) is a desirable situation that will be the optimum vehicle for information exchange. We will discuss how to achieve it in the section that follows.

ACHIEVING INTERVIEW DIALOGUE



Interview dialogue, similar to the volleying in a tennis game, can go a long way toward producing positive dynamics in an interview situation. That is, a near equal relationship is created between the interviewer and the candidate. A meaningful exchange of ideas and information may be very unlike the normal experience the interviewer has had in dealing with potential candidates.

In addition to setting you apart from the crowd, this technique is vital to:

1. Selling your skills.
2. Learning about the position/company.
3. Building a positive relationship with the interviewer.

ADVANCED APPROACHES

Building the volleying type of interview dialogue is definitely important, but it is *imperative* that you do not forget to listen! You must hear what the interviewer is telling you.

And while it might be easier to take copious notes as you go along, it's better to simply take brief notes of the attributes, characteristics, and desirable traits the employer is looking for in an ideal employee. These notes should be "fleshed-out" immediately following the interview and before you get home.

C.A.R.'s dealing with the following could be defined as more generic or general type skills:

Cost cutter	Well-organized
Motivator of personnel	Open to new ideas
Meets deadlines	Stable personal career
Can work independently	Meshes well in a group environment

So in effect, one is building a positive, but generalized picture in the first half of the interview. Once the data is in on employer needs (based on your directing questions), the candidate should mentally picture a “job description” based on what the employer is looking for. This step is critically important to understanding the wants and needs of the employer. And the best way to land a job is to ultimately address those needs with the appropriate skills you possess.

MATCHING NEEDS WITH SKILLS

Once the employer’s “search image” has been identified, the process of addressing each need can begin. This will most likely occur in the second half of the interview process.

INTERVIEW TIMELINE

<u>1st Half</u>	<u>2nd Half</u>
<ul style="list-style-type: none"> • Answer stress questions • Ask directing questions • Use general C.A.R.’s • Analyze employer needs • Handle liabilities 	<ul style="list-style-type: none"> • Volunteer specific C.A.R.’s directed at employer needs • Ask feedback questions • Close the interview

Remember that almost no candidate is ever fully qualified for the next position unless it is a truly lateral move. You will seldom have all the qualifications necessary, but then neither will most other candidates.

For those candidates that do not possess all of the requirements needed, there is always a possibility that your personal presentation, materials, and manner will be superior. Since the personal presentation and related materials, not necessarily the background, are often the determining factors, it is possible for a candidate with a better presentation to beat out another candidate with “perfect credentials”.

OPTIMIZING THE MATCHING PROCESS

1. Powers of Observation

Do not neglect your powers of observation during the second part of the interview. Observe whether the C.A.R.'s that you are volunteering in response to earlier stated employer needs are creating additional interest. Are they being listened to carefully? Is the employer giving any other signs of interest (e.g. leaning forward, more direct eye contact, nodding, faster speech, etc.)?

If those factors seem to be present, continue on as before. If the employer seems to be losing interest or is not terribly involved in what you are saying however, you should immediately move to the next step – the feedback process.

2. Utilizing Feedback Questions

At the end of every C.A.R. in the second part of the interview, a feedback question may be interjected. A feedback question is one that measures or gauges the reaction or interest of the listener. Typical feedback questions could be:

- Do you see what I mean?
- Do you follow me on this?
- Does it seem clear to you?
- Should I tell you more?
- Does this seem pertinent to what we were talking about?

If one was getting a neutral or negative response from the matching process, it is imperative to ask feedback questions to see where you have gone wrong in your analysis of employer needs. Feedback questions can often tell you that your earlier supposition that they need trait "A" is not really correct and you can refine your strategy accordingly.

3. Determining suitability for apparent job assignment

Once meshing C.A.R.'s have been provided to the employer, techniques should be used to affect a suitable end of the interview.

4. Closing the Interview

Realistically, the first interview will serve mainly as an information exchange process and will most likely not result in a job offer. Many established companies will very thoroughly screen potential candidates in as many as four or five meetings to determine suitability. In many instances each meeting will be with a different individual and the same scenario mentioned above will be utilized in each case.

In any follow-up interview (second round, third round, etc.) it is important to determine exactly what the next step in the process will be. It is highly undesirable to accept a passive role and allow the employer to determine not only if and when there will be a next meeting, but also whether or not there is any interest at all. For these reasons, various interview closing questions are recommended.

Recommended close #1 – “Do I appear suitable for the position?”

This is the ultimate feedback question. It is critical to determine if the employer considers you a serious candidate, or whether you are simply “stuffing” to beef up interview numbers.

Based on the employer’s reaction, you should try one of the following:

- a) If a “Yes” response – move on to close #2
- b) If a “No” response – Ask, “Why not? Where do I appear deficient? Is there anything more that I could tell you that might change your impression?”

If there is a resounding “No” answer, move to close #3.

Recommended close #2 – “What is our next step?”

To be used as a separate close or as the follow-up step to an affirmative answer to close #1. In effect, this question “forces the issue” as to the interview process being at an end.

Recommended close #3 – “Are there other potential positions that my skills might more fully meet?”

This approach should be used when recommended close #1 has resulted in a “no” answer or when your analysis of your suitability for the job indicates that it is not the proper position for you.

Important: do not accept a job for which you are not qualified functionally or have minimal interest in! This will only lead to future problems. A job offer will be flattering but will have no meaning unless it truly does encompass your skills/abilities and your preferences. If these either of these agendas is not in place, proceed no further.

SUMMARY

This step-by-step process is detailed and might seem laborious. However, it is proven and has yielded positive results for a great variety and number of people. Mastery of the system will enable you to manipulate the interview process to your advantage instead of the opposite happening to the employer's advantage.

Finally, as with anything in life that is worthwhile, **practice is vital to your success**. Become adept in the techniques outlined. An excess of labor on the front end will truly be rewarding. And finally, remember that **attitude is critical**. It will serve you well to approach each interview with a positive mindset and assume that your skills can be of use to the target organization. In more cases than not you will be right!

YOUR CAREER PATH

“They say a journey of 1,000 miles begins with a single step, I think it begins with the decision to take that journey. Your book was the inspiration for my committing to be all I was capable of being. I must say I have gone further and grown quicker than I could have dreamed.”

-Kathy N.

YOUR CAREER PATH

One study examining successful people in commerce, industry, government, academia, entertainment, sports, and science found a common characteristic among them. All had specific goals and objectives and were pursuing activities leading to these goals. Furthermore, they had an unwavering belief that they would succeed.

Great achievers apparently like what they do. They enjoy the challenges that their professions offer, and are excited about their work.

Examine yourself and the work you have chosen. What are your goals? Do you want more formal learning? Do you want new skills? Do you want more responsibility?

Resolve now to set some long-term goals that you will pursue while holding down your next job.

MOTIVATION

Your motivation is a major factor in your success. It is a set of attitudes that magnify (or detract from) your skills. Recognition of this factor no doubt prompted the saying, "where there is a will, there is a way".

Evidence suggests that time and time again, attitude has made a difference. During the Battle of Britain, the motto of the Royal Air Force, "Per Ardua Ad Astra" – through adversity to the stars – contributed to their victory! Vince Lombardi, the legendary football coach, left a legacy by insisting "commit yourself to victory". John F. Kennedy and the people of the United States committed themselves to putting a man on the moon long before the means were available. General MacArthur observed in the twilight of his life:

"People grow old only by deserting their ideals. Years may wrinkle the skin, but to give up interest wrinkles the soul. You are as old as your doubt, as young as your faith, as old as your fear, as young as your self-confidence, as old as your despair, as young as your hope".

Select your ideals. Define your long-term goals. Commit yourself and think of what you have to do to get there. Once in your new position, you will be developing new skills and expertise for the next step in your career. And when you recognize that you are making progress take the time to reevaluate yourself. If you need additional education, get it.

If you have the qualifications and want a promotion, ask for it in your present organization. If they can't or won't give it to you, then seek it in the job market. Look on your own time however, so that you do not neglect the job you have.

Your career path consists of: determining goals, setting timetables, gathering resources and doing the things that successful people in every field of human endeavor do – preparing, competing, and believing in themselves. The prize will be your own satisfaction. In doing so, you may want to refer to the information in this manual from time to time. If questions come up as you proceed through your search, feel free to call us. We stand ready to assist you in achieving the kind of satisfaction in your work that you know exists.

Our staff of talented advisors stands ready to assist you with any and all of your career and job-search related concerns.

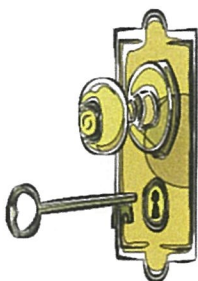
In most cases this work can be done over the phone and when convenient, these meetings can be face to face.

The career professionals at CAS stand ready to help and can be reached at the number or email address below. Alternatively, you can visit our website (www.HireUSfirst.biz) for a full list of the products and services we offer.

cas_hml@yahoo.com

OR

201-248-2534



Unlock the Key to your Future

APPENDIX

- A)** Sample Resumes
- B)** Selected Letter Templates

LESTER EDWARDS
4578 Peasant Road
Louisville, Texas 75067
Lstar23@gmail.com
(817) 123-4567

EXPORT SALES & MARKETING MANAGEMENT

Accomplished international sales/marketing specialist, with demonstrated competence in:

Opening new markets
Developing independent agency networks
Servicing existing customers
Export documentation and letters of credit
Price structuring for greater profit
Sales training & management seminars
Ability to relate to foreign nationals

OBJECTIVE

Seeking to join a company active in marketing products that compete in both overseas and domestic markets. Qualified to manage by education, on-the-job training and experience. Strong personal salesman who still enjoys the challenge of "front line" activity.

EXPERIENCE

2004 -
Present

Export Marketing Manager with a company marketing specialized graphics materials internationally. Contributions have included:

- Revitalizing the South American Market
- Obtaining prices 10% - 12% higher than competition
- Winning a \$2 million account for a new product
- Diversifying products to win new markets

1997 – 2004

Export Sales Director for South Wales Trading, Inc. Responsible for opening such markets as South Africa, Australia, New Zealand, Great Britain, Costa Rica and Argentina.

Personally brought in the two largest sales in the firm's history. These were much-needed high volume low cost orders, critical to cash flow needs. Achieved the highest dollar billings ever.

1994 - 1997

Regional Sales Manager for Arco, S.A., a Swiss-owned manufacturing company. Established a network of independent agents throughout Latin America. Developing new end uses for our products resulting in significant increases in sales volume and profit margins. While Argentinean and Costa Rican economies failed during this period, company profits increased steadily.

EARLIER EXPERIENCE

- President of my own agency, representing major European design companies in Mexico and Central America (1992-1994).
- Sales representation with MNO, S.A. in Puerto Rico. Concentrated on business building in Central America, Ecuador, Peru and Mexico. Increased sales 1000%. Opened sales offices in Columbia and Mexico City of increased penetration (1989-1992).
- Field representation for K S T, San Juan, and P.R. Reorganized sales and distribution systems. Presented seminars. Conducted feasibility studies. Contributed in all areas of sales and operations (1984-1989).

EDUCATION

Bachelors Degree in Business Administration, University of Puerto Rico.

PERSONAL

Age 40. Excellent health. Married, with one child. Leisure interests include basketball, physical fitness and "ham" radio. Enjoy maintaining worldwide contacts through correspondence.

KENNETH GOODMAN
333 South Street
Yuma, Arizona 02322
(617) 123-4567

OBJECTIVE: Challenging position as operations executive, controller or manager where experience in overall financial administration would be effectively and profitably utilized.

SUMMARY OF QUALIFICATIONS:

Experience: Significant and recognized accomplishments in the field of financial operations and control including; new business startup . . . interface of financial reporting system and the EPSON QX 16 hardware . . . manual to EDP conversion . . . customizing software as needed . . . cash-flow projections . . . expense and sales plan, both short and five year plans . . . creation of controls applied to retail and wholesale businesses.

In-depth knowledge of all general office procedures, i.e. purchasing, A/R, A/P, payroll, management reporting.

Strengths: Adept to identifying innovative approaches to profit. . . Through . . . complete . . . disciplined . . . ability to effectively motivate and supervise subordinates and to elicit cooperation from associates at all levels . . . a clear achiever . . . and undeniable professional.

Employment: 1999 to Present - Controller, XYZ Blue Print Company, Inc., Yuma, AZ.

1997 to 1999 - Controller, ABC Corporation, Buffalo, NY.

1991 to 1998 - Operations Manager, D.F.W., Inc., Washington, DC.

Education: Bachelor of Science Degree, Accounting, C.W. Long University, Albany, NY (1987-1991).

Numerous seminars/workshops involving accounting and management.

PERSONAL:

Interests include the personal computer, travel and golf.

WILLIAM TAYLOR
974 Aspen Drive
Pittsburgh, PA 15003
(412) 123-4567

OBJECTIVE: A managerial Quality Control Engineering position in a medium sized company with responsibility for in-house and vendor quality assurance, including non-destructive testing.

BUSINESS EXPERIENCE:

1983 - Present Westinghouse Electric Corp., Pittsburgh, PA

1994 - Present Quality Control Engineer. Responsible for maintenance of quality standards in a department of 150 hourly workers. The work involved complete re-writing and maintenance of quality procedures. Provide quality measurements and initiate corrective action where needed.

Trained new inspectors recommended and implemented design changes, improved procedures in areas such as magnetic particle and sonic testing. Improved monitoring of vendor sites. Supervised appropriate non-destructive testing.

These actions resulted in a reduction of cost variances from 129% to 69% and other savings.

1991-1994 Unit Manager - Valve Weld & Anneal - Managed 4 salaried and 48 unionized hourly employees in welding of main valve casings x-ray quality planned welds using sub arc and stick electrode welding. Accountable for meeting output goals and schedules, quality, manpower and facility planning, shop efficiency and controlling all operating expenses.

1991-1995

- All shipments made to schedule and met output goals.
- Developed unit pride, teamwork, between management and union employees.
- Improved all labor measurements.
 - a. Direct labor cost - 10% below budget.
 - b. Overhead Expense - 12% below budget.
 - c. Factory Losses - 51% below budget.
 - d. Quality - 98.2% good on volume of weld basis.

1983-1986 Internal College Training Program - A three year entry level program for selected college graduates for Manufacturing Management with assignments of nine to twelve months in shop operations, manufacturing engineering and quality control, and two years of evening course studies.

EDUCATION: M.S. - Industrial Administration, University of Pittsburgh, 1995.
B.S. - Industrial Distribution, University of Pittsburgh, 1983.

Manufacturing, Testing and Quality, Corporate Training Center,
Westinghouse Electric Corp.

AVOCATIONS: Skiing, tennis, baseball, swimming. Collect antiques,
principally Victorian.

Joseph C. Peterino
50-D New England Avenue, Summit, NJ 07901

(H) 201-273-9141
(O) 201-228-8999

SENIOR VICE PRESIDENT OF OPERATIONS

SUMMARY

Creative, innovative senior executive known for improving financial performance and corporate growth. Unique ability to analyze and forecast economic trends. Extensive experience in material resources planning, just in time inventory management, manufacturing operations and quality assurance.

Representative Achievements and Responsibilities

Proven Executive

- Member of Board of Directors of a \$4 billion sales company.
- Served as member of the Executive Committee responsibility for all operations, plans and financial controls of a \$1 billion sales company.
- Recommended to management changes in strategy based on analysis of competitors.

Financial Performance and Growth

- Improved energy, maintenance and manpower efficiency reducing operating costs by \$20 million per year.
- Increased manufacturing capability and production by almost 40% through operational improvements with only minor investments - \$6 million per year saved.
- Negotiated with foreign governments for expansion of operations.

Analyzed and Forecast Trends

- Developed techniques to forecast competitor manufacturing and technological requirements, prices and profits.
- Recommended a revision in energy investments that ran counter to prevailing forecasts, but when adopted saved multiple millions in capital investments.

Material Resources Planning, Just In Time Inventory Control and Quality Assurance

- Managed the planning, budgeting and implementation of \$1 billion in manufacturing projects including a \$500 million conversion complex that was completed at 80% of the planning estimate without lost time accidents.
- Managed MRP and JIT for 12 manufacturing sites. Total product value created, \$6 Billion.

- Managed central purchasing, environmental safety and technical services as a Director of a \$4 Billion sales company.
- Managed operations and logistics planning for three international sites involving over 1000 employees.
- Implemented energy efficiency projects that had been stalled. Then devised a strategy to get into production 6 months ahead of schedule, which saved approximately \$5 Million.
 - Established and achieved a goal of zero site shutdowns for a major operation.

The operation had previously been shut down 13 times in the year, prior to my assignment, due to environmental concerns.

CAREER PROFILE

I have managed small to medium sized autonomous divisions for a multi-billion dollar firm. I have been credited with achieving cost efficiencies and profitable through revenue generation.

Exxon Affiliates

1981 – Present

Senior Advisor	Exxon Company International
Planning Manager	Esso Eastern, Inc.
Refining Director	General Sekiyu K.K.
Assistant General Manager	Esso Standard Thailand
Supply Operations Manager	Esso Eastern, Inc.
Planning Coordinator	Esso Eastern, Inc.
Assistant Manager Facilities Planning	Esso Eastern, Inc.
Chairman Strategic Marketing Task Force	Esso Australia
Principle /Investment Analyst	Exxon Corporation
Staff Engineer	Esso Eastern, Inc.
Process Engineer and Economics Analyst	Lago Oil and Refining Co.

EDUCATION

College of Engineering, New York University
Bachelor of Chemical Engineering – Cum Laude

Additional Languages

Spanish, Thai, Italian and Japanese

ANNMARIE CASABIANCA

OBJECTIVE

Paralegal/Administrative/Legal Assistant

SUMMARY

I am credited with being creative, organized, and disciplined which has resulted in a work product that far exceeds job descriptions and results of my peers. In addition to bringing closure to all tasks and meeting deadlines. I have a positive impact on morale in all work places that I have served.

EXPERIENCE

- Drafting of complaints, Guardianships, affidavits, and court orders resulting in swift resolution of cases that here to before it took years to become closure.
- Conducted searches for clients and family members for litigation purposes resulting in reuniting families and moving litigation through the court in a timely fashion
- Served as a liaison between attorneys, caseworkers, judges and law enforcement which enabled all relevant parties in communicating in establishing procedural guidelines for efficient work flow.
- Obtained discovery and legal documents for court preparation
- Acted as a notary public in witnessing execution of legal documents
- Proficient in Microsoft office applications

CAREER HISTORY

11/06-2/15 State of New Jersey Department of Children & Families (DYFS) Bayonne, N.J.
8/00-11/06 Children's Aid and Family Services (CAFS) -Paramus, New Jersey (at DYFS)
1/00-6/00 Paralegal Internship-Law Office of Robbins & Robbins-Woodbridge, N.J.
8/99-12//99 BD Temps-Red Bank, New Jersey

ADDITIONAL CAREER EXPERIENCE

Over a period of a year gained additional experience in various temporary assignments for News America Marketing, Kelley Services, and United Temps of America.

EDUCATION

Berkeley College, Woodbridge, New Jersey - Associate Degree in Applied Science/Paralegal Studies – ABA Approved Paralegal Certificate
EMT-B- Stated of New Department of Health
CPR Instructor-American Heart Association

This resume is one I used to generate multiple interviews (11)—can you determine that I was 62 years young at the time and bet you cannot tell my industry experience?

HENRY M. LESHER

14 River Dell, Oakland, NJ 07436 • (201) 337-8812 • mckshml@yahoo.com

GENERAL MANAGER / VP - SALES & MARKETING

Sales Management / Market Development / Recruiting & Staffing Tangible and Intangible Sales / New Business Development / Key Accounts / B2B / B2C

Top management experience in building successful sales-driven organizations from the ground up. Successes include top-level assignments in human resources consulting organization, not-for-profit associations and commercial financial services.

- Outstanding record of personal production.
- On-air personality of a stimulating career advisory radio talk show.
- Stand out seminar leader and motivational speaker.
- Developed senior executive market for a nationwide outplacement arm
- Established critical key account relations with AT&T, Nabisco and more for a startup consulting firm
- Started a national accounts business for a fast growing outplacement firm, driving sales to \$20M in three years
- Founded a trade association and turned around another in steep decline

BS —Business Administration, Upsala College.

SELECTED ACHIEVEMENTS & SKILLS

- As National Markets Director of a nationwide privately owned outplacement firm, identified and developed senior level market, implemented creative national advertising campaigning and developed sales rates three times the corporate average. Average Fee Companywide doubled in next two years.
- Co-founded regional HR consulting firm specializing in outplacement for senior executives, succession planning and executive coaching. Established key account relationships with AT&T, Nabisco and many more.
- Developed the national market for the Northeast's fastest growing outplacement firm. Established "C-level" relationships in target companies. Developed \$600K of new business in the first year. Grew National Markets into a \$20M, standalone division.

- Participated in the founding of the Employment Law Council. As Executive Director, established the initial strategies and policies to attain the Association's stated goals. Launched membership drive specifically targeting senior attorneys and human resource executives in the greater metropolitan New York area.
- Reversed a trade association that was in steep decline. Increased trade journal circulation by 40% and advertising by 50%. Increased membership by 18%. As Associate Executive Director of National Religious Broadcasters (900 religious format broadcasters and programmers), directed aggressive lobbying campaign that resulted in the passage of favorable Federal legislation. Revitalized and established trade association.
- Skills: Exceptionally strong written and verbal communication skills. Highly personable and capable of working with CEOs, family-controlled businesses, and boards. Proficient in solving problems and implementing solutions under tight deadlines. Hands-on executive, capable of efficiently managing all levels of budgets.

CAREER OVERVIEW & ENTREPRENEURIAL EXPERIENCE

- Executive Vice President – America's Job Network - 2004-2014. Recruited to manage sales and operations of the organization's largest Regional Center serving the New York Metropolitan Area.
- Managing Partner– Corporate Services International – 2002 to 2004.
- Executive Vice President – BL Marketing – 1998 to 2002. P&L responsibility for the Northeast Business unit.
- Earlier: Employed in senior level sales, key account management and general management assignments with Mainstream Access, Merrill-Adams, National Religious Broadcasters and Henry M. Leshner Realtors.

JOSEPH FINE
369 Stonegate Lane
Oakland, California 94603
(415)123-4567

QUALIFICATIONS:

An achiever who strongly believes in M.B.O. Programs and the establishment of higher goals for myself and subordinates. Resourceful, innovative and enjoy being thrust into precarious situations and solving the problems. Results oriented with the ability to make the coherent decision and motivate people to attain corporate goals.

Experience in all phases of marketing and sales management. This background includes strategic planning, product management, customer service, advertising, budgeting and administration.

Current and previous position environments have fostered a solid well-rounded knowledge of all manufacturing and corporate management entities.

PROFESSIONAL ACCOMPLISHMENTS:

- Organized and implemented strategic planning and business/sales planning processes.
- Successfully established and reopened off shore markets.
- Profitably expanded market share and segment penetration levels, doubling sales.
- Strategically redirected marketing/sales operations from unprofitable low-growth to profitable high-growth environments involving Distributors and End-users.
- Skilled at developing strong working rapport with internal and external executive personnel.
- Experienced negotiator - signed first major outside supplier contract involving some 450 products.
- Developed and successfully implemented marketing programs; new product introductions, product enhancement and niche techniques.
- Turned around emerging and matured troubled sales operations by revitalizing morale, capitalizing on company strengths and taking advantage of weaknesses.
- Established company cultures and upgraded existing cultures to create synergy and more effective internal and external communications.
- Direct P&L accountability for multi-million dollar budgets, managed 70 employees.

PROFESSIONAL EXPERIENCE:

ABC Division - LOP Corporation (\$200MM company) Wine, California - 1997 to present.

DIRECTOR OF MARKETING - Directed all marketing/sales functions, with full P&L accountability, managed 70 people in various departments. ABC a multi-national manufacturer of telecommunications equipment, computerized Network Analysis Systems, Toll Billing, Maintenance, SMDR and Data Collection Systems.

UVW Division of General Dynamics Communication Corporation (\$150m company), Bing, MA - 1995 to 1997.

DIRECTOR OF SALES - Headed all facets of marketing/sales; full P&L accountability, managed 50 personnel. UVW a multinational company, designs, develops and manufacturer's telephone related products; SMDR network systems, ring distributors and circuit usage modules.

OPQ INCORPORATED - (\$90MM company)
Wing, Illinois - 1993 to 1995

NATIONAL SALES MANAGER - Directed all marketing/sales functions with full P&L, supervised 45 personnel. OPQ a designer, manufacturer and marketer of analog and digital telecommunications products.

LOB Incorporated - \$100m Division of Rockwell International
Grove, Wisconsin - 1990 to 1993

MAJOR ACCOUNT MANAGER - Accountable for all corporate mailing/sales activities to LOB and major independent companies. LOB manufactures central office and customer premise products.

EFG Green, North Dakota - 1985 to 1990

SENIOR PLANNING ENGINEER - EFG

LOGISTICS ENGINEER - EFG

EDUCATION:

Suffolk University, Boston, Massachusetts
B.S. Degree, Management/Marketing 1984

PERSONAL:

Born 12/22/1956, married, children

Military 1981-1984 - Active Duty U.S. Army Special Forces

Captain Infantry - Company Commander

KENNETH GOODMAN
333 South Street
Yuma, Arizona 02322
(617) 123-4567

OBJECTIVE: Challenging position as operations executive, controller or manager where experience in overall financial administration would be effectively and profitably utilized.

SUMMARY OF QUALIFICATIONS:

Experience: Significant and recognized accomplishments in the field of financial operations and control including; new business startup . . . interface of financial reporting system and the EPSON QX 16 hardware . . . manual to EDP conversion . . . customizing software as needed . . . cash-flow projections . . . expense and sales plan, both short and five year plans . . . creation of controls applied to retail and wholesale businesses.

In-depth knowledge of all general office procedures, i.e. purchasing, A/R, A/P, payroll, management reporting.

Strengths: Adept to identifying innovative approaches to profit . . . through . . . complete . . . disciplined . . . ability to effectively motivate and supervise subordinates and to elicit cooperation from associates at all levels . . . a clear achiever . . . and undeniable professional.

Employment: 1999 to Present - Controller, XYZ Blue Print Company, Inc., Yuma, AZ.

1997 to 1999 - Controller, ABC Corporation, Buffalo, NY.

1991 to 1998 - Operations Manager, D.F.W., Inc., Washington, DC.

Education: Bachelor of Science Degree, Accounting, C.W. Long University, Albany, NY (1987-1991).

Numerous seminars/workshops involving accounting and management.

PERSONAL:

Interests include the personal computer, travel and golf.

Gupta Patel

Objective: To obtain a pharmaceutical sales position that utilizes my experience in operations and program management, and facilitates professional development. Eager to attain knowledge of the pharmaceutical industry. More than three years of experience in the corporate industry, combining strong analytical skills with self-motivation to positively contribute to the organization's mission and growth.

Summary of Qualifications:

- Career oriented with strong analytical skills.
- Committed self-starter and team player with diverse groups of people.
- A business professional with the ability to streamline processes to increase productivity.
- High level of organization and planning.
- Self-motivated; able to set effective priorities to achieve immediate and long-term goals.
- A qualified individual with the ability to understand and concentrate on company objectives and client needs.

Experience:

ELCO / Enterprise-Rent-A-Car

August 2004 - Present

Liability Claims/Car Sales Support

- Compile, edit, and record customer profiles.
- Update legal documents such as Lawsuits and Arbitrations within State regulated timeframes.
- Validate and process payments to clients utilizing supports provided by adjusters.
- Direct customers on information regarding auto claims.
- Successfully and accurately perform managerial duties.
- Review and assign daily auto claims.
- Conduct presentations to perspective clients.
- Process individual sales reports for Account Executives.
- Track and record internet Car Sales.
- Maintained monthly inventory for trade-in vehicles.
- Process accounting entries for Car Sales Divisions.
- Participated in efforts to fulfill the region's Car Sale quota.

Quest Diagnostics Incorporated, Teterboro, NJ

May 2000 – January 2003

Administrative Assistant

- Process Insurance Claims for clients.
- Researched outstanding medical bills.
- Balanced accounts, and audited daily revenue for the department.
- Interacted with various insurance companies and doctor's offices.
- Provided phone support for clients to obtain accurate billing information.

Education: Kean University
School of Business
Bachelors of Science in Business Management
GPA: 3.2 / 4.0

May 2004

Skills:

- Experience in PeopleSoft, Microsoft Office, Excel, Outlook and Adobe Illustrator.
- Fluent in Gujarati and Hindi.

Direct Approach For a Position Letter
(To a company you would like to work for or a company
that has advertised a position)

YOUR FULL ADDRESS
DATE

NAME
TITLE
COMPANY
ADDRESS
CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Introductory Paragraph As To Why You Are Writing This Individual:

Recent research in the (name of) industry has brought your organization to the forefront of my investigation. The fact that the (name of) industry has shown a steady increase in profits since its inception 12 years ago and is currently # _____ in the Fortune 500 rankings, has convinced me that yours is the type of company I would want to contribute my skills and expertise.

Experience:

In the past _____ years, I have been involved with the _____ industry. Most recently I served a V.P. of _____ with the (name of) company. In that capacity, I had the opportunity to negotiate contracts totaling in the hundreds of millions of dollars, with some of the giants in our field.

Assistance:

Mr./Mrs./Ms. _____, with my strong background in negotiation, I see myself bringing these skills along with notable others. Skills such as, communications and project management to your organization and becoming a major contributor to your bottom line.

Control Close:

With this in mind, I will call you to set an appointment which, I know can have a mutually beneficial outcome. I look forward to meeting with you soon.

Sincerely,
(Signature)
Type your name
Enclosure

TELEPHONE THANK-YOU LETTER

YOUR FULL ADDRESS

DATE

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Thank You

Thank you for talking with me today. As you requested, my resume is enclosed (or attached). I have elaborated below on some of the things I have done.

Experience

During my tenure with the health planning authorities of Prince George's County and Southern Maryland Health Systems Agency, I reviewed and made recommendations on over \$10MM worth of projects which would make an impact on the health and well-being of almost 1MM people.

With more than ten years in policy analysis, planning and implementation. I have:

- Written a "how to do it" manual for approximately 4,000 physicians which explained how to gain control over local health planning.
- Prepared and published a directory of community-based organizations with over 250 listings of service organizations.
- Advised an HMO on survival strategy in regards to federal interaction and marketing concepts to increase subscriber enrollments.
- Designed the methodology used by the American Heart Assoc., Southern Maryland chapter, to evaluate their program.

Education:

I HAVE A Master's Degree in Urban and Regional Planning from George Washington University and a B.A. in Government and Politics from Maryland University.

Enthusiasm:

I look forward to our meeting on (date) at (time)

Sincerely,

(Signature) Type your name – Enclosure

INTEREST, CONTRIBUTIONS AND NEXT APPOINTMENT
(Following 1st Job Interview)

YOUR FULL ADDRESS
DATE

NAME
TITLE
COMPANY
ADDRESS
CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Thank You:

Thank you for meeting with me (day, date) to discuss career opportunities at (Company name)

Interest:

Since our discussion, I have had time to review what you told me about (company name) and I am becoming increasingly excited by what I heard. I think (company name) is the sort of firm where I can make a positive contribution.

Experience:

My extensive project management background could be useful in "208" work and in developing plans under new provisions of the Land and Water Conservation Fund and Coastal Zone.

I am, also, enthusiastic about the work near Cairo which was mentioned in passing and would like to know more about it.

Control Close:

May I have an opportunity to sit down with you to discuss, briefly, these and related areas where I can make specific contributions? I will call you to establish a meeting at a time of mutual convenience.

(Signature)

Type your name

Note: If a second appointment has already been scheduled, use this letter as a thank you note, confirming the second interview in your last paragraph.

RESPONSE TO AN ADVERTISEMENT

Dear Hiring Manager or Person's Name:

Brief Background:

As Production Manager, I planned and scheduled labor, materials and production facilities for fluctuating levels of business activity. Consistently improving or maintaining high profit levels.

Requirements/Qualifications:

Here is a list of my qualifications as they relate to your requirement for the position of PM:

<u>Your requirements</u>	<u>My Qualifications</u>
Experience in electromechanical control instrument manufacturing environment.	Designed numerous electromechanical instruments for use in a mfg.
Profit and Loss	Held P & L responsibility, made significant contributions to the organization's five straight years of profitability.
Manufacturing Management	Plant Manager for 5 years; 8 years as a Materials Manager; 6 years experience as a Line Manager
MM with significant experience	Reduced warehousing and shipping expenses; instituted just-in-time (JIT) ordering system; improved operating effectiveness by 12%

Use achievements from your resume that match the requirements listed in the Ad.

Control Close:

Enclosed is a resume which lists other accomplishments that may be of interest to you. I look forward to meeting with you to explore the use of my talents to support the growth of your company. I will call you shortly to schedule an interview.

Sincerely,
(Signature)

LETTER FOR SPOTTED OPPORTUNITIES/MEDIA EVENTS

YOUR FULL ADDRESS
DATE

NAME
TITLE
COMPANY
ADDRESS
CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Introductory Paragraph As To Why You Are Writing This Individual:

I noted in the (Name of Publication and Date, if possible) that (Company name) is about to:

HERE YOU QUOTE THE INFORMATION YOU HAVE UNCOVERED ABOUT THE COMPANY'S PLAN TO DO SOMETHING; ITS PRESENT SITUATION; THE CHANGES IN MANAGEMENT; THE EFFECT OF REGULATORY CHANGES OR WHATEVER SITUATION HAS MADE YOU APPROACH THE COMPANY.

Information:

Considering how this event, decision, plan trend, etc. is going to affect the future of (Company's Name) it is timely that I contact you, simply because:

HERE YOU EXPLAIN HOW YOUR SKILLS, CAREER PLANS AND AVAILABILITY APPEAR TO BE HIGHLY APPROPRIATE.

THIS INFORMATION IS TAKEN FROM YOUR RESUME.

Control Close:

Having regard to the urgency of your situation, as reported, I would imagine you will want to move quickly. Accordingly, I plan to call you next week to schedule a meeting.

Sincerely,
(Signature)

Type your name

LETTER TO ALUMNI

YOUR FULL ADDRESS
DATE

NAME
TITLE
COMPANY
ADDRESS
CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Make The Introductory Paragraph A Personal Statement:

I am writing you as a fellow (name of college/university) alumnus.

If I have caught you by surprise, I can understand because there are not that many of us who have ventured to (City/State) from our nest in (name town)

Information:

Mr./Ms. (name), like many former (college/university) alumni you have achieved a high level of success in your business and it is for this reason that I seek your advice on a personal matter. I have spent considerable time and effort assessing my career goals relative to the (name of) industry. I now need to get honest feedback and counsel from a highly successful person like you. I have enclosed my resume to give you a better understanding of my objectives, qualifications and experience.

Disclaimer: (This must be placed in the letter at this point in which the reader might think, "Hmmm... they're looking for a job lead")

I would like to schedule a brief meeting with you. However, let me make it clear that I am NOT requesting a job interview, nor am I expecting you to know of any current openings. The purpose of this interview is to get your reaction to my objectives, career possibilities and areas where I might concentrate my efforts.

Control Close:

I recognize and respect the value of your time and that is why I will be calling you in a few days to set up a brief meeting. I look forward to meeting with a member of the class of (year)

Sincerely,

(Signature)

Type your name

Enclosure

LETTER TO TRADE ASSOCIATIONS

YOUR FULL ADDRESS

DATE

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Introductory Paragraph As To Why You Are Writing This Individual:

A person in your position knows the (Name of Industry) very well. Because of the, I am writing to enlist your aid in providing me with some assistance. I am currently exploring new career options and need to expand my contacts.

Disclaimer: (This must be placed in the letter at this point in which the reader might think, "Hmmm... they're looking for a job lead")

While I would not expect you to know of specific openings for someone with my background, I would appreciate your input as to the viability of my goals. In addition, I suspect you do know one or two executives that it would make sense for me to contact. Please understand I do not expect your contacts to have or know of any current openings. However, I would appreciate having a discussion with them to seek their ideas, suggestions, comments and reactions on how I might achieve my objectives. The issues I wish to discuss are:

- 1) My resume
- 2) My qualifications
- 3) My plan
- 4) Areas where I might concentrate my efforts.

Control Close:

To minimize any inconvenience to you, I will call your office next week to follow up on my request. I appreciate any help you may be able to offer. I look forward to speaking with you.

Sincerely,

(Signature)

Type your name

Enclosure

COVER LETTER TO EXECUTIVE RECRUITERS

YOUR FULL ADDRESS

DATE

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

It was recently brought to my attention that your firm frequently conducts searches for companies that are in need of (FINANCIAL, ENGINEERING, IS/IT, SALES, ETC.) professionals. My career goal is to find an assignment as (A SENIOR PROJECT ENGINEER, CHIEF FINANCIAL OFFICER, SALES AND MARKETING MANAGER, ETC.) requiring comprehensive skills in all phases of (CONSTRUCTION AND FACILITIES MANAGEMENT, MANUFACTURING, SITE SELECTION AND ACQUISITION, COMPUTER SALES, ACCOUNTING, EDP/MIS MANAGEMENT, ETC.)

I have enclosed/attached a copy of my resume which will give you some idea of my background and accomplishments. You will also get a feel for the diverse responsibilities in the (MANAGEMENT, ADMINISTRATIVE, OPERATIONS, SALES, REAL ESTATE, ETC.) POSITIONS I HAVE HELD. My current compensation is in the \$(AMOUNT) range. In addition, I am/am not interested in relocation.

Should any of your current assignments call for an effective (MANAGEMENT, FINANCIAL, SALES, OPERATIONAL, ETC.) professional with a wide range of skills and capabilities, please contact me.

I welcome any recommendations you may have about my career move. I am also interested in any suggestions that you have pertaining to other opportunities of which you might be aware. I look forward to speaking with you.

Sincerely,

(Signature)

Type your name

Enclosure

LETTER TO ELECTED REPRESENTATIVES

YOUR FULL ADDRESS
DATE

NAME
TITLE
COMPANY
ADDRESS
CITY, STATE & ZIP

Dear Mr./Mrs./Ms. _____

Introductory Paragraph As To Why You Are Writing This Individual:

I am interested in employment opportunities within your district and therefore seek your assistance. Currently I am the (Position Title) for a (Type of Company). However, I have made the decision to seek a new opportunity in an effort to improve my family's quality of life.

In view of your knowledge of the business community and companies within your district, you are more than likely to know of individuals who can provide me with valuable information.

Disclaimer: (This must be placed in the letter at this point in which the reader might think, "Hmmm... they're looking for a job lead")

Please understand I do not expect your contacts to have or know of any current openings. However, I would appreciate having a discussion with them to seek their ideas, suggestions, comments and reactions on how I might achieve my objectives. The issues I wish to discuss are:

- 1) My resume
- 2) My qualifications
- 3) My plan
- 4) Areas where I might concentrate my efforts.

Control Close:

To minimize any inconvenience to you, I will call your office next week to follow up on my request. I appreciate any help you may be able to offer. I look forward to speaking with you.

Sincerely,

(Signature) Type your name

Enclosure

Henry Leshner

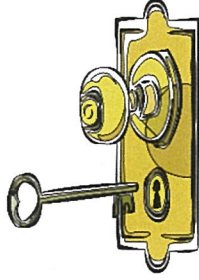


Prior to the creation of CAS, Henry served as Executive Vice President for the nation's oldest and largest career management coaching firm.

Mr. Leshner's counseling and coaching career began in the late 1970's, embracing 30 years of top management experience building client careers.

In recent years Henry has directed major outplacement and downsizing projects for several major companies. He has an excellent track record, and throughout these projects he has placed over 90% of the displaced employees in record time.

Henry Leshner is one of the Nation's most sought after career coaches and motivational speakers. Among his credits, Henry served as co-host of a New York Metropolitan radio show called, "Careers, Lifestyles, and You."



Unlock the Key to your Future

DO YOU NEED HELP?

Email: cas_hml@yahoo.com

Phone: 201-248-2534