

The Job Seeker's Bible



How To Create
Your Dream Job
and Get It

by Denis R. Murdock

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First Printing September 1988 (previous title *What Shape Is Your Parachute In? The Fastest Way to Land a Better Job*)

Second Printing (Revised) June 1989

Third Printing July 1994

Fourth Printing (Current Title) June 1995

Fifth Printing November 1996

Sixth Printing March 1997

Seventh Printing March 2005

Library of Congress Cataloging-in-Publication Data

Murdock, Denis R., 1948-

The Job Seeker's Bible - How to Create Your Dream Job and Get It / by Denis R. Murdock.

p. cm.

Includes bibliographical references.

ISBN 0-9623774-1-4 : \$49.95

1. Job hunting – Handbooks, manuals, etc. 2. Vocational guidance – Handbooks, manuals, etc. I. Title.

HF5382.7.M87 1989

650.14 – dc20

89-12890 CIP

Published by
The Murdock Group
4881 Denaro Drive
Las Vegas, NV 89135
USA
(702) 575-9327

ABOUT THE AUTHOR



Denis R. Murdock is a Brigham Young University alumnus with more than three decades of combined experience in business management, consulting, training, sales, marketing and outplacement. This is complemented by a military background in operations, training and logistics. He is an author and authority in the fields of marketing, communications, career planning and job changing. Mr. Murdock has conducted numerous training programs and seminars, been interviewed frequently by the print media, and appeared on a variety of radio and television programs.

Over the last twenty plus years, his firm has served more than fifteen thousand clients nationwide – from Virginia to California, and from New York to Florida. The Murdock Group, a full-service career-outplacement and business consulting firm, was founded by Mr. Murdock in 1983 in Virginia Beach, Virginia. In 1986 a Richmond office was opened. And, in 1987, a Washington, D.C. office was added. In 1989, headquarters was reestablished in Salt Lake City, Utah. In 1996, Mr Murdock sold controlling interest in the firm to facilitate further expansion. Soon thereafter, it began trading publicly on NASDAQ, with offices in Salt Lake City, Seattle and Portland. He resumed controlling interest in the firm in late 2004.

Prior to The Murdock Group, Mr. Murdock was the founder of a marketing firm headquartered in Salt Lake City, Utah. Mountainwest Security Systems was a regional wholesale and retail distributor of security systems products for Dynamics, Inc. of Charlottesville, Virginia. Additionally, as Rocky Mountain Regional Business Development Director, he established a dealer network for Dynamics. He began his business career as owner of an automotive repair business and used car dealership.

Mr. Murdock has been inducted into *Who's Who Worldwide*, *Who's Who in America*, *Who's Who in the West*, *Who's Who in Sales and Marketing*, *National Directory of Who's Who* and *Two Thousand Notable American Men*. He is the father of six children and currently resides in Draper, Utah.

DEDICATION

This book is dedicated to the career ambitious who want to reach more of their potential ... and to all those who are, or perceived to be ... overqualified ... under-qualified ... too old ... too young ... lacking relevant experience ... unemployed ... underemployed ... misemployed ... self-unemployed ... lacking sufficient or related education ... too much a generalist ... too much a specialist ... lacking confidence ... job hoppers with too many jobs ... guilty of staying in one job too long ... below standard in earnings or slow in financial progress ... geographically restricted and cannot relocate ... embarrassed by a work history with employment gaps ... not able to demonstrate enough leadership or major accomplishments ... lacking promotions ... lacking good references ... burned out ... in a career that has peaked out ... in a declining industry ... with previous earnings that were too high ... who deserve a chance to prove themselves.

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PART I
UNDERSTANDING THE JOB MARKET

Chapter 1

The Problem: Selling Yourself in a Buyer's Market

Unprecedented Competition in a Changing Economy

Are you aware that millions of Americans are unemployed and actively looking for jobs? That millions more are employed, but worried about keeping the jobs they have, while they are actively looking for new jobs? That millions of Baby Boomers are hitting middle age just in time to be laid off and set adrift? That thousands of College Grads are entering the job market this year? That there are only a few more job openings per job seeker now than in 2005, with a far greater percentage more seeking work? Is there any wonder that one of the hottest topics of interest on the Internet is careers? Yet, the job search remains a mystery to most, because they have not yet discovered that they cannot get a job with outdated traditional methods.

Today, we are changing jobs more frequently than ever before ... about every three to four years. At the current rate, we will change jobs seven to ten times during our lifetime. This increased turnover means that, at any given point in time, there is an increasing number of people in the job market competing for fewer and fewer available jobs. And, that increases competition ... more than ever before.

The impact of an evolving information and service based economy, automation, computers, new technology, growing demand for technical skills, faster information transfer, changing demographics, all add up to a more dynamic and unstable job market. Larger employers — those with more than 500 employees — continue to reorganize. They are divesting or downsizing more and more to stabilize and prepare for any future fluctuations in the economy. Smaller employers, especially those with less than 100 employees, are currently the largest source of new jobs being created. However, they are also the most difficult to identify and target because there is less information available on small firms.

Increased corporate downsizing has caused an increase in wrongful termination litigation in recent years, sparked by disgruntled, terminated employees. No one wants to be forced to look for a job, especially in today's job market. This litigation has been greatly reduced by employer-sponsored outplacement services. Outplacement, defined as professional career planning and job search assistance, has served to ease the corporate conscience and helped to make terminations, the most

" ... 75% will not succeed in finding them [better jobs]." Richard Bolles, *What Color Is Your Parachute?* Ten Speed Press, Berkeley, California.

"Landing a nationally advertised position is a lot like picking the winning horse in a crowded derby." National Business Employment Weekly. New York.

"Job searching is a continuous cycle of asking and being rejected ... 95% rejection rate." National Business Employment Weekly. New York.

" ... 15 ½ weeks is the average time it takes for a job search " National Business Employment Weekly. New York.

"Rule of thumb ... one month of job search for each \$10,000 in salary." National Business Employment Weekly. New York.

" ... one in 5 people has to leave his or her job each year. One in 10 is forced to leave a job involuntarily. One in 10 must make a career change each year. The levels of dislocation are extraordinary." David L. Birch, "The Rise and Fall of Everybody," INC. Magazine. Boston.

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dreaded of management tasks, more bearable. The whole area of public, customer, and employee relations has become an important stimulus to outplacement. Employers are increasingly adverse to "bad press." The image that they develop can effect their customer base, as well as their ability to hire the best employees. But perhaps the best reason for offering outplacement is that it has helped terminated employees get better jobs faster than they could acquire on their own. This is because the competition can be discouraging, if not overwhelming.

You're A Seller In A Buyer's Market

It may help you to understand that when you enter today's highly competitive job market, you will find yourself in the position of the "seller in a buyer's market." A "buyer's market" describes the market condition wherein sellers outnumber buyers. When this condition exists, the buyer has the advantage simply because he has more from which to choose. In this case, you are the seller, and the employer is the buyer. The employer is in a leveraged position because of the number of candidates from which he can select. Because you have little control over the job market, you are at a disadvantage because you do not have the same leverage and opportunity to be selective. This all adds up to just one thing. Looking for a job has become increasingly difficult, and most job seekers believe that finding the job is more difficult than doing the job!

Three Stages of Job Hunting

It has been the experience of many job seekers that the search for a new job typically has three stages:

Stage One - Confidence

In the first stage, you are usually *confident* and optimistic because you believe you can accomplish anything. You write your resume, modeled on others you have seen in the past. You seek the advice and support of friends who consider themselves knowledgeable on the job search. You contact friends in business and several potential employers. And, you pore over the want ads and contact some recruiters. However, want ads and recruiters account for not more than 20% of the job opportunities. The remaining 80% make up what is referred to as the "unadvertised job market."

At this point, you have made dozens or even hundreds of contacts and probably even considered starting your own business ... or doing some consulting work. You feel well organized, on top of things, in control, and confident that your search is moving forward. Thus, you begin by doing what you know how to do.

Stage Two - Frustration

After a few months, you move into the *frustration* stage. Interviews are fewer and further between. The ones you do get are a lot tougher than you thought they might be. Maybe you did not come off as well as you might have expected. Or, you got caught flat-footed at some of the more probing questions such as: "*Why did you get terminated?*" "*How long have you been unemployed?*" "*Why are you in the job market?*" "*What kind of job are you looking for?*" "*Why do you want to work for us?*" "*What can you do for us?*" "*Why should we hire you as opposed to someone else?*" "*What are your salary needs?*"

You might have had a few offers, but they were below your salary expectations, or involved undesirable relocation, or were commissioned sales. Your attitude deteriorates at the same rate as your job hunting activities. By now, friends have stopped calling regularly, and negative feelings such as hostility, anxiety, depression and loneliness are beginning to set in. This stage of frustration normally lasts for a few months.

Stage Three - Doubt

The Problem: Selling Yourself in a Buyer's Market

Then you move into the third stage called *doubt*. In contrast to stage one, where you believed anything was possible, now you doubt that anything is possible. You are probably ready to settle for what you can get, even if it means a lesser position, commissioned selling or relocation. If you are unemployed, you may be considering a part-time or intermediate job to improve your cash flow. You may even be considering selling your car, or your home, because you really are desperate.

You have fallen victim to the job seeker's myth. You believed that a college degree, experience and good career progression were all that were needed for a successful job search. But that is simply not true. Education and experience alone will not get you a job. You will only get hired for what you are able to do – your ability to contribute – not for what you have already done. During this stage, most job seekers feel lonesome . . . *really l o n e s o m e*.

Conclusion

A job search thrusts you into a buyer's market with an overabundance of qualified candidates. Looking for a job has become increasingly difficult due to the increased competition in the ever-changing, evolutionary economy and job market. It is one of the most stressful and lonesome activities in which human beings engage.

The level of rejection can be overwhelming. This is why so many otherwise capable job seekers become unduly emotional, and lose their objectivity, confidence, and enthusiasm. So is there any hope of turning the situation around ... of gaining a competitive edge? Yes, there is reason to hope...lots of it. Read on to the next chapter.

The job search is one of the most stressful and lonesome activities in which human beings engage. The level of rejection can be overwhelming.

Chapter 2

The Solution: Become Proactive

Push vs. Pull

Given the choice of pushing or pulling a rope, which would you choose? Of course, pulling is easier than pushing. Everyone who ever threaded a needle knows that. So, why would anyone attempt to push a rope when he could pull? If we knew the answer to that question, we would also know why most job seekers approach the job search using outdated traditional methods that do not get the best results. When you use traditional job hunting methods, you are “pushing the rope.” The best way to gain a competitive edge in today’s job market is by “pulling the rope.” “Pulling the rope” is simply a proactive approach to the job search.

“Pulling the rope,” today’s competitive edge, is a proactive approach to the job search.

Wikipedia, the free online encyclopedia, suggests that “push and pull are terms that originated in the marketing and advertising world, but are also applicable in the world of electronic media such as the Internet. Both terms, Push and Pull, refer to users or consumers interaction with data.”

Push: In a push system the user, or consumer, does not request the content, the content is sent, "Pushed at", the user. An example of this is a network television commercial, the television viewer does not request to see the car advertisement. The commercial is pushed at the viewer.

Pull: In a pull system the user, or consumer requests the content. The user pulls content through selection of the channel and program. Another example of this would be a web search using a search engine, the user performs a search for a specific car, and the content is returned.

Be Proactive – Not Reactive

Proactive and *reactive* have to do with the way we respond to outside stimuli, the situations and events that the outside world presents to us. It is also our perspective on the world and life, and our approach to things. To be *reactive* is to be greatly influenced or controlled by these situations and events. To be *proactive* is to influence or be in control of these situations and events. To better understand how to become more proactive, consider “The Carrot vs. the Stick.”

Reactive means to be controlled by situations and events. *Proactive* means to be in control of situations and events.

"The Carrot vs. the Stick"

A proud and successful farmer planted a large, beautiful garden. He was so proud of his newly sprouting garden that he faithfully nurtured it every day. One day, he found a donkey eating the tiny little plants that were just beginning to grow. The farmer became enraged when he observed the donkey eating everything in sight.

The farmer angrily grabbed the nearest big stick. He began to wave it madly in the air as he approached the donkey yelling, "Go on ... get ... get ... shoo ... get out of my garden ... it's not your garden ... go on ... shoo ... shoo ... shoo" The donkey just ignored the farmer and continued to enjoy the tender sprouts. Whereupon, the farmer began to furiously beat the donkey with the stick. The donkey continued to eat. It was not about to give up these delicious little plants. The farmer soon became exasperated. He tried everything. Nothing worked. The donkey continued to eat up his precious garden.

The farmer's wife, seeing the predicament, thought about how she could help. She grabbed a large carrot from the refrigerator, then got the donkey's attention by waving the carrot. She then held out the carrot and began to walk out in front of the donkey. An amazing thing happened. The donkey actually began to follow her. She led the donkey out of the garden, then gave him the carrot, which he ate greedily.

What is the moral of "the carrot vs the stick"? You will be more successful by going *toward* something that you really want rather than avoiding or going away *from* something you do not want. "Pulling the rope" *toward* where you want to be is unarguably easier than "pushing the rope" *from* where you are. Going toward the "carrot" is proactive, and going away from the "stick" is reactive.

"Pulling the rope" *toward* where you want to be is unarguably easier than "pushing the rope" *from* where you are. Going toward the "carrot" is proactive, and going away from the "stick" is reactive.

Dale Carnegie gave us a proactive approach for getting what we want. He suggests that we can obtain anything we want by first helping others get what they want. The problem with traditional job hunting methods is that you appear to be only concerned about what the employer can do for you. The competitive advantage of the "proactive approach" is that you appear to be more interested in what you can do for the employer, and to first help him get what he wants.

The competitive advantage of the "proactive approach" is that you appear to be more interested in what you can do for the employer.

Replace Reactive with Proactive Language

It is fascinating what a difference certain words can make in conversation. You can completely change the meaning and outcome of a conversation by simply exchanging one word for another. For example, surveys indicate that job seekers would rather schedule an "appointment" than an "interview." Getting an "interview," and then going through the interrogation process, conjures up defensive, threatened feelings of being intrusive and rejection. Interestingly enough, surveys also indicate that employers would rather schedule an "appointment" than an "interview." Interviewing is a difficult task for employers, requiring a decision to either accept or reject a candidate. The formality of the interview process is not a sure way of getting to know a candidate either. Since both you and the employer would prefer to do away with the "interview," simply replace "interview" with "appointment", "meeting", or "discussion".

Replace "interview" with "appointment," "meeting," or "discussion."

You can begin to develop a proactive job hunting mind-set by simply replacing a few key words in your job hunting vocabulary. For example, replace the following traditional reactive language in the left column with the proactive language opposite in the right column.

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Conventional Reactive Language

- Wait for the ship to come in
- I'm in a hurry to respond to this ad ... to see what will happen ... before it's too late
- This is my education ... my experience ... my background ... what can I do with it? What are my options?
- Job beggar
- What can you do for me?
- Look for a job
- Interview
- Apply for a job
- Qualifications
- I believe (think) I can do it
- I believe (think) I am interested
- Do you think I'm qualified?
- Do you want to tell me what's on your mind?
- Job offer

Proactive Language

- Swim out to the ship
- I'm very interested in this opportunity ... how is the best way to go about getting the interview?
- This is what I really want to do ultimately ... where I want to end up at the culmination of my career. How is the best way to get there?
- Job seeker
- What can I do for you?
- Look for the right opportunity
- Appointment, meeting, discussion
- Discuss how I might contribute, explore the possibilities
- Ability to contribute, ability to impact the bottom line
- I can do it
- I am interested
- How well qualified do you think I am?
- Would you be willing to share with me your concerns?
- Meeting of the minds; reach an agreement

Job Beggar or Job Seeker?

A job beggar is a problem looking for a solution; a job seeker is a solution looking for a problem. Which are you?

Jan was attempting to schedule job interviews with difficulty. Her method was cold calling on potential employers in her target market. Being somewhat introverted and shy, she came across as a job beggar ... not a job seeker. She wore an unpleasant, painful expression on her face, as if she had just come from the dentist's office. It occurred to her that there ought to be a better way to approach potential employers. Then, the epiphany.

When she went on interviews that were already scheduled, she did not have the same feeling of being defensive, intrusive and about to be rejected. She decided to try a novel approach and walk into the office "as if" she had an interview already scheduled. Jan approached the receptionist and said, *"Hello, my name is Jan Hansen, and I am here for my 10 o'clock appointment."* The receptionist looked at her calendar and said, *"There must be some mistake. I don't have you on the calendar for 10 o'clock today. Are you sure it's today? Could it possibly be tomorrow? I'm terribly sorry ... but I can't seem to find you scheduled anywhere."*

Smiling, Jan said, *"I'm sorry to put you to all this trouble. I really didn't have an appointment at 10 o'clock. I'm here to schedule the appointment."* Jan felt much better walking in "as if" it were already scheduled.

Which of the following two approaches would appeal more to you if you were the employer?

Traditional: *"Hi, my name is (Jan Hansen), and I'm looking for a job. Are you hiring ... do you have any openings ... can you use someone like me ... can I send you my resume ... fill out an application ... schedule an interview ... have an hour of your time?"*

Proactive: *"Hi, my name is (Jan Hansen). I've been aware of your company for some time now, and I have a strong interest in working with you. I would like to meet with you and explain why, and show you what I can do for you."*

Do Not Look for a Job – Look for Opportunity

Employers everywhere have unsolved problems ... and work to be done ... which would suggest abundant opportunity. But if you use traditional job hunting methods, you probably will not recognize the opportunities available. So don't look for a job – look for opportunity.

How? Look for it where you are the most marketable. How do you know how marketable you are? Opportunity is a function of your marketability – your confidence in your ability to contribute to the bottom line.

Opportunity is a function of your marketability ... your ability to contribute to the bottom line.

Look for Opportunity Where You Are Most Marketable

Of the total number of employers, how many would you think would not be interested in increasing their revenues? Not very many, if any at all. Can you contribute in such a way as to increase revenues for an organization? If so, then you are marketable ... to the extent that you can increase revenues.

Of the total number of employers, how many would you think would not be interested in decreasing their costs? Not very many, if any at all. Can you contribute in such a way as to decrease costs for an organization? If so, then you are marketable ... to the extent that you can decrease costs.

Of the total number of employers, how many would you think would not be interested in increasing their productivity? Not very many, if any at all. Can you contribute in such a way as to increase productivity for an organization? If so, then you are marketable ... to the extent that you can increase productivity.

What Can Job Seekers Learn from Microsoft?

Microsoft is virtually a household phrase. With regard to the bottom line, Microsoft has unarguably been one of the most profitable and successful companies in the world. Why? Is it because it has had the only product of its kind in the market place? No. Everyone knows that there are lots of products that compete with Microsoft. Is it because Microsoft products are the very highest quality products available in the market place today? No. Many would argue that there exist numerous products just as good, if not better. Is it because it sells its products at the very lowest price? Again, a resounding NO. Microsoft's prices are competitive, but definitely not the lowest in the market place. If not exclusivity, nor quality, nor price, then why has Microsoft been so successful in market share and profitability? I believe the reason to be a proactive market driven strategy.

Like Microsoft, you too can compete successfully in the market place. You don't have to be the only candidate, or the best qualified, or the most affordable, to be successful. But, like Microsoft, you will need a proactive market driven strategy.

Like Microsoft, you don't have to be the only candidate, or the best qualified, or the most affordable, to be successful.

Proactively Marketing Yourself

So you see, "pushing the rope" is a traditional, reactive job search approach. You appear as a customer (buyer) shopping for a job (the product) with the employer (the seller). You are perceived to be only concerned about what the employer can do for you. "Pulling the rope" is a proactive job search viewed as a marketing problem. It is a product (you) that must be sold to a customer (the employer). The competitive advantage of this approach is that you appear to be more interested in what you can do for the employer, and to first help him get what he wants. Never ask an employer for an interview ... or his time ... or a job. Always offer your time, by appointment, to explore the

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possibilities of how you might contribute to his bottom line. Dale Carnegie suggests, “You get what you want by helping the other guy get what he wants first.”

Chapter 3

Understanding the Job Market

Three Major Segments of the Job Market

Awareness of the nature of the job market, and its dynamic three major segments, should help to improve your job search effectiveness.

1. Employers with Current Job Openings ~ 10%

It is estimated that, within the job market universe for a position, approximately 10% of all employers might have an opening for a defined job at any given moment in time. There would normally be some urgency to fill the vacancy in order to solve a pressing problem. And, within this group, there would be three important subsegments:

Unadvertised Job Market. This subsegment consists of employers with current openings, but who do not advertise them. They would actively look to either fill them privately from employees within the organization, or through networking with friends of the firm and their referrals.

Advertised in Newspapers. This subsegment consists of employers with current openings who advertise them in newspapers, magazines or other media.

Listed with Recruiters. This subsegment consists of employers with current openings who list them with recruiters.

2. Employers with Imminent Job Opportunities ~ 20%

This segment would consist of approximately 20% of all employers, who have imminent needs for individuals, but are either waiting on contingencies to develop, or a job to be defined. These developing needs are in the early, formative stages, and are referred to as "imminent job opportunities." This is an example of a problem without any real urgency. Sample contingencies that could construe an imminent job opportunity include: a pending contract, a pending retirement, more favorable interest rates, a more favorable economy, construction or other project completion, board or committee approval, the outcome of a political election. Imminent opportunities are explained in detail in Chapter 15, "Identifying Imminent

"Screening job seekers is costly ... many employers perceive certain recruitment channels to yield better job candidates than others. These two factors cause many firms to publicize their vacancies in only a few selected outlets and to eschew inexpensive modes of advertising such as the newspapers or the state government service that may result in too many or the wrong kind of job applicants." National Center for Research in Vocational Education, Ohio State University, Recruiting Workers. National Commission on Employment Policy, Washington, D.C.

"... 96% of the employers ... use referrals from their own employees when filling new job openings" "Executive Summary," Job Service Study, Virginia Employment Commission.

"Only 1 in 5 jobs in the base 2 million available each day are likely to be advertised in help-wanted columns or listed with employment agencies." Richard Lathrop, Who's Hiring Who. Ten Speed Press, Berkeley, California.

"If job seekers contacted all of the nation's tens of thousands of employment agency counselors ... all of the executive search consultants ... read every single one of the Sunday and daily papers ... for one solid year ... they'd get exposure to only 18% of all the positions in the country Because most openings are never advertised, or listed with agencies or recruiters ... all of these openings are ... the unpublished job market ... accounts for 80% of the entire market." Robert J. Gerberg, The Professional Job Changing System. Performance Dynamics Publishing, Inc., Roseland, New Jersey.

Job Opportunities.”

3. Employers Without Openings and Not Anticipating Any ~ 70%

The remaining estimated 70% of the job market is represented by employers who do not have any current job openings, and do not anticipate any to become available in the near future. Since there is no problem, there is no urgency. In this segment, traditional job hunting methods are completely useless. Unfortunately, many job seekers will unknowingly waste a great deal of time in this segment without the right approach, and they experience a series of rejections which are easily predictable. This is because they are trying to address a problem that does not even exist. However, within this category, it is estimated that there is approximately a 30% probability of either creating a job that does not exist, or replacing an individual who is underperforming. This is explained in Chapter 24, “Getting Hired When No One is Hiring.”

What Is The Unadvertised or Hidden Job Market?

The unadvertised or hidden job market refers to those jobs that are filled privately without ever being made public. These unadvertised jobs are not made public either by employers not listing them with recruiters, or not advertising them in newspapers, trade journals, or other media. Research indicates that as much as 80% of the job market may be unadvertised, and therefore, hidden from public view.

Why Do Employers Advertise So Few Positions?

There are many firms that are unwilling to pay recruiter fees. And insofar as advertising goes, that too can be time consuming and very expensive. The fact is, most firms prefer to avoid paying these types of expenses when they do not always produce cost effective results in finding the most qualified candidates. Most employers will advertise or list with recruiters only as a last resort.

How to Tap The Unadvertised Job Market

Unadvertised jobs are either filled privately (1) by employees from within the hiring organization, (2) by personal friends and acquaintances or their referrals, or (3) by people who make direct contact with the right person at the right time in the hiring organization. Consequently, *networking* and *direct contact* could increase your probability of success by a whopping 80%. *Networking* means developing the right introductions to the right people, and earning their willing cooperation and support. *Direct employer contact* means being at the right place at the right time, without introduction by a third party or an ad. Understanding how jobs are created and filled should help you to more successfully tap into the unadvertised job market.

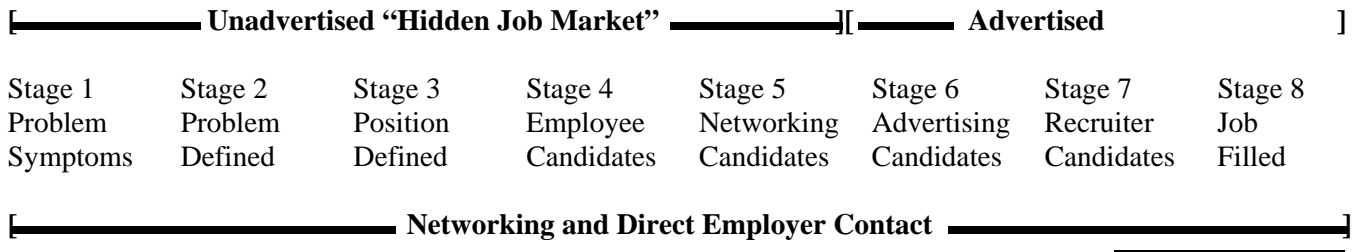
Job Evolution -- How Jobs Are Created and Filled

The job market itself is not static. It is very dynamic – ever changing and ever evolving. Jobs will change in nature and scope over time, and even die. And, as certain jobs are filled, other openings become available, while still other job openings are in the formative stage. Jobs evolve somewhat as follows:

- Business as usual ...
- A problem, concern, or opportunity emerges ...
- Someone recognizes that problem, concern, or opportunity ...
- Someone decides to do something about it ...
- It is more carefully studied and defined ...
- Responsibilities, duties, authority, reports and budget are drawn up ...
- Work that needs to be done has been identified in the form of a job or position.

Almost every organization has problems that are not being addressed because no one is assigned to them. The work may be done internally, or by someone from outside the organization. Regardless, when you understand that this process is constantly occurring in even small organizations, you can begin to see how it is possible to step up the pace of the process at almost any stage. Job seekers and consultants are successful in doing this time and again, at virtually every level and in all types of businesses. Medium-sized and smaller organizations are especially good targets for this approach. The following model illustrates how jobs are created and filled:

Opportunity Window



This illustration is referred to as the *Opportunity Window* because it illustrates that the window of opportunity to be hired exists over a relatively long time span – from stages 1 through 7. In other words, you could contact the employer and be hired in any one of the 7 stages that a typical job goes through before it is filled.

Stage 1 - Problem Symptoms. Problems exist long before we become aware of them and give them definition. Our first recognition that a problem may exist is the appearance of the symptoms. For example, have you ever been in a situation where your car will not start, but you do not know the cause of the problem? Or, have you ever been required to work temporary overtime, but it continued for lengthy periods, with no apparent end? When a problem persists, and the symptoms become more and more pronounced, those most annoyed or affected by the problem begin to analyze and diagnose it. This stage could last anywhere from a few days to several months, depending on the complexity of the problem, and the level of responsibility and authority of decision making.

Stage 2 - Problem Defined. The problem becomes defined after an accurate diagnosis is completed, and a name for the problem is assigned to it. It should then be clear without too much uncertainty what the cause(s) and consequence(s) of the problem are. Examples of problems that could create job openings include: retirement, prolonged illness, excessiveness tardiness or absenteeism, incompetency, inability to get along with co-workers, dishonesty, non-observance of company policy such as a serious safety violation, the dislike of a supervisor, personality conflicts, political differences, the addition of a new process or function, a permanent workload increase, or any unacceptable performance or attitude. Before a new job can be defined and created, several solutions would be considered, including: hiring temporary contract workers, overtime, hiring a consultant, redistributing the workload to existing workers, training, motivational seminars, incentives, bonuses, awards, and ignoring the problem hoping it will just go away. Stage 2 could last several days or several months.

Stage 3 - Position Defined. When it becomes apparent that the above-mentioned solutions are just temporary, and a more permanent solution is needed, a new job can be defined and created. This process usually begins with the supervisor or manager obtaining the assistance of human resources to define and create the new job, or, to redefine an existing one. Considerations include: duties, job title, level of authority and responsibility, compensation, benefits, prerequisites, chain of command, supervisor, professional development, growth path, training, office space, potential of a partnership or equity position, stock options, incentives, evaluation criteria, applicable contracts and agreements, applicable policies and procedures, qualification criteria, deciding on the hiring process

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and budgeting issues. Stage 3 could last several days or several months.

Stage 4 - Employee Candidates. The first candidates to consider would normally be current employees. A review would be conducted to determine who, if any, would meet the qualification criteria. If a sufficient number of candidates were available among existing employees, then no further search would be required outside the organization. If that were the case, it is probable that an employee would be offered, and accept, the position. Often it is possible that a position would be created around an individual that is pre-hired. In other words, an individual need only accept a position that would be offered to him/her, and only him/her. If current employees are not available, then the process moves on to the next stage. Stage 4 could last several days or several months.

Stage 5 - Networking Candidates. After current employees are considered, then employers would normally turn to networking to source qualified candidates. Networking sources would include current employees, former employees, vendors, customer, competitors, alumni and trade associations, professional affiliations, civic organizations, as well as their friends and acquaintances. If networking does not provide enough candidates, then employers will normally resort to advertising. Stage 5 could last several days or several months.

Stage 6 - Advertising Candidates. If an inadequate number, or caliber, of candidates results from efforts expended in the above stages, then employers will normally resort to advertising. In Chapter 11, "Competing for Advertised Positions," reference was made to the fact that employers prefer to advertise only if absolutely necessary, due to the cost/time/results ratio. Stage 6 would normally last several weeks to several months.

Stage 7 - Recruiter Candidates. If an inadequate number, or caliber, of candidates results from efforts expended in the advertising process, then some employers will use recruiters, usually as a last resort. Stage 6 would normally last several weeks to several months.

Stage 8 - Job Filled. At this point, this particular window closes, but another one has already opened, or another one just opening. Again, this process is ongoing and ever evolving. This entire process, from Stage 1 through 8, could last for only a few days in rare cases, to several months, or even years.

An Example of Getting Hired for an Unadvertised Job

Jim had just recently been laid off. He was anxious to get employed as soon as possible. On one particular day he was following up a letter of introduction to the president of a target employer organization. The president did not remember receiving Jim's letter. He told Jim that there were no openings with his company, and that he did not expect to hire in the near future.

Then something amazing happened. The president, out of professional courtesy, or curiosity, asked Jim about his prior employment and background. Jim gave him a quick overview. The president was impressed that Jim had worked for a very respected competitor. A very short conversation ensued, following which the president invited Jim that very afternoon for a 4 o'clock interview. So what happened? Why did the president, who had no current or immediate openings, extend an invitation for a personal meeting? You might be surprised.

The president had for some time been concerned about one territory with declining or stagnant sales, when all others were increasing. He had not made a decision as to what to do. He no doubt was considering several options when Jim called. But none of those options included firing the incumbent and hiring a new sales representative. So when Jim called, based on his professional proactive approach and relevant background, the president saw Jim as a potential solution to his problem. Jim was hired within two weeks, and the incumbent was let go. There was no opening ... only an imminent problem for the president ... and an imminent opportunity for Jim. Jim was at the right place ... at the right time ... with the right approach ... and the right background. You might think this to be a freak coincidence. But this very thing happens often.

Conclusion

To gain exposure to more job opportunities, you must penetrate the unadvertised as well as the advertised job markets. For the most part, unadvertised jobs can only be discovered through networking and some form of direct contact with the right decision maker in organizations having the openings or imminent opportunities. It is even possible to create a job for you that did not before exist.

The job search is actually a very simple marketing process that consists of (1) getting focused, (2) winning interviews and (3) winning job offers. The next section, Part II, “Getting Focused,” will help you get focused. Part III, “Winning Interviews,” will help you to obtain more interviews. And, in Part IV, “Winning Job Offers,” you will learn all about how to win more of the job offers you are seeking.

PART II
GETTING FOCUSED

Chapter 4

Getting Focused

80% of the Work Force Misemployed

According to Dr. Herbert M. Greenberg, President, Marketing Survey and Research Corp., " ... 80% of the work force in the U.S. is misemployed. People often stumble into jobs because of a newspaper advertisement, a previous summer job, because a friend tells them it's in a lucrative field, or some other accident. Few overcome their beginning."

Greenberg's comment does not come as a surprise to most. Surveys indicate that 80% of the work force are dissatisfied with their current employment and would not hesitate to change jobs if they knew what other options were available to them.

Surveys indicate that 80% of the work force would not hesitate to change jobs if they knew what other options were available to them.

Misemployment occurs when individuals are not focused – and consequently not proactive – and is defined as an employment mismatch ... a square peg in a round hole. Unsuitable *qualifications, aptitude, attitude, personality* and/or *values* for the *work environment, functional role,* and/or *level of responsibility or authority* are all contributors to misemployment. If they were only better focused, they could “see the forest from the trees.” Since there are so many variables, is it any wonder that so many individuals are unfocused ... and misemployed?

Getting Focused Should Be The First Step In A Job Search

More job seekers experience the frustration of “pushing the rope” in a job search by lacking *focus* than any other single reason. Lack of focus is not only the most significant contributing factor to lack of job hunting success, it is also the single greatest contributor to lack of job satisfaction and career derailment. Therefore, the first and most important step in a successful job search is to empower yourself and become proactive by getting focused.

More job seekers experience the frustration of “pushing the rope” in a job search by lacking *focus* than any other single reason.

You will automatically become more proactive when you are focused, without any conscious effort. To illustrate why this is so, consider a familiar situation. You arrive at your home. Upon trying the front door, you find that the front door is locked, nobody is home, and you cannot find your key. Is your first thought to find another way in ... or to find another place to stay? You would more likely do everything possible to find another way in before you would ever consider finding another place to stay. That is a proactive response. A reactive response would be to immediately give up and find another place to stay.

Here is another way of looking at it. (1) How long can you tread water? Ten minutes ... 20 minutes ... 1 hour ... several hours ... several days? Write down your answer on a piece of paper. (2) Now consider something you would really like to have, or do, or become. It might be to have the perfect job ... to have a happy and successful marriage ... to have a brand new car of your choice ... to be financially independent ... to have your dream home ...

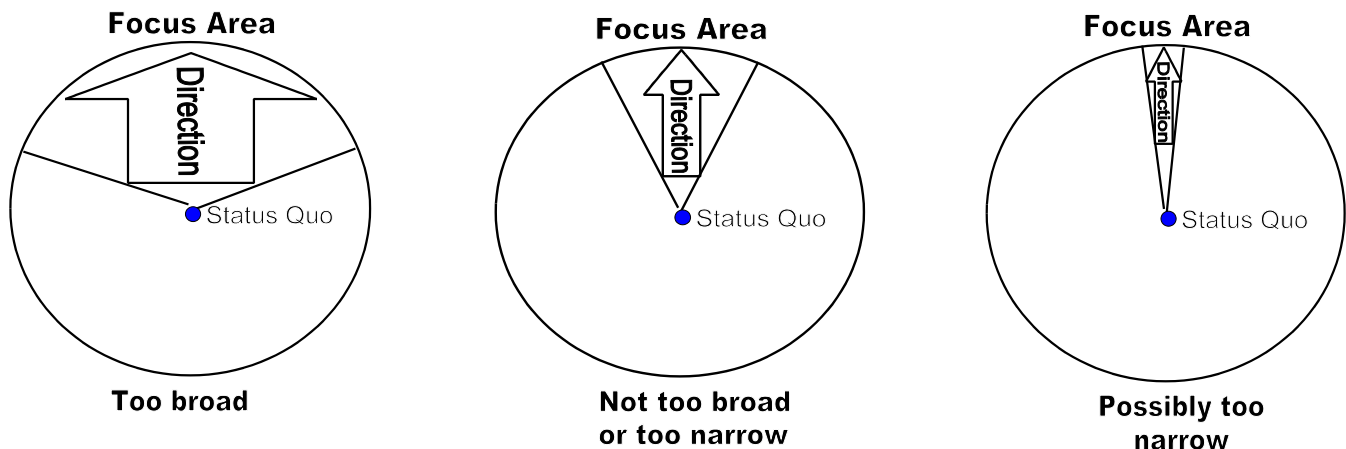
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to travel around the world, etc. Write down whatever it is you really want. This becomes your new incentive and reward for treading water longer than before. (3) Now, how long can you tread water? Does your endurance increase? By how much. Can you tread water 2 times longer than what you wrote down previously? Three times?

Studies show that as focus and desire increase, so it is with will-power and endurance. When you become focused, you envision a desirable end outcome, which causes you to consider all of the possibilities. You become a possibility thinker ... more proactive. When job seekers are first rejected, however, they normally immediately “find another place to stay,” rather than “find another way in.”

Let us first define what is meant by being *focused*. To be truly focused is to envision the ultimate end outcome of your career. To illustrate, imagine yourself at the center of a circle, which represents your current situation. The circumference of the circle represents the total number of career possibilities. You will need to narrow down the possibilities to something reasonable. What is reasonable?

Your focus should not be too broad – that would be a contradiction of terms. It is not possible for anyone to comprehend, or even seriously consider, more than one-third of all possibilities. Nor should your focus be too narrow. In this evolving economy and world of work, you may find that to have some contingency options is a good insurance policy against unemployment, as well as mid-life crisis. You cannot evade risk, but you can avoid it by planning and managing your career in a proactive way for the best possible outcome.



Most begin the job search process with this question: “This is my education ... my experience ... my background ... what can I do with it? What are my options?” A better question will always yield a better answer. I always answer this question with another question: “What do you want to do ... ultimately? Where do you want to end up at the culmination of your career?” The most frequent answer has been, “I really don’t know ... I’ve never really thought about what I wanted to do ... just what I was qualified to do.”

Career Planning Is the First Step in Getting Focused

Your short-term job search objectives should be driven by your long-term career values and goals. And, this is where most job seekers fall short. They simply do not have enough career direction established to give definition to the job search. *The shortest distance between two points is a straight line* is as true in career planning as it is in mathematics. The problem of getting from *Point A* to *Point B* is not as difficult as defining *Point B*. As soon as you can clearly see *Point B*, then – and only then – will you be truly focused.

Your job search objectives should be driven by your long-term career values and goals.

Begin at the End ... and Plan Backwards

It was established in the previous chapter that “pulling the rope” *toward* where you want to be – a proactive approach – is unarguably easier than “pushing the rope” *from* where you are – a reactive approach. You will automatically become more proactive, and better focused, by beginning your career planning process at the end of your career ... and then planning backwards. It is much easier to “pull the rope” toward a specific end point – the ultimate end outcome of your career. The four best questions to answer in career planning are: (1) What is your ultimate career end outcome?; (2) What obstacles are in the way?; (3) which is the best strategic approach?; (4) what is the next step?

You will automatically become more proactive, and better focused, by beginning your career planning process at the end of your career ... and then planning backwards.

1. What is Your Ultimate Career End Outcome?

Which is your “best of all possible worlds” ultimate end outcome at the culmination of your career? Where and how do you want your career to end? What is your ultimate career destination and direction? If you had a magic wand, and you could do anything, without restrictions or obstacles, what would you like to be doing ultimately? If you are like most, you are probably thinking, “I don’t even know what I want to do now, let alone five, ten, twenty or forty years from now!” However, it is actually easier to decide the end outcome than the next step. This is because when you focus on what you want ultimately – rather than what you might ... or could ... or should ... or must ... consider right now – there is a much more narrow range of options from which to choose.

2. What Obstacles Are In The Way?

Are you ready to consider which obstacles are preventing you from reaching your ultimate end outcome? Are you over qualified ... under qualified ... too old ... too young ... lacking relevant experience ... unemployed ... underemployed ... misemployed ... self-unemployed ... lacking sufficient or related education ... too much a generalist ... too much a specialist ... lacking confidence ... a job hopper with too many jobs ... guilty of staying in one job too long ... below standard in earnings or slow in financial progress ... geographically restricted and cannot relocate ... embarrassed by a work history with employment gaps ... not able to demonstrate enough leadership or major accomplishments ... lacking promotions ... lacking good references ... burned out ... in a career that has peaked out ... in a declining industry ... with previous earnings that were too high ... ? What is keeping you from achieving your ultimate end outcome?

3. Which Is The Best Strategic Approach?

Given the obstacles, of all the possibilities, which is the very best way to get there? Which is your best career strategy? Which approach and plan of action should you take? Should you go back to school to complete your undergraduate degree ... complete a post-graduate degree ... complete a certification or training program? Or should you get more experience in management ... another functional area ... another industry? Should you reconsider relocation ... more travel? Should you join an industry or professional membership organization to broaden your base of network contacts ... for professional development? Should you consider branching out on your own to buy or start a business? The answers to these, and other difficult questions, should become more obvious upon crystallization of your career vision because things should automatically start to fall into place.

4. What Is The Next Step?

Of all the possibilities, which is your very best next step? Your job search objectives should become more obvious upon defining your career strategy and plan of action. Should you stay with your current employer for a

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while longer but renegotiate to ... modify your current job description ... secure a raise, promotion or different position ... secure an equity position ... ? This is where most job seekers begin ... by “pushing the rope” *from* where they are. Do not make the common mistake of the majority. Take the “road less traveled.”

Identifying Your Strategic and Tactical Objectives

1. What is your ultimate end outcome or career destination? Where would you like to be at the culmination of your career?_____

2. What is your fantasy/dream job, the best of all possible worlds? If there were absolutely no restrictions, and you could do anything at all, what would you do?_____

3. In which industries, or kinds of organizations, and functions within those organizations, do you feel your abilities, skills and interests could be best utilized?_____

4. List, in order of preference, specific titles of jobs for which you feel qualified. Or, you may list responsibilities you are qualified to assume by virtue of your education, training or experience. In answering this question, be sure to draw upon non-vocational life experiences as well as those which are work related._____

5. What title, responsibility, authority, substance, and compensation do you desire in your next job?_____

6. Five years from now?_____

7. Ten years from now?_____

8. Twenty years from now?_____

Proactive Model for Career Planning and The Job Search

Are you ready to begin the focusing process? Then let us consider a new model – a different way of looking at the world of work. In order to facilitate this, I have developed a three-dimensional career planning and job

searching Proactive Model. This Model is our focusing and positioning tool ... used in the same way as an aiming device. It will help you to get focused and position yourself in the job market more quickly and effectively than any other model or method. See the “Proactive Model for Career Planning and Job Search” on the next page.

Job Components

The top three circles in the Model represent the three essential Job Components of career planning and job searching. Each and every job has three components to it. First of all, there is the industry. Each job is in a distinct working environment, or group of economic organizations or activities, called an *industry*. Secondly, there is the function. Each job consists of an occupational role or niche, defined by specific skills and contributions, called a *function*. And thirdly, there is the level. You function at a certain *level* of responsibility, authority, and income. Since your career is the sum total of all of your jobs, your career planning should take into account these same three job components.

1. Industry - distinct working environment or group of economic organizations or activities;
2. Function - job role or niche defined by specific skills and contributions;
3. Level - vertical niche indicating position of responsibility, authority, and income.

The focusing process is actually very similar to the process of aiming at a target, where the rifle scope serves as the aiming device. For example, if you were to look through a scope on a rifle, you would see a pair of vertical and horizontal cross hairs used for focusing more precisely on the target. To get a good aim at the target, you would use the cross hairs to aim horizontally, as well as vertically, at the target. In this analogy, *industry* would be your “target,” *function* would be your “horizontal niche,” and *level* would be your “vertical niche.”

Selection Criteria

The bottom three circles in the Model represent the three SELECTION CRITERIA employers use in selecting employees. They also represent the criteria that you will utilize to get focused and position yourself in the job market in targeting appropriate *industries* and *functions* at the right *levels*. While traditional *qualifications* normally determine whether or not you will win an interview, more information will be required before a job offer can be extended. This additional information is not revealed by your resumes and letters, which then becomes the employer’s primary purpose for scheduling an interview.

Proactive Model

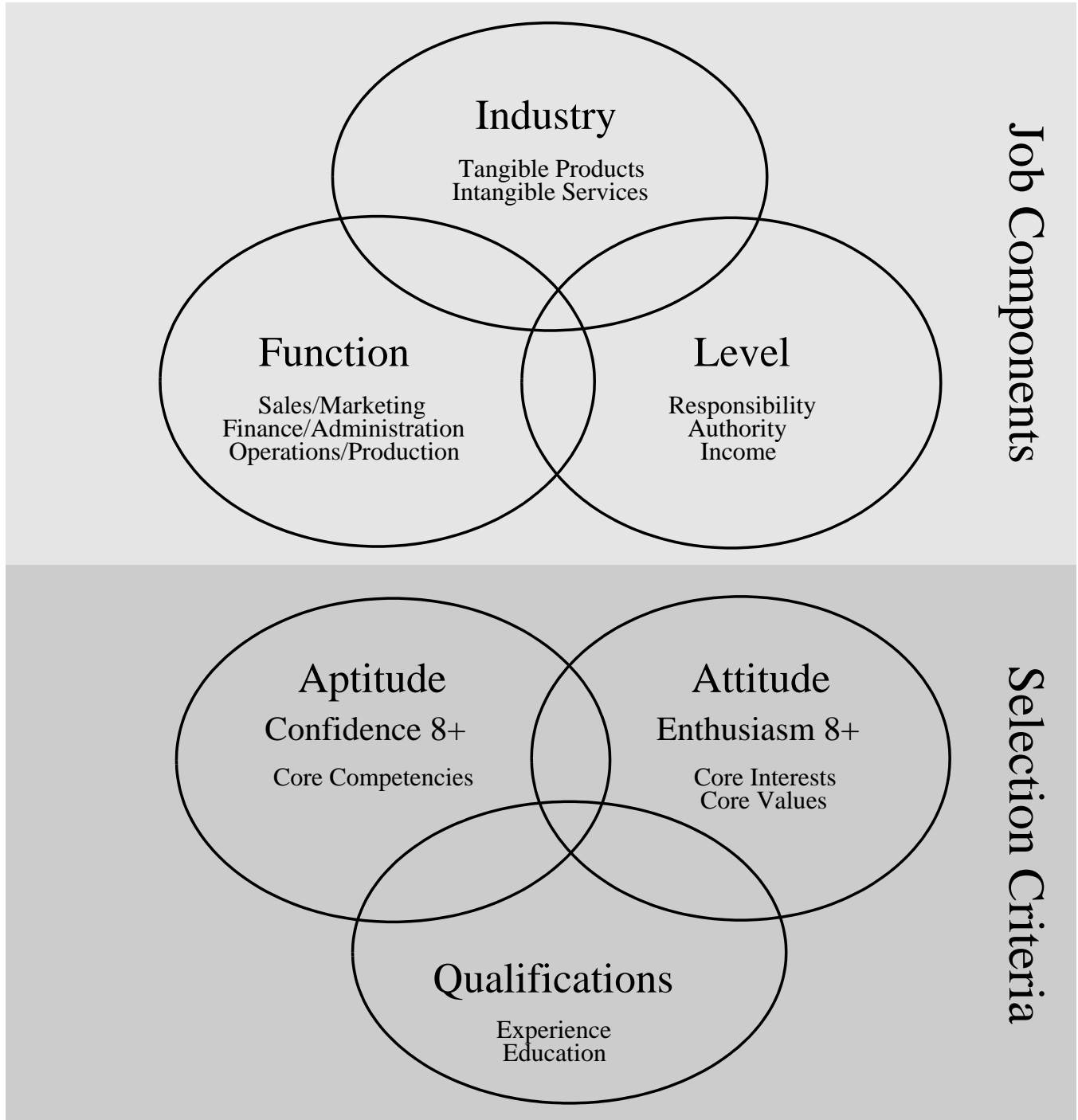
for Career Planning and Job Search

Proactive: Pulling the Rope

Reactive: Pushing the Rope

Ultimate End Outcome

1. What is my ultimate career end outcome?
2. What obstacles are preventing me from that now?
3. Which is the best strategic approach?
4. What is the next step?



You may be wondering what selection criteria employers use to make a hiring decision. The same criteria the employer uses to evaluate you after you are hired is used in hiring. Employment evaluations traditionally consist of *performance* and *attitude*. You will be hired based on that same criteria. Every prospective employer will want to know if you can do the job, and if you really want to do it. These are the only qualifications that ultimately really matter.

1. Qualifications - relevant experience and education;
2. Aptitude - ability to perform the required work to get desired results;
3. Attitude - real desire and willingness to perform the required work to get desired results.

Three Selection Criteria: Qualifications-Aptitude-Attitude

Qualifications

It has been widely held that the best jobs go to those with the best qualifications. This is only partly true, because the whole concept of *qualifications* is changing. The truth of the matter is simply that the best jobs go to those with the best presentation. In other words, the best sales people – those perceived to have the best capabilities based on their presentation – get the best jobs, not the best qualified. Traditional qualifications consist of:

1. Experience - length of experience in a similar job;
2. Education - college degrees or other formal certification.

Today, however, experience is probably more likely to yield a duplication of the past rather than the kind of fresh new approaches required in today's evolving economic climate. And, education does not always keep up with the fast changing pace of business and industry. There often is not any degree or certification in the changing nature of the functional needs and activities of today's evolving organization.

Aptitude

Aptitude refers to your ability to perform the required work to get desired results. It has already been established that you will be hired based on your perceived *aptitude to perform*. Every prospective employer will want to know if you can do the job. They need to be *comfortable* with you – to believe in you and trust you – and your ability to get the work done. This means that you will need to be able to win the *confidence* of potential employers.

Your confidence has to be 8+ because you cannot get their level of confidence higher than your own.

For them to be *comfortable* with you, their *confidence* in you must be 8 or higher (8+)(on a scale of 1 to 10, 10 being the highest). To be 7 or less (7-) is just not *comfortable* enough. The corollary to this is that your confidence has to be 8+ as well. This is because you cannot get their level of confidence higher than your own. Therefore, you should target only those *industries, functions* and *levels* for which your confidence is 8+.

In considering your several competencies and areas of expertise, where do you have the greatest *confidence* that will enable you to make an immediate and significant contribution to an organization? These are referred to as *core competencies*.

Attitude

Attitude refers to your motivation and real desire and willingness to perform the required work to get desired results. It has already been established that you will be hired based on your perceived *attitude*. Every prospective employer will want to know if you really want to do the job.

They need to be *comfortable* with you – to be compatible with you and like you – and your desire and willingness to get the work done. They look for good chemistry and compatibility with your personality, values and goals. This means that you will need to be able to win the *enthusiasm* of potential employers.

Your enthusiasm has to be 8+ because you cannot get their level of enthusiasm higher than your own.

For them to be *comfortable* with you, their *enthusiasm* for you must be 8 or higher (8+)(on a scale of 1 to 10, 10 being the highest). To be 7 or less (7-) just is not *comfortable* enough. The corollary to this is that your enthusiasm has to be 8+ as well. This is because you cannot get their level of enthusiasm higher than your own. Therefore, you should target only those *industries, functions* and *levels* for which your enthusiasm is 8+. In considering your several interests, what are your core interests and passions? And, what would give you the greatest satisfaction and fulfillment, over the longest period of time? Where does your *enthusiasm* lie? These are referred to as *core interests*.

Attitude, Interests and Values Determine Our Work Preferences

Research shows that work preferences are essentially an expression of our personality. We also know that your personality is a composite of your *attitude, interests* and *values*:

1. Attitude - your real desire and willingness to perform the required work to get desired results;
2. Interests - desirable activities toward which attention is naturally and freely given;
3. Values - those beliefs, principles and qualities held to be of greatest importance.

Therefore, any insight into your ... personality ... attitudes ... interests ... and values ... will provide us essential clues to help you get focused.

Holland Six Personality Types and Work Preferences

John L. Holland developed the widely used theory that both people and their preferred work environments can be generally classified into six types, which he labeled *Realistic, Investigative, Artistic, Social, Enterprising* and *Conventional*. The *Strong Interest Inventory*, published by Consulting Psychologists Press in Palo Alto, California, assesses personality and interests based on these six types.

A brief overview of the six personality types with examples of corresponding work preferences is provided at Appendix D, "Personality Types and Work Preferences." Included are additional descriptors to facilitate your understanding of each type and category.

Myers-Briggs Sixteen Personality Types and Work Preferences

Based on Carl Jung's psychological types, Isabel Briggs Myers and her mother Kathryn Briggs, devised the *Myers-Briggs Type Indicator*, also published by Consulting Psychologists Press. It is a psychological assessment tool for identifying sixteen different personality types, based on preferences. The four preference scales that constitute the assessment are: *Extroversion vs. Introversion; Sensing vs. Intuition; Thinking vs. Feeling; and Judging vs. Perceptive*. The sixteen personality types are represented by four letters – the first of each preference type (with the exception of *intuition* which uses "N" because "I" is already used by *introversion*).

Extroversion means a preference for the outer world of people and things. *Introversion* means a preference for the inner world of ideas and concepts. *Sensing* means a preference for the tangible world of experience with the five senses, facts and detail. *Intuition* means a preference for the intangible world of possibilities, relationships and the big picture. *Thinking* means a preference for objective decisions based on impersonal analysis, facts and logic. *Feeling* means a preference for subjective decisions based on personal values. *Judging* means a preference for being well planned, decided and organized. *Perceptive* means a preference for being spontaneous, flexible and adaptable.

An understanding of personality types in general, and your own type in particular, can help you get better focused in choosing a more appropriate career path. It also can help you deal with the problems and people in your life. My observation and experience with thousands of clients is that there is a correlation between personality type, as reported by the *Myers-Briggs Type Indicator*, and appropriate *job function* and *industry* suitability. The 16 personality type descriptions provide a number of ways for you to explore your own preferences and personality type. Each of the *Myers-Briggs* 16 personality types is listed at Appendix D, "Personality Types and Work Preferences," with its descriptor and appropriate career related activities. The types are reported by the four letters that define the four preferences.

Values and Work Preferences

It has already been stated that values are those beliefs, principles and qualities held to be of greatest importance, and that work preferences are expressions of your values. This can be easily illustrated with the following two examples. Let us assume that your core values are job satisfaction, location, then income, in that order. You would then be more likely to prioritize job satisfaction ahead of income, and do what you really enjoy – say teaching school in your home town. You would find a way to manage on a lesser income. You will definitely pursue a different job/career than if your highest core values are income, job satisfaction, then location, in that order. In this second example, you would be willing to relocate wherever the job required you to live and work, to secure the income and job satisfaction you value most – say a Wall Street broker or analyst.

Identifying your core career values is not only one of the most important things you will ever do, it is also one of the most difficult. Values determine your direction, goals and objectives. Do not take this lightly. You should put forth your very best effort to identify your core career values. You can go back at anytime to reevaluate and re-prioritize your core career values as circumstances dictate. Following is a sample list of career values:

List of Sample Career Values

- Achievement.** Feeling of accomplishment in doing a job extremely well with desirable results
- Adventure.** Involving danger or unknown risks; an exciting experience
- Aesthetic.** Make beautiful things, contribute beauty to the world
- Altruism.** Directly or indirectly contributing to the welfare of others
- Appreciation.** Knowing that your performance and contribution are valued and respected
- Associates.** Contact with others whom you like, respect, and with whom you get along well
- Authority.** Power or right to make decisions
- Cause.** Motivated primarily by a cause, vision or purpose, not financial reward, generally not-for-profit
- Challenge.** Problem solving; intellectually stimulating; arousing competitive interest or action
- Commitment.** Work environments where commitments and loyalties are valued and honored
- Contribution.** Make a significant difference or impact
- Creativity.** Invent new things, design new products or develop new ideas
- Culture.** Enlightened taste acquired by intellectual, moral or aesthetic training; distinguished from technical
- Expertise.** Be on the leading edge of my occupation or profession; competent at what I do
- Flexibility.** Adaptability and comfort with change; opportunity for unplanned, unstructured activities and interests

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Fulfillment. Working for personal satisfaction and contribution more than a paycheck, achieving personal potential
Growth potential. Opportunity for progressive income, reward, or development without limitation
Income. Pays well and enables you to afford the lifestyle and other things you want
Independence. To work autonomously, as fast or slowly as you wish, with minimal outside control
Innovation. Improve effectiveness and/or efficiency of existing products, services, systems, or methods
Integrity. Work which allows you to maintain a firm adherence to a code of moral values
Job satisfaction. Working for more than a paycheck; looking forward to going to work everyday
Leadership. Position of authority, power and influence to pursue a goal or vision
Leisure time. Time away from work to enjoy family, other interests, and the fruits of your labors
Location. Limited, strong geographical preferences
Management. Permits you to plan and lay out work for others, and supervising their work
Organized. Structured work environment that is orderly and neat, and allows you to be likewise
Out-of-Doors. Work that allows you to be out-of-doors much of the time
Peace of mind. Freedom from stress, conflict, disorder, oppression, hostility, discord
Prestige. Gives you standing or high status in the eyes of others and evokes respect
Proactive. Anticipating and controlling your outcome or destination; self-determination
Quality. Superiority and distinction in kind of product or service represented
Recognition. Special attention or reward for your achievements
Respect. Knowing that you and your contributions are held in high regard and esteem
Responsibility. Accountability, reliability, trustworthiness
Security. Provides you with the certainty of having a job even in hard times
Self-employed. Earning income from your own business, trade or profession; not salaried
Stability. A steady job with a steady and dependable paycheck without unexpected fluctuations
Structure. A very organized work environment with rules, policies, procedures, quotas, reports, strict supervision
Surroundings. Pleasant conditions – not too hot or too cold, noisy, dirty, etc.
Travel. Opportunity to visit places unknown and unfamiliar; regularly visit places away from home
Variety. Provides an opportunity to do different types of tasks or work, or in different settings

Six Qualifying Questions

To “qualify” you, there are six things that all employers will need to know about you. By asking six simple questions, an employer can determine whether or not a candidate “qualifies.” In fact, everything the employer will need to know about you can be learned from these six questions ... conveniently summarized below by six key words:

To “qualify” you, there are six things that all employers will need to know about you.

1. Motive - Why are you in the job market?
2. Interest - Why are you interested in our company and this position?
3. Bottom line - What can we expect from you; your contribution to our bottom line?
4. Expertise - How good are you, and how long will you require to get results?
5. Afford - Can we afford you?
6. Risk - How can we be sure that you are, and can do, what you say?

See Chapter 21, “The Interview – Winning Confidence and Enthusiasm,” for more detailed information on what employers look for, and how to prepare for the “meeting.”

Three Job Components: Industry-Function-Level

Industry

Industry refers to a distinct *working environment*, or group of economic organizations or activities. Employer organizations are classified into industry categories by the distinct type of activity in which they are engaged. *Industry options* refers to all of the different kinds of employers – or work environments – in which you could work. *Target industry* refers to the specific industry toward which you are focusing your career ... or positioning yourself in the job market.

Of the three *job components*, *industry* is normally most important, and therefore should get first consideration. However, most job seekers completely ignore *industry* in career planning and job search preparation. They usually feel they can work anywhere – that it does not matter in what kind of organization they work. However, if they were buying a home, which do you think would get first consideration, the home ... or the neighborhood? Chances are very good that they would select a desirable neighborhood first, then select a desirable home within that neighborhood. Which would be your choice? Can you see the analogy here? Industry is your working "neighborhood." Industry is to your career what neighborhood is to your home.

Industry is to your career ... what neighborhood is to your home.

Identify Your Target Industries

All employer organizations are classified into categories. This system is commonly known as the Standard Industry Classification (SIC) System, or more recently, the North American Industry Classification System (NAICS). A code number has been assigned to every business organization delineating their primary business activities. Following is a list of major industry categories. The comprehensive industry list and worksheets are found in the "Industry Options Menu," at Appendix E.

Core Industries

1. Agriculture (crops, livestock), Forestry, Fishing, Wildlife
2. Mining
3. Construction
4. Manufacturing
5. Transportation (air, land, water), Communications (telephone, telegraph, radio, TV), Utilities (electric, gas, sanitation)
6. Wholesale Trade
7. Retail Trade
8. Finance (banking, credit agencies, securities, commodities), Insurance, Real Estate
9. Services (personal, business, repair)
10. Public Sector (federal, state, local government)

To begin the focusing process, you should select your *target industries*, long and short-term. You may even need to identify several *interim target industries* as a transition between long and short-term. Selection based on high *confidence* and *enthusiasm* will indicate the types of industries most appropriate for you. *Target industries* are defined as those Industries – identified by SIC Codes – where both *confidence* AND *enthusiasm* are high, 8+.

Job Search Target Industries

First, identify your *job search core target industries*. Next, identify your *major target industries* from the "Menu." For example, if you were to choose "manufacturing" as your core industry, three possible major target

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industries might include: “food and kindred products,” “paper and allied products,” and “chemicals and allied products.” If you have more than one, list all of them in the “Target Industries Worksheet” in the “Industry Options Menu” at Appendix E.

Next, you should list your *minor target industries* from the "Menu." Using the example above, if you were to choose “food and kindred products,” then three possible minor target industries might include: “meat packing plants,” “sausages and other prepared meats,” “poultry slaughtering and processing,” and “ice cream and frozen desserts.” Using the above example, this is how your list might look:

Job Search Target Industries

CORE INDUSTRY

Manufacturing

MAJOR INDUSTRY

Food and Kindred Products

MINOR INDUSTRY

Meat packing plants

Sausages and other Prepared Meats

Poultry Slaughtering and Processing

Ice Cream and Frozen Desserts

Function

FUNCTION refers to an occupational role or niche defined by specific skills and contributions – *what kind of work you perform*. It is your *horizontal career/job niche*. Virtually every organization chart, regardless of the industry category, can identify three distinct basic functional areas based on the bottom line contribution of each.

Core Functions

This first level of these three distinct functions will be referred to as *core functions*. At a second level, the three core functions can be further subdivided into at least 13 related *major functions*. And, at a third level, these thirteen major functions can be further subdivided into at least 100 related *minor functions*. See the “Functional Organization Chart” for a more detailed illustration of all three levels: *core functions*, as well as the *major* and *minor functions*. The three *core functions* are:

Sales/Marketing

Sales/Marketing is responsible for *increasing revenues* by developing and promoting more and better products, and generating more external customers. This *core function* includes the *major functions* of Sales, Marketing, and Advertising, plus several related *minor functions*.

Finance/Administration

Finance/Administration is responsible for *decreasing or controlling costs* by providing more cost effective support services to its internal customers. This *core function* includes the *major functions* of Accounting, Finance, MIS, Legal, Human Resources, and Public Relations, plus several related *minor functions*.

Operations/Production

Operations/Production is responsible for *increasing productivity* by producing or providing more and better products and/or services that are sold to external customers. This *core function* includes the *major functions* of Operations, Materials Management, Distribution, Research and Development, plus several related *minor functions*.

Identify Your Functional Strengths

The next step in getting focused will be to identify your functional strengths in terms of *core functions*. You recall that the three core functions are: (1) sales/marketing, (2) finance/administration, and (3) operations/production. Selection should be based on high *confidence* and *enthusiasm*. *Core function* is defined as that core function for which both *confidence* AND *enthusiasm* are high, 8+. Once you have identified your core functions, list each at the top of a separate sheet of paper marked CORE FUNCTION. If you have only one core function, just list that one.

Next, list your *major functional strengths* from the second level in the “Functional Organization Chart”, Appendix F. For example, if you were to choose “sales/marketing” as your core function, three possible major functional strengths might include: “sales,” “marketing,” and “advertising.” If you have only one major functional strength, just list the one. If you have more than one, list all of them across the page just below your core function. Again, selection should be based on high *confidence* and *enthusiasm*.

Next, list your *minor functional strengths* from the third level in the “Functional Organization Chart”, Appendix F. For example, if you were to choose “sales” as your major function, some of the possible minor functional strengths might include: “inside sales,” “outside sales,” “regional sales,” “national sales,” “production coordination,” “business development,” “customer relations,” “fund raising,” and “recruiting.” If you have only one minor functional strength, just list the one. If you have more than one, list all of them across the page just below your major function. Again, selection should be based on high *confidence* and *enthusiasm*.

Finally, below each minor functional strength you have identified, list all of the bottom line contributions, direct or indirect, which this strength would enable you to make for virtually any organization. In considering your several competencies and areas of expertise, in which do you have the greatest *confidence* and will enable you to make an immediate and significant contribution to an organization? These are referred to as *core competencies*. Of course, not every organization will need help in every category, but that is not important at this stage. It is important, however, that you begin to think in terms of those areas of concern where an employer can use help, rather than thinking merely in terms of your strengths. Empathy for the employer is proactive. Focusing solely on your strengths is reactive. Below are a few examples to help you develop your own list.

Functional Strengths and Core Competencies

Accounting/Finance

- Identify unit costs
- Set up control systems
- Improve cash flow
- Improve forecasting accuracy
- Plan capital expenditures
- Determine optimum pricing
- Perform feasibility analyses
- Raise new capital or debt
- Improve tax planning
- Improve cash management
- Set up sales incentive systems
- Work out compensation programs

- Stimulate cost-cutting changes in operations
- Negotiate acquisitions and divestitures

Sales/Marketing

- Increase sales in existing markets
- Stimulate development of new products
- Identify new markets for existing products
- Introduce existing products into new markets
- Identify new markets for new products
- Introduce new products into new markets
- Introduce new products into existing markets
- Spearhead international expansion
- Identify markets from which to withdraw
- Improve communications with R&D

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Direct market research
Guide product development
Help determine corporate growth direction
Identify new applications for existing products
Improve coordination between sales and production
Build a dealer/distributor network
Improve content and quality of support materials
Increase productivity of the sales/marketing organization
Improve customer service and satisfaction

Communications/Public Relations/Advertising/ Promotion

Write speeches
Create brochures
Create slide presentations
Direct advertising
Start/improve an internal newsletter
Make reports and customer literature more readable
Conduct seminars and training programs
Write product news releases
Participate in community affairs
Draft corporate position statements

Create effective promotional materials
Stimulate better departmental communication

Manufacturing/Operations/Production

Start up a new production line
Start up a new plant
Increase operating efficiency
Reduce overhead
Suggest product changes for less costly production
Stimulate better cooperation with engineering
Implement new systems for increased productivity
Implement new systems for increased quality control
Equipment specification
Control production of outside vendors
Change procedures to meet OSHA requirements
Deal effectively with unions
Coordinate more closely with distribution
Improve communications with sales
Develop new processes to improve reliability
Shut down or consolidate unprofitable operations
Streamline the operations organization

Below is an example of how your list might look:

Job Search Functional Strengths

CORE FUNCTION

Sales/Marketing

MAJOR FUNCTION

Sales

MINOR FUNCTION

Inside Sales
Outside Sales
Regional Sales
National Sales
Production Coordination
Business Development
Customer Relations
Fund Raising
Recruiting

Level

The third job component is LEVEL, which refers to your vertical position of income, responsibility, and authority. It is your *vertical job niche*. Examples include entry level, middle management and top management.

Option-Value Decision Making Matrix

To facilitate the focusing process, an example of an option-value decision making matrix is provided. Defined career options are listed on the left vertical axis, and core career/job values are listed on the horizontal axis at the top (ranked by importance to you, highest to lowest, from left to right). A numerical factor or score is assigned at the intersection of each option and value (on a scale of 1-5, 5 being the highest). This score represents the potential for that specific core career value to be realized with that particular option. For example, since real estate has high income potential, then a value of "5" is assigned to indicate the high potential for realizing that core career value expectation in real estate. To demonstrate how the matrix works, some examples are provided:

Option-Value Decision Making Matrix

Core Values

Career Options	Satisfaction	Location	Income	Security	Achievement	Independence	Total
Counselor	5	5	3	5	5	4	27
Real Estate	3	5	5	3	4	5	25
Teacher	5	5	2	5	3	3	23
Politician	5	3	4	2	5	3	22
Programmer	2	5	4	5	2	2	20
Banking	3	5	3	4	3	2	20
Retail Sales	2	3	2	5	3	2	17
IRS Agent	1	2	2	5	1	1	12

It would be too simplistic to suggest that the highest score automatically determines your best option to pursue. This is because some core values are more important than others. So, in the example above, perhaps *Counselor* would rank higher than *Real Estate* because of the lack of *security* in Real Estate. The choice between *Politician* and *Programmer*, in the example above, may be difficult because of the conflicting choice between *job satisfaction* and *security*.

Do You Need Help Getting Focused?

Several questionnaires, inventories, exercises and menus are provided in the Appendices. Each will assist you in systematically taking a complete personal inventory, getting focused, positioning yourself in the job market, then recording all of your personal data and qualifications criteria.

Record your career liabilities, references and employment record at Appendix A, "Personal Data." You can inventory your functional skills at Appendix B, "Functional Skills Identification Menu," and your core competencies and interests at Appendix C, "Core Competencies and Interests." A brief overview of

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the six personality types with examples of corresponding work preferences is provided at Appendix D, "Personality Types and Work Preferences." For a complete listing of all industry categories and options, see "Industry Options Menu" at Appendix E. Appendix G, "Career Options Menu," is a comprehensive listing of career/occupational options. Appendix H, "Geographical Preference Menu," is a comprehensive listing of major U.S. cities for selecting your geographical preferences.

Focusing on a Cause

Often we can be motivated by a cause. Causes can be a very exciting and rewarding if pursued in harmony with our core values. Following is a sample list of causes that may help you get focused.

Sample Causes

Aesthetics	Entertainment	Leisure Time	Religion/Spirituality
Arts/Culture	Equal Opportunity	Marriage	Science
Bankruptcy	Ethics	Native American Indian	Security/Protection
Child Abuse	Finances	Natural Disasters	Self-actualization
Crime	Gangs	Parenting	Self-employment
Culture/Arts	Happiness	Peace of Mind	Self-reliance
Curing/Healing	Healing/Curing	Physical Fitness	Spirituality/Religion
Dating	Health	Politics	Spouse Abuse
Divorce	Homeless	Prosperity	Standardization
Drug Abuse	Hope	Protection/Security	Taxes
Economic Development	Housing	Quality of Life	Values
Emotional Well-Being	Intellectual Well-Being	Recreation	Women's/Children's
Employment	Job Satisfaction	Relationships	Shelters

Generic Organizations with a Cause

Advertising Firms	Homeless Shelter	Private Trusts
Consulting Firms	Law Firms	Private Foundations
Education	Mayor's Task Force	Public Radio/TV
Government Agencies	Museums and Galleries	Public Relations Firms
Governor's Task Force	Non-Profit Corporations	Religious Organizations
Health Care	Political Parties	Social Services

Sample Organizations with a Cause

Ballet	Forever Young Foundation	Symphony
Better Business Bureau	Kiwanis	Theater
Chamber of Commerce	Make-A-Wish Foundation	Travel and Convention Bureau
Children’s Miracle Network	Opera	United Way
Economic Development	Rotary International	University/College

Networking Informational Interviews

Several job seekers have found that brainstorming with friends and acquaintances (see Chapter 14, “The Power of Networking”) has proved very helpful in getting focused. Keep in mind that you are not yet in a job search. Your objective at this point is only to get ideas and explore possibilities you had not perhaps considered before. Make at least 10 to 20 contacts in this effort. Lunch meetings, casual evening chat sessions, or even telephone conversations will serve you well to explore all about their jobs, careers, and businesses, and their product or service offerings. Following is a checklist to guide you in getting all the valuable information you will need:

Informational Interview Checklist

1. What industry are you in now? For how long? Previously?
2. What is your functional role? For how long? Previously?
3. What is your level of responsibility and authority? For how long? Previously?
4. How did you come to end up in this industry/position? What was your motivation and strategy?
5. On a scale of 1-10, how would you rate your job satisfaction now? Previously?
6. What do you like most about your job? Least?
7. Tell me about your products/services. Who are your customers/clients? Who are your vendors?
8. What is your market share? Who are your competitors? Their market share?
9. What are the greatest opportunities for this industry?
10. What are the greatest challenges/problems/concerns facing this industry?
11. If you were to change jobs, what would cause you to leave? What would you do?

Reviewing Newspaper Classified Ads and Professional Publications

You should find great stimulation in perusing newspaper classified ads and professional publications for concrete ideas about new possibilities. You should look at the business opportunities for sale as well as the help wanted sections. And, do not ignore the business display promotional ads. Focusing is often a process of elimination of possibilities. These sources should be utilized as additional focusing tools – menus of possibilities – in much the same way that you would review the menu at a restaurant before making a selection. See Chapter 15, “Identifying Imminent Job Opportunities.”

Professional Help – Career Counseling

Personality inventories can help you to get rid of the cobwebs. My personal favorite is the Meyers-Briggs Type Indicator, based on personality typology. There are several additional good assessments

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available. You may wish to consult a professional for personality testing administration and evaluation, someone who can provide additional assistance in determining your interests and direction. A competent career counselor or career consultant can help you figure out what you "want to be when you grow up." Also, your local college placement office, counseling center or educational opportunity center can be great resources for personality testing and evaluation, as well as career counseling.

Chapter 5

Positioning Yourself in the Job Market

David Ogilvy is a noted advertising guru, founder of the prestigious world class advertising agency Ogilvy and Mather, and author of two books: *Confessions of an Advertising Man* and *Ogilvy on Advertising*. He made a list of 32 things he learned during his advertising career. Of all the items listed, he said the most important is the correct *positioning* of your product in the market place. He claims that results are based not so much on ad copy, but how the product is positioned.

The correct *positioning* of your product in the market place is the single most important aspect of marketing.

While *focusing* is an ongoing process with a long-term perspective, *positioning* is short-term. Therefore, the second step in the job search is to position yourself appropriately in the job market, which consists of synthesizing the three *job components* of *industry*, *function* and *level* into your job search. You simply cannot draft effective resumes and letters ... or be successful generating sufficient interviews ... or be very convincing during the interview ... unless you first get *focused* on your ultimate end outcome ... and then *positioned* in the job market with a well-defined positioning statement

The Positioning Statement

The *positioning statement* is the precise niche language of the *target industry* used to describe the titles of the *functional areas* and *level* of income, responsibility, and authority for which you are best suited. And the language terminology must "speak to" the decision makers in your *target industries*. For example, in advertising, SALES REPRESENTATIVE would be inappropriate, because the language of the advertising industry for sales is ACCOUNT EXECUTIVE.

Since your positioning statement will be used in all communications, it should also paint an accurate and concise mental picture of your job search objectives. And, it must be consistent and complementary with your background and ultimate end outcome. In short, an effective positioning statement will help you win the attention of prospective employers, and win more interviews and job offers.

Incorporating the Positioning Statement into the Resume

The positioning statement for the resume should be short – normally not less than two words, and not more than five – and consist of a functional title rather than a job title. This is because there is more likely to be opportunity within a functional area of several positions, than an opening for one specific position. See Chapter 7, "Writing a Winning Resume."

For example, positioning yourself as a CONTROLLER would be too narrow, because the odds that an opening might exist for a controller would be less than an opportunity in ACCOUNTING MANAGEMENT. There would be more opportunities in the functional area than an open controller position. Accounting Management would

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include Assistant Controller, Accounting Manager, Audit Manager, Credit Manager, Budget Manager, Plant Controller, Director of Tax, Collections Manager, and Payroll Manager, all of which may very well be acceptable entries into the organization. ACCOUNTING/FINANCIAL MANAGEMENT might be even more appropriate if you need to be more inclusive.

Incorporating the Positioning Statement Into a Letter

If the positioning statement for the resume were CUSTOMER SERVICE MANAGEMENT, then the positioning statement for the letter of introduction might be: *I would like to increase your customer satisfaction with corresponding increased revenues and profits.* The complete letter of introduction might read as follows:

“The XYZ Company has been of interest to me for some time now. You enjoy an enviable leadership position in the automobile industry, and I am aware of your significant growth potential.

Allow me to introduce myself. My name is Paul Jensen, and I am the one responsible for the successful increase of customer satisfaction at Lexus, to the extent that we even set a new standard of excellence in customer satisfaction. I have been consistently successful at increasing customer satisfaction with corresponding increased revenues and profits within six months.

Unless I miss my guess, you would be interested in increasing your customer satisfaction. I would like to increase your customer satisfaction with corresponding increased revenues and profits within six months. Results guaranteed! I will call you in a few days to discuss your interests as a preliminary to a personal meeting. I look forward to speaking with you soon.”

Incorporating the Positioning Statement into a Dialogue

To “qualify” you, there are six things that all employers will need to know about you. The *six qualifiers* are re-introduced here from the previous chapter. You should prepare in advance, and be able to present on a moment's notice, a brief positioning statement that answers the first four of the six questions without anyone asking.

1. MOTIVE - Why are you in the job market?
2. INTEREST - Why are you interested in our company and this position?
3. CONTRIBUTION - What can we expect from you; your contribution to our bottom line?
4. EXPERTISE - How good are you, and how long will you require to get results?

Following is an example of a proactive approach rather than a reactive approach. Remember, it is always better to “go toward the carrot” than “go away from the stick.” When an employer wants to know why you are leaving, he expects to hear negative things that are motivating you to leave. Never be tempted to be negative, because you will gain nothing ... not even sympathy. You will be far more credible and attractive knowing that you are going toward your ultimate end outcome, than focusing on what you are leaving that is negative.

“Recently, I decided it would be very beneficial to my career to reevaluate my goals and objectives. In the process, I have redefined my core values, core competencies, and core interests. And, I have decided that where I want to ultimately end up at the culmination of my career ... is in the automobile industry ... either in manufacturing ... or with a large dealership group ... in charge of customer satisfaction. I am not terribly unhappy with my present job ... but I know I am ready for a new challenge ... and opportunity to contribute more ... in the right situation.

XYZ Company enjoys an enviable leadership position in the automobile industry, and I am aware of your significant growth potential. I'm the one responsible for the successful increase of customer

satisfaction at Lexus ... to the extent that we even set a new standard of excellence in customer satisfaction. I have been consistently successful at increasing customer satisfaction with corresponding increased revenues and profits.

I would like to increase your customer satisfaction with corresponding increased revenues and profits within six months. Results guaranteed! If I could do that, would you be interested in increasing your customer satisfaction? By how much? How soon?"

Did all four of the above qualifying questions get answered?

Repositioning into a Different Industry or Function

It is normally easier to change industries – transferring your existing functional skills into another industry – than to change functions. A functional change would require quite a different set of functional skills, as well as different duties and responsibilities, with a longer learning curve. Changing both industries and functions simultaneously would be the most difficult scenario of the three possibilities.

An example of an industry change would be to go from retail into manufacturing, but remain in the same functional area, such as sales ... or accounting. An example of a functional change would be to go from sales into cost accounting, but remain in the same industry, such as retail ... or manufacturing. An example of changing both industries and functions simultaneously, would be to go from retail sales into manufacturing, while switching from sales into cost accounting.

For example, if you were a manager in a food distribution organization, there are a number of different possible options. With a background in distribution, any distribution organization might be appropriate, regardless of the product, as long as both your confidence and enthusiasm are 8+. Examples might include manufacturing, wholesale, retail, and transportation industries. You also have a food-oriented background, so your confidence and enthusiasm may be high toward food manufacturing, wholesale food brokers, retail grocers, and other food related industries.

On the other hand, your confidence and enthusiasm may be higher for data processing and information systems. If so, you might target similar organizations that would require talents of that nature. Or, your confidence and enthusiasm may be higher for a service organization, where you can direct and coordinate the activities of many people. This in turn might suggest still other types of organizations such as restaurants, hotels, convention centers, hospitals, educational institutions, airlines, and so forth.

You may even conclude that customer contact and sales-related activities have always been most enjoyable for you. In this case, your enthusiasm might be very high, but confidence a bit lower. An entirely different set of target industries might allow you a learning curve with a base salary plus commission.

Examples of Repositioning into a Different Industry or Function

A data processing manager, who had been in that field for 20 years, decided that he liked solving user problems more than any other aspect of his job. This indicated that he might be very happy in sales. He took a job with a major supplier of data processing equipment and has been quite happy and successful as a salesman.

Sometimes passions for leisure pursuits suggest new industry options. A young executive in a large insurance organization, who had an outstanding record in motivating others, had always wanted to run a marina because he loved sailing. During the course of his job search, he received an offer from the owner of a large marina to become its general manager.

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An attorney with a previous background as a professional rodeo cowboy decided to relocate into an area saturated with attorneys. Starting up a new law practice would be extremely difficult. His dream job was owning a ranch. Specializing in agriculture and livestock law was a logical synthesis of his passion for ranching, horses, livestock and the rodeo on the one hand, and his most recent experience practicing law on the other. Following is a menu of positioning options that will help you position yourself in the job market.

Positioning Options Menu

General Management

Positions with a strong General Management orientation: Chairman of the Board, President, Chief Executive Officer, Chief Operating Officer, Managing Director, Executive V.P., General Manager, V.P. Operations, Publisher, Motion Picture Producer, Management Consultant.

Sales/Marketing

Sales - Inside Salesman, Outside Salesman, Account Executive, Account Representative, National Accounts Representative, Manufacturer's Representative, Account Manager, Registered Representative, Sales Engineer, Sales/Territory Representative, Agent/Broker, Business Development Officer, Customer Service/Relations Representative, Fund Raising Officer.

Sales Management/Administration - V.P. and Director-level positions, National Sales Manager, Regional/Territory Sales Manager, District Sales Manager, Area Sales Manager, Department Sales Manager, Sales Manager, Telemarketing Manager, Sales Administrator, Business Development Manager, Customer Service/Relations Manager, Production Coordinator, Recruiting/Training Officer.

Marketing - Strategic Planner, Market and Sales Forecaster, Plant/Branch Location Specialist, Market Researcher, Market Analyst, Marketing Specialist, Sales Analyst, Marketing Coordinator, Product Planner, New Product Developer, Product Marketing Engineer, Art Director, Consumer Analyst, Copywriter, Media Director.

Marketing Management - Senior V.P./V.P. of Marketing, Director of Marketing, Marketing Manager, Merchandising Manager, Market Development Manager, Product Manager, Brand Manager, Market Research Manager, Marketing Administrator, Corporate Strategic Planning Manager, Director Long-Range Planning.

Advertising/Promotion - Art Director, Copywriter, Advertising Account Executive, Media Director, Sales Promotion Specialist, Merchandiser.

Advertising/Promotion Management - Advertising Director, Manager of Trade Promotion, Creative Director, Sales Promotion Manager, Merchandising Manager.

Finance/Administration

Accounting in Non-Financial Institutions - Staff Accountant, Senior Accountant, Senior Revenue Accountant, Auditor, Cost Accountant, Tax Accountant, Budget Officer, Payroll Accountant, Collections Officer, Credit Analyst.

Accounting Management in Non-Financial Institutions - Controller, Assistant Controller, Accounting Manager, Audit Manager, Credit Manager, Budget Manager, Plant Controller, Director of Tax, Collections Manager, Payroll Manager.

Finance in Non-Financial Institutions - Economist, Financial Planner, Financial Analyst, Capital Investment Officer, Risk Management Officer, Fund Raiser, Capital Acquisition Officer, Investor Relations Officer, Acquisitions Officer.

Financial Management in Non-Financial Institutions - Chief Financial Officer, Chief Economist, Treasurer.

MIS Producers - Systems Analyst, Senior Programmer, Systems Designer, Software Engineer, EDP Supervisor, Telecommunications Specialist, Digital Design Engineer, DP Service Technician.

MIS Management - DP Manager, Manager of MIS, V.P. Information, Manager EDP, DP Project Manager, Technical Director, Data Security Manager, Programming Manager, Software Manager, Director Systems Development.

Legal - General Counsel, Associate Counsel, Staff Attorney, Contracts Attorney, Tax Attorney, Litigation Attorney, Oil & Gas Attorney, Patent Attorney, Copyright Attorney, Real Estate Attorney, EEO Counsel, Legal Director, Trust Attorney, Securities Attorney, Collections Attorney, Legal Office Manager.

Human Resources & Related - V.P., Director, Managerial and Professional positions: Benefits Analyst/Manager, Compensation Analyst/Manager, Staffing Analyst/Manager, Personnel Administrator, Industrial Psychologist, Trainer/Training Manager, Recruiter/Recruiting Manager, Labor/Employee Relations Officer/Manager, Grievances Officer, Employee Assistance Officer, Industrial Relations Officer, Recruiter, Executive Search Consultant, Employment Agent, Outplacement Consultant, Career Consultant.

Public Relations - Stockholder Relations Officer, Public Relations Manager, Public Affairs Director, Media Coordinator, Copywriter, Speech Writer, Corporate Communications Manager, Public Opinion Surveyor, Government Relations Analyst, Environmental Affairs Officer, Lobbyist, Regulatory Affairs Manager.

Operations/Production

Operations/Production/Manufacturing/Plant Engineering - Production Planner, Production Control Technician, Production Coordinator, Plant Engineer, Industrial Engineer, Design Engineer, Maintenance Engineer, Repair Technician, Standards Engineer, Scheduling Technician, Testing Engineer, Quality Control Technician, Chief Inspector, Project/Product Engineer, Electrical Engineer, Mechanical Engineer, Metallurgist, Metallurgical Engineer, Design Engineer, Applications Engineer, Chemical Engineer.

Operations/Production/Manufacturing Management - V.P., Director, Assistant V.P. and Managers of Manufacturing, Plant Manager, Production Controller, Operations Manager, Manufacturing Manager, Production Supervisor, Production Manager, Industrial Technology Manager, Process Control Supervisor, Plant Section Manager, Director of Quality Control, Quality Assurance Manager, V.P. Engineering, Director of Engineering, Engineering Program Manager, Product Engineering Manager, Test Engineering Manager, Manager of Design Engineering.

Materials Management - Purchasing Agent, Procurement Manager, Buyer, Disposal Technician, Inventory Controller, Materials Manager/Planner, Warehousing Manager, Facilities Management.

Distribution - Logistician, Distribution Manager, Transportation Manager, Traffic Manager, Safety Manager, Maintenance Manager, Claims Officer, Shipping/Receiving Technician, Security Manager.

Research & Development/Scientific/Technical - Management and non-management positions in the sciences and technical disciplines: Director of R&D, Research Chemist, Research Associate, Member Technical Staff,

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Principal Scientist, Biochemist, Oceanographer, Life Scientist, Astronomer, Soil Scientist, Manager Advanced Technology, Laser Scientist, Spectroscopist, Geophysicist, Experimental Development Technician/Engineer, Product Development Technician/Engineer, Pure Research Technician/Engineer, Applied Research Technician/Engineer.

Financial Institutions

Banking, Insurance, Credit Companies, Securities, Real Estate - V.P. Trust, Loan Officer, Financial Systems Manager, Investment Manager, V.P. Banking Operations, Director Actuarial Services, Economist, Claims Manager, Funds Manager, Real Estate Acquisition Manager, Chief Underwriter, V.P. Commercial Property Management, Investment Officer, Treasurer.

Construction/Civil Engineering/Architecture

V.P./Director of Civil Engineering, Construction Project Manager/Superintendent, V.P. Construction, Senior Architect, Construction Site Manager, Civil Engineer, Consulting Engineer, Environmental Engineer, Oil Field Engineer, Drilling Engineer, Geotechnical Engineer, Petroleum Engineer, Mine Superintendent, Geologist, Hydrologist.

Health Care

Clinical and Administrative positions relating to the Medical/Health Care profession or with medical institutions: Physician, Health Care Administrator, Director of Nursing, Hospital Administrator, Clinical Director, Director of Patient Services, Senior Health Planner, Director of Cardiology, Physical Therapist, Speech Pathologist, Optometrist, Chiropractor.

Education

Academic positions with educational institutions: University President, Chancellor, Provost, Dean, Department Chairman, Director of Development, Director of Admissions, Librarian, Professor, Athletic Coach, Superintendent, Principal/Assistant Principal.

Government and Non-Profit Organizations

Positions in city, county, state and federal government, and positions with non-profit organizations such as trade associations, charitable institutions, museums, libraries and social service organizations: Public Works Director, Public Program Director, City Manager, Chief of Police/Fire, Trade Association Director, Curator, Library Director, Director Welfare Administration.

International

International Marketing Director, International Finance Director, Contract Administrator, International Traffic Manager, International Sales Director, International Banking Manager.

PART III
WINNING MORE INTERVIEWS

Chapter 6

Developing a Presentation Strategy

After having focused on a well-defined end outcome, and positioned yourself correctly in the job market, you are ready to develop your presentation. And, the first step in the development of an effective presentation is to develop an overall presentation strategy.

What Is a Presentation Strategy?

A presentation strategy is simply a preplanned approach designed to win the confidence and enthusiasm of the employer. The role of a presentation strategy in a job search is the same as in a political campaign. You begin by anticipating questions and concerns beforehand, enabling you to convincingly describe your appropriate *qualifications, aptitude* and *attitude*. To put your best foot forward, you must optimize your assets and diminish your liabilities. Preparation will enable you to answer difficult questions with greater *confidence* and *enthusiasm*.

Remember, employers tend to evaluate you initially on the basis of your education and experience – your qualifications – and then on the basis of your aptitude and attitude. Do not rely on your qualifications to do the selling for you. You will be hired for your potential contributions, not your past experiences. The foundation of your presentation strategy should be the *six qualifying questions* introduced in Chapter 4, “Getting Focused,” repeated here for your convenience.

Six Qualifying Questions

To “qualify” you, there are six things that all employers will need to know about you. By asking six simple questions, an employer can determine whether or not a candidate “qualifies.” In fact, everything the employer will need to know about you can be learned from these six questions ... conveniently summarized below by six key words:

To “qualify” you, there are six things that all employers will need to know about you.

1. Motive - Why are you in the job market?
2. Interest - Why are you interested in our company and this position?
3. Bottom line - What can we expect from you; your contribution to our bottom line?
4. Expertise - How good are you, and how long will you require to get results?
5. Afford - Can we afford you?
6. Risk - How can we be sure that you are, and can do, what you say?

See Chapter 21, “The Interview – Winning Confidence and Enthusiasm,” for more detailed information on what employers look for, and how to prepare for the “meeting.”

It will pay you to take the time to identify every strength, anticipate every question, and formulate a strategy to guide your resume and letter preparation, as well as responses to difficult questions. When you know precisely what you have to offer, and how you want to present yourself, you can come across with superior effectiveness in resumes as well as interviews.

Key Personal Descriptors

What sets you apart from your competition? Most job seekers, when faced with the need to sell themselves, sell themselves short. If you understate your qualifications – simply talk in general terms about your past experience, responsibilities, job titles, or job descriptions – then you are under-selling yourself. Since many other applicants are likely to have parallel backgrounds and express themselves

"I have almost ten years of experience in sales and marketing management. I believe that would qualify me to do the job."

similarly, this can make you appear quite average.

On the other hand, some job seekers over-sell themselves. If you are cocky, brag, excessively name drop, talk too much, exaggerate your abilities, or overstate your qualifications, then you are over-selling yourself. This not only makes you a most undesirable candidate, it is a common just cause for termination.

"I've done it all. There isn't any job I can't handle!"

Both under-selling and over-selling yourself can cost you the job. However, you can avoid these common errors if you will take the time to carefully review your experience and select key words and phrases which particularly describe you. You can develop a list of key personal descriptors from two sources: (1) positive personal characteristics, and (2) your past accomplishments.

Descriptors from Positive Personal Characteristics

You should select a number of characteristics which are particularly descriptive of your attitude, core values, character, and personality. This is overlooked by most job seekers, but if done properly, can actually give you a tremendous competitive edge. The most effective way to present these is by way of a third party comment. This is because what others have to say about you is much more credible than what you think and say about yourself, especially if the third party is a previous employer. As a source, consider using third party comments from letters of recommendation, evaluations, awards, special recognition, and even conversations. An excellent way to present these personal characteristics is in the Qualifications Summary of your resume. See Chapter 7, "Writing a Winning Resume," for additional information.

"... possesses the valued ability to analyze situations rapidly and act decisively, always with desirable results ... confident, energetic and enthusiastic ... able to motivate and inspire others to realize they can do things they didn't think they could ... stable, analytical, and persistent ... works well under pressure"

Descriptors From Past Accomplishments

As you begin to review your past accomplishments, consider: (1) those circumstances and events in your life and work experiences that were the most difficult problems you encountered, which stretched your abilities and challenged you to the utmost; and (2) those accomplishments and achievements of which you are most proud. The most effective way to present these is by way of bullets and bolded action verbs in the past tense. Following are some questions to help you get started in identifying and quantifying your accomplishments.

- **Started** up four new branch offices under tight time pressures and budgets.
- **Increased** customer satisfaction and subsequent sales by 15% within 6 months.
- **Decreased** employee turnover by 8% and increased productivity by 17% within one year of implementation.
- **Reduced** escalating overhead within three months by more than 30%.

Starter Questions to Help Quantify Your Accomplishments

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1. Did you increase sales? By how much over what period of time? Problem? Results?
2. Did you save money? By how much over what period of time? Problem? Results?
3. Did you increase productivity? By how much over what period of time? Problem? Results?
4. Did you institute a new system, policy or procedure? Problem? Results?
5. Did you identify a problem that had been overlooked? Problem? Results?
6. Were you ever promoted, or receive awards or recognition? Problem? Results?
7. Did you hire, train or motivate anyone? Problem? Results?
8. Did you suggest new products or programs that were implemented? Problem? Results?
9. Did you establish new goals or objectives? Problem? Results?
10. Did you modify the nature of your job? Problem? Results?
11. Did you have important ideas that were not put into effect? Problem? Results?
12. Did you do anything on your job that you thought you could not do? Problem? Results?
13. Did you take non-obligated initiative because you were intrigued with a problem? Problem? Results?
14. Did you ever do anything simply to make your own job easier? Problem? Results?
15. Did something so great ever happen that you just had to tell someone about it? Problem? Results?

As you begin to make up your list, you should be as specific and detailed as possible. You should try to identify at least 20-30 descriptors from the following comprehensive list, "Key Personal Descriptors Menu."

Key Personal Descriptors Menu

Following is a comprehensive list of personally descriptive key words and phrases. They represent possible *personal characteristics* as well as possible *accomplishments*, from past experiences on and off the job, as well as action words you can use to describe your accomplishments. Select at least 20-30 that best describe you, as perceived by others who know you well in work and social settings.

10 years experience	Athlete
20 years experience	Attentive
30 years experience	Author/Co-author
Ability to meet stringent objectives	Bilingual/fluent in languages
Ability to get things done	Blue chip experience
Absorb facts quickly	Brainstormer
Accurate	Bright
Achiever	Bring order to confused data and facts
Active	Broad business contacts
Adapt and contribute quickly	Broad minded
Adaptable/flexible/spontaneous	Broad personal contacts
Administrative skills	Broad-based experience
Affect strong loyalty from subordinates	Budget responsibility
Aggressive	Build cooperation
Alert	Built sales in new territory
Altruistic	Calm under severe strain and pressure
Ambitious	Can work independently/as part of team
An action person	Caring
Analytical	Cause-oriented
Articulate	Charismatic
Artistic/creative	Charming
Assertive	Cheerful
Astute	Clever

Common sense	Discerning
Communicator	Disciplined
Compassionate	Discreet
Compatible	Discriminating
Competent	Distinguished record
Competitive	Diversified experience
Composed	Driver/Driven
Concept creation through implementation	Dropped unprofitable product lines
Concise	Dutiful
Confident	Dynamic
Congenial	Easily win confidence of others
Conscientious	Easy going
Considerate	Economical
Consistent	Effective in union negotiations
Constructive	Effective team builder
Consultant to presidents	Effective in sophisticated environments
Contemplative	Efficient/efficiency expert
Contract negotiations	Elected
Controlled costs	Eloquent
Conversationalist	Empathetic
Cooperative	Energetic
Cost reduction	Engaging and stimulating personality
Counseled management	Engender confidence and respect
Courageous	Enterprising/entrepreneurial
Courteous	Entertaining speaker
Creative/artistic	Enthusiastic
Credible	Esteemed
Critical thinking	Ethics and character of highest caliber
Cultured	Even-tempered
Curious	Exacting
Daring	Exciting
Decisive	Experienced working w/top management
Decreased costs	Experienced in making presentations
Dedication to job	Expert
Demanding	Expressive
Democratic	Extroverted
Dependable	Facilitator of group interaction
Designed new plant/facilities/layout	Facility for rapid analysis
Designed new financial reporting systems	Fair/just
Designed/wrote/taught	Firm
Detail oriented	Flexible/adaptable/spontaneous
Determined	Forceful
Developed/introduced new products	Foreign ventures
Developed new advertising concept	Formulated policy
Diffuse anger	Formulated new marketing strategies
Dignified	Fortune 500 experience
Diligent	Forward-thinker
Diplomatic	Found new alternatives
Direct	Frank/candid
Directed shut-downs and consolidations	Friendly

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Fun loving	Kind
Generous	Knowledge of different sales techniques
Gentle and kind	Knowledge of domestic markets
Genuine	Knowledge of international markets/operations
Goal-oriented	Knowledgeable
Good natured/gracious	Leadership
Hands-on experience	Likeable
Happy	Logical
Hard working/driven	Long-range planning
Harmonize groups prevailing in conflict	Loyal
Have reorganized and revitalized	Make tough decisions
Healthy	Manage several projects simultaneously
Helpful	Managed high growth
High energy level	Managed technological breakthroughs
High moral values	Mature
Honest/ethical	Memory for details/facts/people
Honors/awards	Methodical
Humorous/funny	Meticulous
Idea creation/creative/original	Modern management techniques
Idealistic	Modest
Identified a profitable new market	Money-maker
Imaginative	Motivate/persuade
Implementer	Multi-billion dollar experience
Improved production	Multi-plant experience
Improved morale and productivity	Multi-product capability and background
Improved existing ideas/concepts	Natural leadership ability
Improvise	Naturally concerned about others
Impulsive energy	Negotiator
In-depth technical knowledge/experience	New venture/start-up experience
Increased sales	Novel approaches
Increased profits	Nurturer
Independent	Objective/rational
Individualist	Observant
Infectious enthusiasm	Officer and board member
Ingenious	Open-minded
Initiative/initiated sweeping changes	Opened new plants
Innovative/innovator	Opinionated
Inquisitive	Optimistic
Insightful	Orderly/organized
Inspirational speaker	Organized
Integrity	Original ideas and thinking
Intellectual/Intelligent	Outgoing
Intense	Outspoken
Interested	Overhauled ineffective operation
Internal re-organizations	P & L responsibility
Intrapreneur	Patient
Intuitive decision maker	People skills
Inventive	People-oriented
Just/fair	Perceptive
Keen observer	Perfectionist

Persevering	Self-reliant
Persistent	Self-starter
Personable and warm	Sense of humor
Personal achievements	Sensitive
Persuasive	Set goals/establish controls/follow up
Philosophical	Shirt sleeve
Planner	Short-range planning
Poised	Shrewd
Popular	Sincere
Positive thinker	Skilled communicator
Possibility thinker/problem solver	Skilled at matching people with tasks/positions
Practical	Smart
Pragmatic	Sociable
Precise in work habits	Sold-off undesirable cash drain properties
Preside over conventions/seminars/conferences	Solved complex engineering problems
Principled	Someone who gives 100%
Proactive	Someone who inspires others to optimum performance
Problem-solver	Someone with dignity
Productive	Sophisticated
Professional	Spontaneous/flexible/adaptable
Promote harmony	Stable
Promoted quickly	Statistical techniques
Promoter	Stimulating company
Prototype operations	Straightforward
Proud	Strategic planning
Proven record of success	Supportive
Public speaker	Sympathetic
Purposeful	Systematic
Quick study	Tactful
Realistic	Tactical
Reasonable	Take charge
Receive cooperation at all levels	Talented
Recruited by current/former employer	Team builder
Reduced unnecessary overhead	Team player
Reliable	Thinker
Resolve conflicts	Thorough
Resourceful	Thoughtful
Respected	Tolerant
Respectful	Top management exposure
Responsible	Tough-minded
Responsive	Traditional
Results oriented	Train/reshape/recruit
Salvaged previously unprofitable investments	Trouble-shooter
Scheduled	Trustworthy
Scholar	Turned around marginal operations
Scientific methods	Understanding of others
Seasoned executive	Upgraded EDP systems
Self-disciplined	Vast personal contacts
Self-educated	Versatile
Self-motivated	Visionary

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Vivacious	Management Style
Well-developed instincts for products that will sell	Approve/guide/preside/govern/control
Widely traveled	Direct/coordinate/implement
Wise	Initiate/stimulate/effect/change
Won price concessions from suppliers	Invent/conceive/create/write
Work well with people	Investigate/research/examine/analyze
Working with tight deadlines	Revise/rectify/expand/strengthen
Working with fluctuating volumes	Organize/index/catalog/arrange/group/systematize
Zealous	
Zest for life	
Zest for people	

Sample Action Words

Accomplished	Defined	Governed	Observed
Achieved	Delegated	Grouped	Obtained
Administered	Delivered	Guided	Operated
Affected	Demonstrated	Handled	Organized
Analyzed	Designed	Harmonized	Originated
Applied	Detailed	Headed	Perceived
Appraised	Developed	Helped	Performed
Approved	Devised	Implemented	Persuaded
Arranged	Directed	Improved	Pioneered
Assessed	Disapproved	Improvised	Planned
Attained	Distributed	Increased	Prepared
Authored	Diverted	Indexed	Presented
Awarded	Doubled	Influenced	Presided
Built	Drove	Illustrated	Prevented
Calculated	Earned	Initiated	Processed
Catalogued	Edited	Innovated	Produced
Clarified	Effected	Inspired	Programmed
Coached	Eliminated	Installed	Promoted
Communicated	Empowered	Instituted	Proposed
Compared	Encouraged	Instructed	Proved
Compiled	Enforced	Integrated	Provided
Completed	Enlarged	Interviewed	Published
Composed	Established	Introduced	Purchased
Computed	Estimated	Invented	Recommended
Conceived	Equipped	Investigated	Recorded
Conducted	Evaluated	Introduced	Recruited
Consolidated	Examined	Launched	Rectified
Constructed	Executed	Led	Redesigned
Controlled	Expanded	Maintained	Reduced
Contracted	Experimented	Managed	Reorganized
Converted	Facilitated	Manipulated	Researched
Convinced	Fed	Mediated	Reshaped
Coordinated	Formed	Mentored	Reviewed
Correlated	Formulated	Moderated	Revised
Created	Founded	Motivated	Saved
Decided	Generated	Negotiated	Scheduled

Searched	Started up	Taught	Uncovered
Secured	Stimulated	Tailored	Unified
Selected	Straightened	Tended	United
Served	Streamlined	Terminated	Unraveled
Serviced	Strengthened	Traced	Utilized
Set up	Stretched	Tracked	Vacated
Signaled	Structured	Traded	Validated
Simplified	Succeeded	Trained	Verified
Sold	Summarized	Transferred	Widened
Solved	Supervised	Transformed	Won
Sorted	Supported	Translated	Withdrew
Sparked	Synthesized	Trimmed	Worked
Spoke	Systematized	Tripled	Wrote
Staffed			

The PAR (Problem-Actions-Results) Story Format

Selecting appropriate key personal descriptors is the first step in developing your presentation strategy. The second step is to incorporate these descriptors into story form. This is because stories create mind pictures that are not only much more interesting, but also much more credible and memorable than mere concepts alone.

The “PAR” is a simple and effective method for relating stories that are more interesting, credible and memorable than any other method you could use. PAR is an acronym that represents PROBLEM-ACTIONS-RESULTS. The PROBLEM refers to what circumstances, situational challenges, difficulties and opportunities the job provided you. The ACTIONS refer to what you and your team did to respond to and solve the problem. The RESULTS are the bottom-line impact or consequences of the action.

PROBLEM: *"This was the situation"* ACTIONS: *"This is what I did about it"*
 RESULTS: *"This is what resulted"*

For every key personal descriptor you want to use – whether personal characteristic or accomplishment – you should develop a PAR to support it. In developing your PAR’s, try to avoid using "we" whenever possible, because it dilutes the strength of your personal contribution. You are selling your own accomplishments, personal characteristics and experience--so do not hesitate to use the pronoun "I." The prospective employer is buying "you," not the team.

PAR's should be short and to the point. They can be drawn from your work experience, or from your non-vocational life experience. Whether as an employee, or in the context of civic, family, fraternal or political activities, always quantify the problems, actions and particularly the results, whenever possible. Use dollars, numbers, time frames and percentages to do this. Chapter 22, "Two Powerful Selling Tools – PAR and STIF," will show you how to use your PAR's to overcome the credibility gap and win the confidence and enthusiasm of employers on interviews.

PAR Story Examples

Problem: As the new Division Sales Manager, I was hired to turn around the company's lagging sales and reputation from #4 position and 4% market share, to become the leading ice cream distributor in Florida.

Actions: **Hired** and trained the best route salesmen available. Challenged and motivated them to increase sales and market share. Motivated them with better compensation and incentives than our competitors. **Developed** more impacting presentations which have become market standards. We have become known

The Job Seeker's Bible - How to Create Your Dream Job and Get It

by our customers as "the category experts."

Increased selling space by +330% at Albertson's. Gained 100% distribution on all major brands in all supermarkets by fall. Gained "set captain" status in all major accounts.

Results: **Achieved** sales volumes of +7% and +15% over annual sales objectives for 1993 and 1994 respectively.

Increased sales volume +96% from 1992 to 1994.

Increased average sales from \$22,000 per week in 1991 to \$141,000 per week in 1994.

Increased market share from 2.3% to 11.7% by 1993.

Increased market share to 24% by 1994 year end to make XYZ the top distributor. We are currently fighting to stay on the cutting edge of top quality service.

Problem: As the new Vice President and Divisional Manager, net profits from my company's \$10 million Micro Computer Division had plummeted to near zero.

Actions: **Instituted** a management-by-objectives program and installed a system of strict inventory.

Results: **Increased** net profits from the Division to \$620,000 within 17 months.

Problem: Jet engine manufacturers had withheld approval of my company's new synthetic oil.

Actions: **Planned** and conducted a service reliability test that involved the use of our oil in 20 Strategic Air Command Aircraft.

Results: **Obtained** unqualified approval of our product from domestic and foreign engine manufacturers.

Sold this product, on an exclusive basis, to two of the nation's largest airlines.

Problem: My chapter of the League of Women Voters was committed to raising money to publish a "Know Your Community" booklet.

Actions: **Conducted** advance sales of the booklet to area school superintendents, Realtors and businesses.

Won favorable radio talk show programming, which aired 90 minutes every night for a week, when the contents of the book were discussed by other members of the League and me.

Results: **Sold** 4,100 copies, yielding a substantial profit for the League.

Chapter 7

Writing a Winning Resume

Most resumes present “features” of the candidate, rather than the “benefits,” to the employer: *"My name is John Doe ... address and phone number ... attended these schools ... held these jobs ... had these responsibilities ... did these things"* These "feature-style" resumes normally just do not make a positive enough impression to win sufficient attention and interest of potential employers.

Consider your resume a one or two-page advertisement for yourself. Since employers receive hundreds of resumes, yours must stand out. In today's competitive job market, you cannot afford to jeopardize your career by marketing yourself – a million dollar product – with a mere job description or history. To be effective, your resume should tell a story in an interesting way about you, and will not merely be a list of dates and uninteresting facts. Emphasis must be on benefits, not features. In other words, present what and how you can contribute, not mere facts and personal information.

After getting attention, your resume should hold the interest of the reader. Therefore, brevity is very important. Two single-spaced, word processed pages are maximum for almost all job seekers. If a resume can be reduced to one page without losing the "sell," do so.

Resume Function

The purpose of a resume is to generate interviews, not get you hired. The importance of the resume should not be underestimated, because it, along with your cover letter, is responsible for creating your first impression. Studies show that a good first impression must be made within 5-10 seconds. That is the average time the reader will take to scan your resume. And, within 5-10 seconds, an effective resume will motivate a prospective employer to want to meet you ... and learn more about you.

What do employers initially look for in a candidate? What constitutes an effective resume? What motivates the employer to want to meet you? The answer

"78% of resumes fail to do the job, with the remaining 22% barely adequate." Richard Lathrop, Who's Hiring Who. Ten Speed Press, Berkeley, California.

"Only 2% of resumes received as a result of an ad survive first screening." Richard Bolles, What Color Is Your Parachute? Ten Speed Press, Berkeley, California.

"Some companies receive as many as 250,000 resumes a year." Robert Snelling, The Opportunity Explosion.

"...less than 50% of unsolicited resumes are seriously considered." Pfizer Corporation, The Wall Street Journal. New York.

"On an average, one invitation to an interview for every 245 resumes." Richard Bolles, What Color Is Your Parachute? Ten Speed Press, Berkeley, California.

"We probably fill 10% to 20% of our assignments from unsolicited resumes." Boyden Associates (recruiters), National Business Employment Weekly. New York.

"The average company hires a person for every 1,470 resumes it receives." Richard Bolles, What Color Is Your Parachute? Ten Speed Press, Berkeley, California.

"Of the hundreds of resumes that cross my desk, I read...less than half." Manchester Career Services (recruiters), National Business Employment Weekly. New York.

– and the best criteria to judge a resume – is *the six qualifiers* previously introduced:

1. Motive - Why are you in the job market?
2. Interest - Why are you interested in our company and this position?
3. Bottom line - What can we expect from you; your contribution to our bottom line?
4. Expertise - How good are you, and how long will you require to get results?
5. Afford - Can we afford you?
6. Risk - How can we be sure that you are, and can do, what you say?

Achievement Resume Format

While there are several possible resume styles, formats and approaches, the most common are the *chronological*, *functional* and *achievement* approaches. Of these three, I've found that the most effective approach for meeting *the five qualifiers* is the *achievement* approach, described below. Several examples of *achievement* style resumes are provided at Appendix I, "Resume Samples." Each of these resumes has proven effective in obtaining excellent results.

Sample Resume

On the following page is a sample resume you can use as a template for developing your own resume. There are several additional samples at "Resume Samples, Appendix I".

James (Jim) R. Andreasen, MBA
11427 Willowview Way
Boca Raton, FL 89204

Home (514) 574-1843
Work (514) 468-6544
E-mail jra@comcast.net

SALES/MARKETING MANAGEMENT

More than 12 years successful experience in Sales and Marketing Management with Frito-Lay and Dreyer's Grand Ice Cream, two of the nation's top marketers of consumer products. Ability to teach, train and motivate others in sales and management skills. Certified instructor for Frito-Lay Selling Skills course. My skills and strengths described by superiors include: "... visionary natural leader ... respected as well as liked because of his natural warmth ... works best in organizations where opportunity exists to rise to the top ... ambitious and hardworking ... honest and direct ... good complex problem solver ... able to make logical decisions ... able to keep long and short-term goals in mind ... able to develop immediate rapport ... promotes harmony and builds cooperation around him ... respects variety of opinions and input ... good public speaker and facilitator of group discussions ... productive, decisive, well-organized team player "

- Sales/Marketing Management
- Recruiting/Training/Motivating
- Merchandising/Space Allocation
- Communications
- Product Management
- Distribution
- Displays
- Results-oriented

Currently seeking an opportunity in Sales/Marketing Management. I will make a difference.

CAREER HIGHLIGHTS

As Division Sales Manager for XYZ Ice Cream, my original objective was to turn around the company's lagging sales and reputation from #4 position and 4% market share to become the leading ice cream distributor in Florida by 1995:

- **Hired** and trained the best route salesmen available. Challenged and motivated them to increase sales and market share. Motivated them with better compensation and incentives than our competitors.
- **Developed** more impacting presentations that have become market standards. We have become known by our customers as "the category experts."
- **Increased** selling space by +330% and +350% at Albertson's and Smith's respectively. Gained 100% distribution on all major brands in all supermarkets by the fall of 1994. Gained "set captain" status in all major accounts.
- **Achieved** sales volumes of +7% and +15% over annual sales objectives for 1993 and 1994 respectively.
- **Increased** sales volume +96% from 1992 to 1994.
- **Increased** average sales from \$22,000 per week in 1991 to \$141,000 per week in 1994.
- **Increased** market share from 2.3% to 11.7% by 1993.
- **Increased** market share to 24% by 1994 year end to make XYZ the top distributor. We are currently fighting to stay on the cutting edge of top quality service.

As Region Manager for Frito-Lay:

- **Reduced** overall expenses by 25%. This was the greatest expense reduction of any region in our division.
- **Proposed** an exclusive account relationship to 7-11, our largest convenience store account. This resulted in a 35% increase in sales, and more than \$250,000 in incremental volume. This was one of the first divisions of 7-11 to implement such a program.
- **Achieved** convenience store segment growth of over 36% for the year and ranked the region #1 in the entire U.S.

EMPLOYMENT

1991-present	Division Sales Manager - XYZ Ice Cream - Boca Ratan, FL
1990-1991	Regional Sales Manager - Borden, Inc. Clover Club Foods - Richmond, VA
1986-1989	Regional Manager - Frito-Lay, Inc. - Richmond, VA
1984-1986	Trade Development Manager - Frito-Lay, Inc. - Richmond, VA
1983-1984	District Sales Manager - Frito-Lay, Inc. - Richmond, VA
1984-1986	Route Salesman - Frito-Lay, Inc. - Richmond, VA

EDUCATION/TRAINING

1982	M.B.A. - University of Utah - Salt Lake City, UT
1981	B.S., Marketing - Brigham Young University - Provo, UT

PERSONAL

Married with 5 children. Excellent health. Willing to relocate. Leisure activities include: basketball, volleyball, softball, camping, hiking, golf; active leader in church service and Boy Scouts of America.

Resume Heading

You might be surprised how many resumes and letters I have seen without contact information. Surprised? Probably an oversight, I'm certain. As in the previous resume sample, your resume heading should contain the same information as business letterhead. You should include your complete name, preferred name or nickname in parenthesis, appropriate titles if any, complete mailing address, e-mail address, and phone number(s) where you can be reached. If you have a website, you should list that as well for reference in your resume.

Positioning Statement

When you look at a newspaper, what is the first thing that gets your attention? Of course ... the headlines. The positioning statement is to your resume what a headline is to a newspaper. It is equal in importance and function to the headline in your daily newspaper, and should consist of two to five words. In the resume sample provided, the positioning statement is SALES/MARKETING MANAGEMENT.

Qualifications Summary

As in the resume example above, your positioning statement should be adequately supported by a relevant, concise, succinct summary of qualifications. This qualifications summary should be your best effort to qualify you in the mind of your prospective employer for the position you are seeking. This is the second most important element of your resume. Summarize your years of experience in specific and related *industries, functions* and *levels*. This can be complemented by education, certification and *key personal descriptors* from positive personal characteristics, especially if they are third party comments that can be quoted.

Career Highlights

The Achievement Resume gets its name from this section, which could just as easily be called SELECTED ACHIEVEMENTS, or SELECTED ACCOMPLISHMENTS. This is where your PAR stories come into play. The PAR stories you select should be relevant to the employer for his industry and the functional role being filled. Notice in the example above that the first PAR story begins with a *Problem: As Division Sales Manager for XYZ Ice Cream, my original objective was to turn around the company's lagging sales and reputation from #4 position and 4% market share to become the leading ice cream distributor in Florida by 1995.* Following the Problem are the *Actions*. Notice that the Actions are introduced by bullets followed by bolded action verbs in the past tense.

- **Hired** and trained the best route salesmen available. Challenged and motivated them to increase sales and market share. Motivated them with better compensation and incentives than our competitors.
- **Developed** more impacting presentations, which have become market standards. We have become known by our customers as "the category experts."

The PAR story format ends with the *Results*, which follow the Actions. Notice that the Results, like the Actions, are introduced by bullets followed by bolded action verbs in the past tense. This appears to be someone that an employer would want to meet. Would you agree?

- **Increased** selling space by +330% and +350% at Albertson's and Smith's respectively. Gained 100% distribution on all major brands in all supermarkets by the fall of 1994. Gained "set captain" status in all major accounts.
- **Increased** market share to 24% by 1994 year end to make XYZ the top distributor. We are currently fighting to stay on the cutting-edge of top quality service.

Employment History

Employers want to know where you have been – your experience – and where you are going with your career. The Employment section presents your employment experience. Notice that the employment is listed in reverse chronological order. This is because the most important employment is the most recent and should be brought out in greater detail than previous experience. Resumes may begin on the day a person leaves college and end with the present or last job. The dates are given first, followed by the position title, the name of the employer organization, and finally, the city and state of employment.

1991-present	Division Sales Manager - XYZ Ice Cream - Boca Ratan, FL
1990-1991	Regional Sales Manager - Borden, Inc. Clover Club Foods - Richmond, VA

Education

High school as well as college scholastic and athletic honors will normally be important, and should be mentioned as educational achievements. Notice again from the example above that the education is listed in reverse chronological order. And, as in the employment history, the dates are given first, followed by the degree, the name of the university or college, and finally, the city and state where the institution is located.

1984	M.B.A. - University of Utah - Salt Lake City, UT
1981	B.S., Marketing - Brigham Young University - Provo, UT

Personal Interests

Most employers are not really interested in reading about hobbies, volunteer work, clubs, church affiliations, types of reading material, sports, etc. Nevertheless, it has often helped to stimulate conversation and establish rapport. However, if a person lists too many "extras" in relation to employment, the reader might wonder when he had enough time to work. Be careful when listing personal likes and dislikes. The reader may be exactly opposite in his views. Do not list controversial-type organizations or issues. As a matter of fact, stay away from anything that someone might misconstrue.

Resume Writing Guidelines

References should not be listed on a resume or included in a cover letter. A prospective employer might want to check references before meeting you. This could result in a long delay. It is possible that references might be tardy in responding. This would increase the delay. They may never respond and it could mean no interview. There is perhaps one exception to the above rule. That is when you know that a reference(s) is an influential person that increases your credibility, and that by listing such a reference, you "pre-sell" yourself and increase your chances for getting an interview.

Resumes require a lot of thought, planning and preparation. Considerable attention should be given to each item before final printing. Dates should always be correct. Months are not necessary but years are always listed. Correct spelling of all words and proper punctuation is so important that it should actually head any list prepared for a novice resume writer.

To sum it all up, a good resume is like a newspaper story. Clearly it should tell the reader: "WHO, WHAT, WHEN, WHERE, WHY and HOW." Cub reporters must learn this on their first story. A new resume writer should do the same. In the interest of brevity, do not give as much detail on the "HOW." That explanation would be best saved for the interview.

Relative to your writing, check for the following danger signals: not sufficiently persuasive or clear, lacking personal feeling, failing to generate interest, sentences too short, too wordy or incomplete, paragraphs being too long or too short, and too much use of "I" or "me."

Professional Resume Preparation

Some job seekers do a highly credible job in preparing their own resume. Therefore, it may be worth a try. However, if in doubt about your writing ability, it is better to contract for the services of a professional. The fee is small if it means several thousand dollars extra to you as a result of his efforts.

Napoleon Hill, author of *Think and Grow Rich*, had this to say about the importance of the proper drafting of a resume:

"...[resumes] should be prepared as carefully as a lawyer would prepare the brief of a case to be tried in court. Unless the applicant is experienced in the preparation of such briefs, an expert should be consulted, and his services enlisted for this purpose. Successful merchants employ men and women who understand the art and the psychology of advertising to present the merits of their merchandise. One who has personal services for sale should do the same."

Since many resumes are prepared by professional writers, here are some tips. They can best be written after a fact sheet or questionnaire is completed by the job seeker. It is then delivered to the writer, who prepares a draft or finished document. Others are prepared by a writer only after a meeting with the individual, and the finished product is presented in person or mailed. Charges for professional resume writers could range from \$50 to \$500, and more. Normally a retainer or deposit is required before any work is actually started. This is usually one-half the total fee. The balance may be paid upon completion and/or satisfaction.

As with any service, some resumes are very poorly done. Others are exceptionally good and worth many times the writer's fee. Ask to see the questionnaire format you would complete for their use in preparation of your resume. They should use one that is comprehensive enough to provide them all the necessary information. Also, a reputable individual or firm will provide references and allow you to see examples of their work.

Chapter 8

Writing Effective Letters

The Introduction Letter – a Proactive Approach

Traditional cover letters tend to be *reactive* by nature. That is, they are usually written *in response* to an ad or some other request for information. Like the *Achievement Resume*, a more *proactive* and effective approach is the *Introduction Letter*. It is actually the combination of a resume and letter in a single page.

The introduction letter allows you to tailor information in a more effective way than a traditional cover letter can. For example, if you do not quite meet the specified *traditional* qualifications criteria, but you feel strongly that you can do the job, then the introduction letter will be a more effective approach for winning an interview.

Letterhead

You might be surprised how many resumes and letters I have seen without contact information. Surprised? Probably an oversight, I'm certain. As in the previous resume sample, your resume heading should contain the same information as business letterhead. As in your resume, you should include your complete name, appropriate titles if any, complete mailing address, e-mail address, and phone number(s) where you can be reached. If you have a website, you should list that as well for reference in your resume.

Introduction Letter in Response to Ads

1st paragraph - The first cardinal rule of letter writing is never open a letter with "I". Comment on an event, activity, trend, etc., and when/how you became aware of it (i.e., research, ad, article, speech, conversation). If you just do not have time to thoroughly research the organization beforehand, or information is not available, you can simply state that you have been interested in the organization for some time. The example provided below is based on the information in the resume example in the previous chapter. You will notice that this is not a typical reactionary response to an ad. Rather, it would appear that the appearance of the ad is just coincidental with the interest of this job seeker in pursuing this particular organization.

XYZ Corporation has been of interest to me for some time now. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about finding your ad in the August 5 issue of the Salt Lake Tribune for the position of Marketing Director.

2nd paragraph - Always try your best to avoid opening the second paragraph, and subsequent paragraphs, with "I". Make a match between the organization's apparent or projected needs and your interests, capabilities and background. Select relevant career highlights, achievements or skills from your resume PAR's that will demonstrate the fit between your background and the organization. Do this as clearly as possible in relation to the implied or explicit needs in source article, or based on any other information available.

Your requirements of 10-15 years of experience plus an MBA very closely match my qualifications. I am confident that my experience in directing marketing efforts for 15 years would allow me to make an immediate and significant contribution to increase your market share and penetration. Some of my relevant accomplishments:

The Job Seeker's Bible - How to Create Your Dream Job and Get It

- **Hired** and trained the best route salesmen available. Challenged and motivated them to increase sales and market share. Motivated them with better compensation and incentives than our competitors.
- **Developed** more impacting presentations, which have become market standards. We have become known by our customers as "the category experts."
- **Increased** selling space by +330% and +350% at Albertson's and Smith's respectively. Gained 100% distribution on all major brands in all supermarkets by the fall of 1994. Gained "set captain" status in all major accounts.
- **Increased** market share to 24% by 1994 year end to make XYZ the top distributor. We are currently fighting to stay on the cutting edge of top quality service.

Closing paragraph - Indicate your interest in the organization, as well as your capabilities and confidence in being able to make an immediate contribution. Close with an indication of your intention to make a phone follow-up in a few days, as well as a desire to meet with the individual.

Since I have such a strong interest in working with you, I would like to explain why, and show you what I can do for you. I will call you in a few days to schedule a 20-30 minute appointment. I look forward to speaking with you soon.

All letters should be addressed to a specific person by name and title, if at all possible. If a name is not provided in the ad, a telephone call to the organization asking the receptionist for the name and title of the appropriate decision maker will be worth the extra effort. Your letter should answer any question that is asked in the ad, despite the fact that the answer may be in your resume.

Cover Letter in Response to "Blind" Ads

"Blind" newspaper ads are those with only a post office or newspaper box instead of an organization name. They are not handled the same as regular ads because there is no address or telephone number to contact. The letter should be addressed exactly the way that it appears in the newspaper. Do not leave off the heading or salutation because you do not have a person's name to use. Use "Dear Sir" when no name is available. Beware that since you do not know the name of the organization to which you are replying, it might be your present employer!

Introduction Letter to Primary Employers

Direct solicitation of organizations in which you are interested should be handled in a similar fashion to normal ads. State a few facts as to why you are interested in this particular organization. Do some Internet or library research so that you can get current information regarding officers, size, products, etc. This can also be helpful when you are granted an interview.

Letter Writing Guidelines and Tips

While resumes can be invaluable in obtaining interviews with potential employers, they should never be sent without a cover letter. This is because the nature of the resume format does not allow you to appropriately convey all of the pertinent information. Each cover letter should include a few statements as to your interest in, and ability to contribute to, each individual organization.

Never enclose a list of references or transcript of grades. As a matter of fact, send nothing except your letter, or resume plus cover letter, unless some other information is requested by the organization. Do not fail to sign your letters. Your first and last name with middle initial is recommended. You are likely to get a better response if you

Sign your letters with a blue felt tip or flare tip pen.

sign your letters with a blue felt tip or flare tip pen. This is because a bold signature makes a more favorable impression than a light one, and blue ink is preferred over black.

Both the cover letter and resume should be folded in thirds, the top portion last, with the cover letter on top. This is so that the reader will see your salutation upon opening the letter. They are then mailed in a #10 business envelope. Note: Cover letters may be fastened with a paper clip to the resume, but never stapled. Cover letters and resumes are usually separated after the person opens the envelope. If clipped, it is easy for them. If stapled, it is difficult and could tear your resume. If you must use a paperclip to attach a cover letter to a resume, be certain the paperclip is folded INTO the documents (i.e., top of pages down first, bottoms folded up last). Postal equipment often jams on the clips and tears the piece of mail.

You should make use of a cell phone, answering service, voice mail or answering machine. This will allow you to make sure you are accessible when a prospective employer calls. Cell phone is an effective method of access, but an answering service is also very effective, because callers can speak to a "live" person, and can be available for \$25 to \$75 per month. Voice mail, at \$10 to \$20 per month, is the next preferred method because it is more dependable than an answering machine. An answering machine can be available for a one-time cost of \$50 to \$200.

Always use prescribed business letter writing methods. Neatness is a prime requisite, as it is in any business letter. Each letter should be an individual effort. It should be brief and to the point, and never more than one page in length. Each should be word processed for the most desirable impression, and be error free. To maximize success, your resumes and letters should be clean, neat looking, distinctive and highly readable. Following in the next chapter are some guidelines on selecting printing, paper, graphics and word processing to assist you in making the best possible impression.

Relative to your writing, check for the following danger signals: not sufficiently persuasive or clear, lacking personal feeling, failing to generate interest, sentences too short, too wordy or incomplete, paragraphs being too long or too short, and too much use of "I" or "me." You will find a complete set of sixteen letter samples at Appendix J, "Letter Samples."

E-Mail

The use of e-mail for resumes and letters has become the preferred method of correspondence for many job seekers as well as employers. There are definite cost and time savings to be had for both parties. A word of caution. Resumes and letters should be sent as attachments when possible to preserve original formatting for best impression.

Chapter 9

Printing and Word Processing

As part of your job search, you will require some personal stationery – letterhead, envelopes and blank paper stock – for word processing letters and envelopes, and printing resumes. Since the first impression you make with a potential employer might well be on paper, it is important that your written materials have maximum impact.

No matter how impressive your credentials may be, if your presentation is on poor quality paper ... is unattractive graphically ... or contains typographical errors ... it will detract from your perceived competence ... as well as your sincere interest in the organization. If your written materials are deficient, the reader will be less inclined to grant you an interview.

Selecting a Printer

The Yellow Pages is a good source for identifying a printer. Letterhead, envelopes and resume printing are simple projects well within the capability of most printers. However, most large printing firms are not equipped for short runs. Since prices charged for printing vary substantially, comparison shopping is advisable to obtain the best value. Price advantages are usually available where a printer uses a paper plate process for offset printing. These plates are adequate for up to several thousand copies. Many printers also keep an inventory of good quality paper. In most cases, you should be able to choose something adequate from on-hand stock.

Selecting Your Paper

As you consider alternative papers, keep in mind that you want your letters and resumes to create a quality impression, and have an outstanding appearance and reflect good taste. The quality of paper is determined by its weight, type and grain. Its eye appeal is obtained by use of texture, color and size.

Paper Weight

Paper is available in a wide variety of weights. For purposes of a job search, 20-24 pound paper is recommended, depending upon personal preference. Envelopes are usually discarded before your letter or resume reaches a hiring decision maker. Your choice here is less critical, but 22-24 pound stock is preferred.

Paper Color

Most manufacturers have a variety of paper grades, and within each grade a range of colors is usually available. You should avoid pastel colors such as greens, blues and pinks, as well as dark shades of brown or grey. The best choices are whites, off-whites, shades of tan or beige and light grey tones.

Selection of Envelopes

Generally, you should order envelopes of the same type and color paper as your letterhead. However, this is not absolutely necessary, and is of relatively minor importance. Definitely forgo matching envelopes if it will cause an undesirable delay in the implementation of your campaign. The two primary envelope possibilities are:

No. 10 Regular: 4-1/8" x 9-1/2" for folded 8-1/2" x 11" paper
No. 9-1/2 Catalog: 9-1/2" x 12" for flat 8-1/2" x 11" paper

Paper Quantities to Order

Once you have found a suitable printer and selected your paper stock, you can order letterhead, envelopes and resumes in the proper quantity to meet the requirements of your campaign plan of action. You should be implementing your direct mail campaign with either: (1) a 1-page introduction letter; or (2) a 1-page cover letter with a printed copy of your resume. Most people fold their resume for envelope insertion. If you select 8-1/2" x 11" stationery and an 8-1/2" x 11" resume, No. 10 Regular envelopes will be suitable for both letter resumes and cover letters with resumes enclosed.

Many printers will not print less than a run of 250 envelopes, letterhead or resumes. This should be adequate for most campaigns. However, you may want to consider an order of 500 each of envelopes, letterhead and resumes to begin. The extra cost initially is very nominal compared to another run later if needed. The only disadvantage in the initial larger run is, if you decide to change information in the printed materials, you risk some waste.

Graphics for Stationery and Resume

Having selected paper stock and color, you must decide what information will be printed on your letterhead and envelopes, as well as how your final resume will be word processed, or professionally typeset, prior to printing.

Stationery

Your name, address and appropriate telephone number(s) should be printed on the letterhead. Acceptable letterhead can be produced by word processing equipment using bold and regular type. Envelopes should be printed with your name and return address only. If cost is a concern, do not bother to use printed envelopes. They can be word processed at the time of addressing your envelopes.

Be sure to read the printer's completed order form for your printing to be certain words and numbers are correct. Avoid abbreviations. It is preferred to write out Street, Drive, Avenue, Boulevard, and the full state name whenever possible. Use of a home address is absolutely preferred to a post office box number, and including your ZIP code is essential.

Select a typeface and size for your letterhead from samples your printer will show you. A dignified, traditional or modern type is most appropriate. Avoid over-bold, italic or script type styles.

The Resume

You should have your resume printed by a word processor, or typeset on white paper. The printer will take a picture of the mechanical (your original) to create a paper or metal plate. A paper plate is more economical and very suitable. This plate is used to print your resumes on an offset press. Quick copies are very acceptable and may be more economical.

Proportional typeface fonts are always recommended. This is because they look more professional, and will allow 20-30% more words per page without a cramped appearance. If the information to be conveyed does not fill a page, increase the type point size and the white space between headings and paragraphs. The margins at the sides, top and bottom of your resume, should be no less than 1" and no more than 1-1/2". This creates an attractive frame for your resume picture.

Ink Color

Avoid ink colors which compliment various paper shades. They tend to project a too-professional image and may detract from the resume content. Black is the most widely accepted color.

Proofreading

It is absolutely essential to have the resume and master copies of each letter variation carefully proofread prior to printing/mailing. Professional proofreaders often read documents backwards so they will not accidentally read for content and can focus solely on the spelling of words. However, when a word processor with a form of spelling check is used, it is most important the content be proofread, as some words may pass the spelling check but be incorrect in the content (e.g., "of" instead of "for," etc.). Of course, punctuation and grammar must also be considered. A proofreader or friend who is not overly familiar with your work can also confirm that you have effectively communicated what you meant to say.

Preparing to Implement Your Campaign

When your stationery and resumes have been printed, cover letters must then be prepared. Letters can be individually prepared by a service firm using word processing equipment, or you can do them yourself more economically. Envelopes should be word processed or typed, but may be handwritten if a word processor or typewriter is not available. Never use the labels from a computer printout on your envelopes because they give the impression of a mass mailing.

Word Processing

Usually, identical letters will need to be individually typed and mailed to lists of hiring decision makers at appropriate organizations. Word processing is the quickest approach to preparing these letters and is economical. Word processing service firms can be found under that heading in the Yellow Pages. Sometimes they are listed as Secretarial Services or Typing Services.

Once information is typed and stored in memory, it can be printed repeatedly. The high-speed printing can be direct imprint, laser, thermal or ink jet. The ink jet method does not always duplicate the appearance of a normal typewritten page. Inspect a sample letter to assess quality before contracting with a typing service.

The major benefit of word processors is that every recipient of your communication receives a personal letter. You convey an impression of sincerity and specific interest in each organization. Variations in opening or closing paragraphs and insertion of executive or organization names are added capabilities of this equipment. These help to personalize your correspondence.

Other Services Available

Organizations that provide word processing or secretarial/typing services may offer additional services to help you expedite your mailings. If you do not prefer to hand sign your own letters, an exact facsimile signature machine or an individual may be able to do this. Also, you can have your materials folded and inserted, envelopes sealed and postage stamps affixed by some service firms. If you wish to keep campaign implementation costs low, these are functions you can handle yourself, or assign to supportive family members.

Getting Organized

You will need to develop a system of organizing all the information you will acquire. As a minimum, the following information must be organized for your use, as well as the typist:

1. All contact and referral names, titles, addresses, phone numbers, etc.
2. Relevant information from your research about employers (products/services, revenues, special contacts, titles of decision makers, etc.).
3. Important information regarding interviews scheduled, status, follow-up and notes regarding the actual interview discussion.
4. Various letters to be typed and mailed with appropriate follow-up.
5. Necessary information for responding to ads.

A unique 4" x 6" index card format, called a "Sample Contact/Word Processing Card," has been specially designed for your use at Appendix K. It will help you get organized – and stay organized. You may use these forms that are provided to print several cards. You can then organize them into a system using a recipe box with dividers.

Chapter 10

Completing Applications

Almost every hiring organization will have some type of application to be completed before a person is considered for employment. Some are very lengthy and require considerable time before submitting to the employer. Many are short and ask only questions relating to a person's vital statistics.

Whether long or short, all applications should be carefully completed in your own handwriting unless instructed to do otherwise. Hand printing or typing an application should never be done unless requested. Legible, neat handwriting is an asset and will help to land most jobs. The application must be neat and well written with no misspelled words. This is important enough to carry a pocket dictionary on all interviews.

You must answer all questions asked of you. If a question does not apply to you, answer with "not applicable," "N/A," or "none." This is because the decision-maker needs to understand that you have read and understood the question. It is very important that you read all questions carefully before answering. Sometimes "trick" questions are placed on an application to make certain you have read carefully. A wrong answer would be very embarrassing.

Some firms grade an application as a teacher would grade an examination. In other words, 5 points might be taken off for spelling, 10 for carelessness, etc. However, points might be added for outstanding traits such as work record, neatness, education, handwriting, etc. Remember, sometimes your application is seen before you are, and a shoddy one might keep you from scheduling an interview for an exceptional opportunity.

Always, unless instructed to do otherwise, complete the application immediately upon receipt. Do not take it home and mail it back unless they ask you to do so. And then – and this is extremely important – hand-carry it back to the person who gave it to you. Thank him for the courtesies extended. If he is not available, leave the application with his secretary or receptionist along with a short note of appreciation. The reason is simple – most applicants will mail it back. Only one out of this group will distinguish himself by adding this strong personal touch to an impersonal application. You will stand out as an example of what organizations look for in prospective employees.

A resume should be given to the employer along with the completed application. This will allow you to expand upon your qualifications. An application might be too short for proper emphasis on important details. If you are in the process of preparing a resume, tell the employer that you will deliver it as soon as it is completed. As stated previously, do not mail unless the distance is prohibitive. As a rule of thumb, if the distance is more than 50 miles, mail it; if less, always personally return it.

Many applications are drawn up by professionals and tailored to fit the particular needs of certain organizations. Others are of a standard nature that many organizations use. Some are written by an industrial psychologist, and your answers sometimes are very carefully evaluated. You may even be asked to take a lie detector test or psychological test. Always cooperate and do the best you can.

Some applications go into great detail regarding your financial condition. Some employers want to know your assets and liabilities. Many of these questions are quite personal, and you may be surprised that firms would be

interested in some of the areas in which they ask questions. They expect accurate, truthful answers. If you choose not to comply by answering certain questions, it could mean loss of an interview or job offer. Some firms might call you in for a personal interview, and then demand the missing answers. Remember that it might be easier to answer questions in writing, with time to consider answers, than to answer orally with little or no time to think. This is especially true if the personnel interviewer is skilled and trained to observe reactions to personal questions.

It is wise to prepare yourself before completing an application in an office. Carry with you your social security number, past employment dates, family birth dates, wedding anniversary, high school and college graduation dates, names and addresses of at least three personal references, full names and addresses of past employers and names of immediate supervisors. As you complete applications, you will learn what additional information to take with you on the next interview.

Some of the questions that organizations ask may appear to be "illegal" as certain privacy laws state. However, this is for an attorney to decide or interpret. If you deem it important enough, you might ask a lawyer for his opinion prior to answering certain questions.

Chapter 11

Competing for Advertised Positions

In searching the help wanted sections of newspapers, you should be aware that they are not an accurate representation of all available positions in the job market. Studies indicate that perhaps not more than 1 in 5 to 20 jobs are ever advertised. It is for this reason that you should not be totally discouraged in finding few advertised positions – or worse, none at all – in which you are interested, and for which you feel qualified.

Only 1 in 5 to 20 jobs are ever advertised.

Some good news, however, is that, in addition to newspapers, there are a number of association, trade and professional journals that publish job openings. A sample listing of more than 130 such publications, by function and occupation, is provided in Appendix L, "Sources of Job Announcements."

You should respond to all ads in which you are interested and meet most, but not all, key requirements. If you feel 80% qualified, and your confidence and enthusiasm are at least 8 or higher, that is sufficient grounds to warrant a response. Remember, the only thing that really matters ultimately, is that you can do the work ... and that you really want it.

Respond to ads for which you feel 80% qualified.

When the name of a post office or newspaper box is provided to which you respond, instead of the hiring organization, it is referred to as a "blind ad." Confidentiality is a key reason for running blind ads. Employers often do not want their employees, creditors, suppliers, customers, or competitors to know about an opening. This is because internal and external speculation and rumors can negatively impact the organization's reputation and credibility, as well as lessen employee productivity. A blind ad can protect the confidentiality of an employer wanting to hire a replacement for a current employee before termination. A company may even want to camouflage a bad reputation to attract good candidates. Conducting compensation and benefits research, and the ability to eliminate phone responses and applicants dropping in, are additional justifications for blind ads.

Confidentiality is a key reason for running blind ads.

If you suspect your current employer is running a blind ad, or for just good plain advanced intelligence, you can often identify the hiring organization. One dollar paid to the postmaster citing the Freedom of Information Act should reveal the business (not private) owner of a post office box. If you cannot positively identify the owner, you can use a third party or post office box number approach. Or, you may not want to answer that particular ad.

If you are at the middle to upper level management or professional level, or seeking \$50,000 or more, it is advisable to delay your response to published openings by approximately one week. By then you should stand out in a smaller crowd, and get more favorable attention than one of dozens, or even hundreds, of responses. Additionally, you will not appear to be as anxious as most job seekers – either always in a hurry with little thought or planning, or

Delaying your response to ads by one week should help you to stand out in a smaller crowd, and make you appear less anxious.

Free Resume Analysis - Send Resume to denisrm@comcast.net

unemployed and needing a job as soon as possible.

The hiring process is a laborious one that can take up to several months. The higher the level of authority, responsibility and income, the longer the process will take. Interestingly enough, many of these positions will not yet be filled in two to three months, or more. And, many of those that did get filled may again be vacant because the hired individual did not work out for any number of reasons. These are two strong reasons why searching and responding to three-month-old ads can be very profitable.

Responding to ads that are three months old can be very profitable due to turnover and the long hiring process.

The most effective – and proactive – approach in responding to ads is an introduction letter without a resume, followed up by phone. Feedback all ad requirements except for those asking for salary history or requirements. Do not volunteer salary information, but instead say "negotiable." Always follow up one to two weeks later. If phone follow-up is not working to get an interview, then follow up by cover letter plus resume. State your continuing confidence and enthusiasm, and reinforce the appropriateness of your credentials. See Chapter 17, "Phone Strategies That Win More Interviews," Chapter 18, "Your Personal Marketing Plan," and Appendix J, "Letter Samples," for more information.

Chapter 12

Working with Recruiters

Loyalty Is to the Employer, Not to You

It should help you to understand that placement firms – employment agencies, recruiters, executive search firms, headhunters (hereafter referred to as recruiters) – work for, and are paid by, the employer. Therefore, for you to expect that they will go out on a limb and market you, and get you a job, is unrealistic. Recruiters get paid to fill job orders for employers, not for you.

While they do not work for you, recruiters can be very helpful in securing interviews with appropriate employers that you may not get otherwise. However, they are not generally geared to spending a lot of time working with you. Either you fit a position of which they are aware, or you do not. It is unreasonable to expect them to spend a lot of time contacting people on your behalf. Nevertheless, if you are able to develop friendships with people in a few firms, and make them realize that you are highly marketable, they may go out of their way to introduce you to organizations where they enjoy ongoing relationships.

Some Recruiters Specialize

Many recruiters specialize in very specific areas. For example, Robert Half specializes in accounting and data processing. Fox Morris Associates focuses on human resources. Source EDP and Source Finance have obvious specialties. Sales Consultants recruit sales and sales management personnel exclusively. Do not waste their time or yours by contacting recruiters who are not appropriate for you based on your focus and positioning.

Other Firms Are More Generalized

On the other hand, many firms would be appropriate to contact because they are broader in scope, and much more generalized. For example, Dunn Hill Personnel System, a national franchise chain, covers all disciplines. A firm called Management Recruiters with offices in more than 300 cities is active in most major functional areas: sales, marketing, finance, accounting, data processing and engineering. Other very large organizations include Snelling & Snelling with locations all over America and General Employment Enterprises, a publicly traded corporation. Aside from these national organizations, whose names you probably recognize, there are many thousands more that can be helpful to you.

How They Find and Select Candidates

Individuals who are successfully employed, respected and visible in their industry are those most attractive to recruiters. Speeches given, articles written, public and corporate recognition of achievements and awards, civic and community service, association involvement, and even reputation with peers, vendors, and competitors, create visibility and credibility with them. Sources of information for recruiters include industry, professional and association directories, articles in the press, and business contacts.

It is normal on any given assignment for a recruiter to screen many dozens of candidates to identify 8 or 10 who are at least 90% qualified. From these, they will look for three or four who are willing to consider the job and meet with their client. It is the employer's job to make the final decision, but the recruiter is responsible for

identifying and persuading the candidate with regard to the firm, and the specific job assignment.

The recruiting field is a grueling business. They might spend half of their time seeking to generate new business – new assignments from employers. The balance of their time is spent researching, "sourcing" and interviewing. For them that means a lot of time on the phone ... quick decisions ... a keen awareness. They need to spend their time maximizing profits for their firms, not bolstering your ego. So do not expect a lot of time from recruiters unless you fit the profile of one of their current search assignments.

Initiating Contact with Recruiters

If you are not fortunate enough to be contacted by recruiters, then you will have to initiate direct contact with them. If you are a young executive, begin developing your contacts with recruiters during the early part of your career. For those who are well along in their careers, it is never too late to get started. Contacting recruiters toward the beginning of your job search is recommended. It could be months before an appropriate opening materializes, so you will want them to be aware of your qualifications and availability ahead of time.

Friends, acquaintances, associates, association members, and other job seekers should be able to provide you with recruiter names, and even introductions. You can then call on these recruiters, indicating who referred you to them, with the referring person's suggestion that you call. This will normally result in the recruiter asking you to send a resume, or better, inviting you directly for a personal meeting.

Recruiters can also be identified through directories of executive recruiters, associations, yellow pages, newspapers, business and trade magazines, Chamber of Commerce listings, and through referrals by friends and acquaintances. Send a cover letter (see sample letter to recruiters in Appendix J, "Letter Samples") and resume to a significant number of recruiters who are active in your target *industry, functional area* and *level* of income.

When you send them your resume, under most circumstances your initial correspondence should not provide your present earnings. While recruiters always prefer to have full information at their disposal, the preliminary disclosure of financial information is unprofessional, and makes people seem too available. However, it is often appropriate to provide minimum income requirements, or arrangements that you would consider.

You will either receive a short note asking you to contact them, or a telephone call and request for further information. Always supply a telephone number that is answered during business hours, or you will lose a significant percentage of responses. As has already been stated, an answering service, voice mail, or a home phone recording device, is a worthwhile investment to provide full evening and weekend coverage.

Ultimately, after your interview, if recruiters think the chemistry between you and their client will be good, they will arrange an interview with the client. If all goes well, and the employer feels you are the person for the job, the recruiter may be the one to negotiate the final package.

Appearance and first impressions are always extremely important. They will be primarily interested in individuals who present a good corporate image, are viewed as marketable, and who can make a significant and immediate contribution to the bottom line.

Avoid an Appearance of Being Anxious or Desperate

You should be candid without being too eager or anxious. Above all, avoid the appearance of being desperate. If you appear desperate, or too available, you will never gain interest with recruiters or their clients. You will be more credible if you seem willing to explore new possibilities, but not unhappy with your current situation.

A Small, Slow Response Is Normal

Most large recruiting firms receive dozens, or even hundreds, of inquiries weekly. Because of the expense involved, most of them do not acknowledge correspondence. The better firms do screen their incoming mail and categorize attractive candidates for review and follow-up. You can perhaps anticipate a positive response in the range of 1% to 6% over an 8-week period. The actual response you can expect from a mailing will vary with your background and positioning.

Career Changers Not Attractive Candidates

If you are changing careers, or if you are identified with an industry that is contracting, you should not expect much from recruiters. Remember, the only way they can justify their fees is to come up with superior candidates who are at least 90% qualified for the job, by virtue of their talent and track records. Therefore, they are paid to recruit “hard-to-find” candidates – candidates that are hard for their corporate clients to find by any ordinary means available to them.

Chapter 13

Utilizing References

The Role and Importance of References

References are usually not called upon until the negotiation stage, but at that point, an enthusiastic endorsement can make all the difference. They also form an essential part of your personal network and can be your most valuable supporters in a job search. For this reason, it can be worthwhile to go beyond traditional steps in developing strong relationships with these people. This will help you to avoid problems which could develop from inadequate planning.

Reference Checks

Employers will normally ask a series of questions in a pattern designed to uncover problems or misrepresentations. For example:

1. Can you confirm his income and inclusive dates of employment?
2. What were his key responsibilities? People? Dollars? Facilities?
3. What do you feel are his greatest strengths, skills and abilities?
4. Did he have any special successes or achievements in his work for you?
5. Do you feel he lacks any necessary skills and abilities? Greatest weaknesses?
6. How well did he relate to supervisors, peers, subordinates, and suppliers?
7. Would you comment on his management style?
8. Would you comment on his personal work habits and ethics?
9. Can you explain the circumstances around his departure?
10. Would you consider rehiring him?
11. How would you feel about recommending him to us?

High-Level Executives

Persons seeking above \$50,000 per year will normally be subject to intensive reference checks. 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. It is also common practice among some employers to retain investigative services who will contact and interview neighbors, family members, friends, business associates, and creditors. Generally speaking, the higher the level of authority and responsibility of the position you are seeking, the more comprehensive the reference check.

Middle Managers and Professionals

Middle managers and professionals should also be prepared to have their references thoroughly checked. Candidates for positions paying between \$25,000 and \$50,000 are often subject to scrutiny. Personnel officials check references on most prospective employees who fall into these categories.

The Job Seeker's Bible - How to Create Your Dream Job and Get It

Entry Level and Junior Executives

Even if you have little or no experience, it is worthwhile to select references who will comment favorably. Consider your family lawyer or doctor, clergy, business friends, former professors, or others whom you may have come to know over recent years. The mayor of your town where you grew up, your father's boss, a friend's superior, and your brother-in-law, are examples of people who often are more than willing to help. A vice president you have met a few times, a prominent alumnus from your college or people you know on a social basis can also be recruited. You can use them to confirm such things as your intelligence, discipline, work habits, integrity, that you are responsible and come from a good family, are hard working, and have four years of excellent experience.

Criteria for Selecting References

You should identify at least three to six of your best references at the start of your campaign. Select the *most credible and enthusiastic references* who can give evidence of your *aptitude* and *attitude*. Of course, business references are much preferred over personal ones.

Most Credible: A Prestigious Title

These include well-known and respected individuals, or those with prestigious titles, such as presidents, vice presidents, lawyers, doctors, bankers, congressmen, etc. Use individuals who are respected, who have an established influence level in society and whose opinions are valued by others.

Most Enthusiastic: Strong Communicators Willing to Furnish a Powerful Endorsement

It is not mandatory that references should know you well 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. They should possess a clear understanding of where you have been, where you want to go, and why you are qualified and capable. Select strong, positive communicators, if at all possible. Avoid soft-spoken individuals who communicate in monotone. What your references say is important, but the enthusiasm and conviction they project is even more important.

Employment References

Provide names, titles, organizational affiliations, addresses, phone numbers, and if appropriate, the time frames when your references can be easily reached. Indicate your relationship if it is not obvious. If any of these individuals are no longer affiliated with the organization where you work(ed), then indicate their current organizational affiliation. Then, in parenthesis, indicate their prior affiliation, so that prospective employers will know why you are using them as a reference. For example, if John L. Doe, formerly Vice President of Marketing at XYZ Company, is a reference, but no longer at XYZ Company, then indicate his current employment affiliation at ABC Company, and XYZ in parenthesis, as this illustration shows:

Name, Title	John W. Wilson, MBA, Executive Vice President
Organization	ABC Company (formerly VP Marketing, XYZ Company)
Industry	Fortune 1000 manufacturer of computers and peripheral equipment
Address	12389 Valley Road
City, State, Zip	Anywhere, ST 12345 USA
Phone Number	(801) 266-0987
E-mail address	john.wilson@abc.com
Association	Direct supervisor and department manager

Former Superiors

Always assume that your past superiors will be contacted. You should identify and locate all superiors for the last 3 or 4 jobs, or 10 to 15 years, whichever is less. Do not be reluctant or embarrassed, even if you were terminated, or because you have not kept in contact with them. They often will be interested in your welfare, and what you have been doing. 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 much better reference than you would without any prior contact. Use your judgment in evaluating the appropriateness of each reference in relation to the position for which you are being considered.

Current Superior

You should allow your current superior to be contacted only after you have a position. Always show strong concern about protecting your confidentiality. Let them believe that a substantial inducement is required to win you away from the excellent opportunity you currently enjoy.

If your work experience includes only one job, or if you have been with one organization for many years, attempt to recruit references from among former employees or superiors who have left. Consider providing recent performance appraisals, as well as customers and suppliers who would have credibility with the employer.

Doubtful or Negative References

If you ever have any doubt as to the enthusiasm of any reference, you should ask a reliable friend to check out your questionable reference for you. The 11 “reference checks” questions listed above should suffice for this purpose. If you encounter a neutral-to-negative reference, respectfully request that more positive information be provided. Imply legal action as a possible recourse only as a last resort. A threat will not achieve the objective of getting a good reference, but it may result in a more neutral statement.

Personnel Department References

Many employers limit reference information that they will furnish. Often there will be a rule requiring that all references be provided from a personnel department. In most cases their statements will be limited to confirmation of employment dates, title and salary information.

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 can also be helpful.

Expanding Your Reference Base

In your selection of references, look beyond those that are obvious. At the management or executive level, you should consider presenting specific references to reinforce your capability in key functional areas. 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 talk to customers who will report how you motivated them to increase their business.
- Peer-level references can be very helpful in validating your effectiveness with others.

When to Give References

Under normal conditions, an employer will not check references until there is serious interest in hiring you. Do not offer to provide references prematurely. Avoid giving them unless specifically requested, and even then, disclosure should be deferred until an offer is imminent. The appropriate time for references is at the point of a job offer. One exception is when you choose to offer references as a "trial close" device. Presenting a prestigious or well-known reference is a method of selling which might help arouse interest in you for the job you want.

Preparing Your References

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

Telephone or Visit Your References

Demonstrate the importance of your request by investing your time. You should contact each by telephone or a personal visit. Obviously you cannot travel across country, but you should be willing to go out of your way. Ask each individual's permission to be a reference, 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: *"I've always admired your professional approach to business, and the way in which you creatively express your ideas."* You want 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 Cover Letter

To be an effective reference, each will need to be very familiar with your background and capabilities. You should therefore provide each of them a cover letter and resume. Be sure and go over your background and relevant accomplishments. Get feedback from them as to the effectiveness of your resume. 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. For example, you could discuss the types of organizations that are of particular interest to you, and show how your resume can be used as a script when they are providing information.

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, recruiters will require references.

After you call or visit your references, send a follow-up letter that expresses your appreciation, and summarizes a few of the positive things that can be said about you. A sample cover letter to references is provided at Appendix J, "Letter Samples." Another course you might consider would involve the development of a list of likely questions potential employers might ask your references. A list of examples was previously provided.

Sample Dialogue to Follow up Your References

"(Name), I really appreciate your agreeing to be a reference during my job search. I can use all the help I can get. So that you will know what I am saying about myself, I have sent you a copy of my resume with a cover letter. Do you recall receiving them? Have you had a chance to review my resume and letter? Do you have any constructive comments on how I can improve my presentation of myself?"

References are usually not called upon until the negotiation stage, but at that point, an enthusiastic endorsement can make all the difference. If you are contacted by a potential employer, I would appreciate hearing from you. This would help me in the final stages of negotiation.

Prepare carefully thought out answers to expected questions and discuss them with your references. If the expected question asked is, "Would you consider rehiring him?" your creative response might be: "Oh, we would love to have him back. He had some great achievements and everybody respected him, but our company has a policy which precludes that." You can ask your reference "Would you be comfortable in giving this answer?" If the answer is no, you can reword it. In any event, you will know what is going to be said about you.

This career move I'm about to make is such an important step for me. I want to be sure I make no mistakes, and explore as many options as possible before making a final decision. So, I thought you may be able to think of organizations that might have a need for someone with my ability (specific impact, e.g., to increase market share and penetration). Please understand that I'm not asking you for a job, nor do I expect that you'd know of any appropriate openings.

"What I really hope to do, at this early stage of my campaign, is talk with some executives in the (name target industries, e.g., banking and other financial services) industries to get a clearer understanding of current trends, needs and issues in the (your functional, e.g., marketing and business development) area, as they see it. Given this knowledge, I'll be able to approach organizations on a better informed basis, and can expect a better reception.

"I realize I've hit you cold, (name), and perhaps no individuals come to mind right now. If you're willing to give this some thought, I'd be happy to call you back within a few days for any suggestions you may have. Some of the kinds of folks you might be thinking of could be people you went to school with who have done well (alumni directory), or individuals who used to be with (his employer), and have moved on to bigger things, or even someone you know through a trade association or civic group. It might even be a neighbor, or a customer or vendor of (his employer). Does that give you some ideas?"

Keeping References up to Date

During the job search 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 they keep your resume by their telephone and call you after they are contacted.

Those individuals designated to check your references will sometimes ask your reference if there is anyone else at ABC Company who is familiar with your performance and accomplishments. You should either recruit and groom back-up references which your initial reference can provide if requested, 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 ready, willing and able to do a good job for you.

References as Referrals

Be alert to the fact that references can frequently provide referrals to potential employers about whom you may or may not already know. If they are agreeable, give them several resumes and ask if they would write a few letters of introduction/recommendation on your behalf. Offer to help draft that letter.

An alternative would be to ask for names of people to whom you can write. The endorsement of your reference should be cited in the first paragraph. Occasionally, a reference will be a decision-maker who could offer you a job. Today there are fewer inhibitions about rehiring former employees. That possibility should be kept in mind as you prepare your references.

Written References

In certain employment sectors, notably academia, non-profit and the public sector, written references are preferred, and perhaps even required. This approach can also be advantageous for some business executives and managers. 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.

Conclusion

References can be one of your most valuable assets in a job search. Choose individuals with the most impressive credentials, thereby making them the most credible, and who are the most enthusiastic communicators of a powerful endorsement. They are the people whose endorsement will have the greatest impact. From my experience, references are usually checked only to reinforce a positive impression you have already made. However, where there are two close contenders, outstanding references have often been the deciding factor.

Chapter 14

The Power of Networking

Networking: the Single Most Powerful Job Hunting Strategy

Networking simply means getting personal introductions to people you do not know through people you do know. In a job search, it's not so much WHAT you know, but WHO you know that matters most. This is because everyone prefers to do business with those who they know ... like ... and trust. To illustrate the power of networking, consider that you probably know ten people, and they each know ten people you do not know ($10 \times 10 = 100$), and they each know ten people you do not know ($100 \times 10 = 1000$), and so on. Many people have conducted their entire job search efforts using only this avenue. While that is not normally advisable, it does demonstrate the power of this approach when used properly.

It is helpful to keep in mind when networking that every person you know could be pictured as the hub of a wheel, with many spokes extending outward. At the end of each spoke is another person, who is himself a center of influence at the hub of several contacts. Just for fun, take a piece of paper and diagram how this might work for you. Start with a half-dozen friends, each of whom could introduce you to three people you do not know. See what happens after a series of just six introductions!

6	Friends	
<u>x 3</u>	<u>Introductions</u>	
18	Contacts	1 st series of introductions
<u>x 3</u>	<u>Introductions</u>	
54	Contacts	2 nd series of introductions
<u>x 3</u>	<u>Introductions</u>	
162	Contacts	3 rd series of introductions
<u>x 3</u>	<u>Introductions</u>	
486	Contacts	4 th series of introductions
<u>x 3</u>	<u>Introductions</u>	
1458	Contacts	5 th series of introductions
<u>x 3</u>	<u>Introductions</u>	
4374	Contacts	6 th series of introductions

A Story to Illustrate the Power of Networking

David Smith was an Account Executive in a Los Angeles advertising agency. One day he received a phone call from a young woman, Daria Lynn, who said that his friend, John Davis, had suggested she call. She explained over the phone that she was in Los Angeles for a few days, and that she was exploring job opportunities in the graphics field. She requested a ten-minute visit with David at his office. David was happy to do this small favor for someone who was referred to him by his friend.

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The meeting took less than a minute, for David found out that Daria had no portfolio of her graphic work, and indeed had no graphic experience at all! For the next nine minutes he tried in a friendly way to discourage her from attempting to find a graphics-related job in Los Angeles, because he knew the competition for such jobs was intense. He suggested that she try to use her writing and verbal skills instead.

Daria was persistent, however, and indicated she would keep trying. She thanked David for his input, and as she was about to leave, asked if he knew anyone in the graphics field. After all, if she were going to try, she may as well have the comfort of knowing that she sought out every avenue. David reeled off the names of three or four designers and art directors who were suppliers to his agency. He warned her, however, that if they took the time to see her, she could expect little encouragement. That was the last David saw of Daria. Their paths had crossed for only ten minutes.

Imagine David's surprise three weeks later when he received a letter from Daria, thanking him for helping her to find "the ideal job." The letter went on to explain that Kent Lambert, one of the art directors he had mentioned, had recommended that she speak to the director of graphics for a large toy organization. Kent knew the director was bogged down with administrative details. He had remarked a week earlier that he needed someone to help him run his department. Daria was hired with the understanding that, if she wished to develop artistic and graphic skills, she could do so at the expense of the organization, and eventually work there as a designer. In any event, whether she did that or not, she had a job working intensively in graphics.

In talking with Kent a week later, David remarked how fortunate it was that Kent had been able to help Daria. Kent replied that, since she was David's friend, he was happy to help her. David quickly explained that she was not a friend, merely someone he had talked to for a few minutes after she was referred to him by John Davis. Kent seemed surprised. He had simply assumed, when Daria mentioned David's name, that David knew her well. It really did not matter, since she was a very pleasant person, and Kent was happy to do what he could.

Two weeks later David met John Davis on the street, and explained how one of his friends had helped Daria, the young woman that John had referred. David suggested that since she was John's friend, he should be sure to call Kent and thank him. John responded that he did not know her, and in fact had never seen her, but had spoken to her by phone. He was too busy to see her personally, but had given her David's name.

As it turns out, she had been referred to John by one of his friends, who had met her through still another friend whom John did not know. When John later spoke to Daria, he learned that she had started this chain of referrals and introductions on the East Coast. It turns out that David was the fifth person in a seven-person chain leading to her ideal opportunity!

What do we learn from this story? The exceptional power of networking! It vividly demonstrates how, by following a few basic principles, you can increase the number of opportunities available to you.

Two Objectives of Networking: Contacts and Introductions

Expand Your Base of Contacts

Networking is so powerful that it can actually increase the number of opportunities available to you by a factor of 50 to 60, merely by expanding your base of contacts. And that may be a conservative figure. If Daria in the previous story had started out with just three friends, and each succeeding person she met provided three additional introductions, she could theoretically have reached almost 2,200 people! Now you can see why you will never run out of contacts if you network effectively. Simply put, the more people you know, the more opportunities about which you will know.

Obtain Specific Personal Introductions

It has been suggested that there are not more than six people between you and any other individual in the world that you want to meet. The difference between this objective and the first objective of expanding your base of contacts, is that in this case, you may have a single specific individual you want to meet, with a specific agenda in mind. If you wanted to meet the governor of your state, the President of the United States, or a famous movie star, you need simply to determine which six individuals are between you and that specific person you want to meet.

For example, let us assume that you want to meet your state's governor. You are a delegate to your party's county convention, where you meet a publicist and fund raiser, who just happens to know the governor personally. He is introduced to you by your attorney, who is a mutual friend. A short conversation results in an invitation from your new acquaintance for you to attend a business luncheon where the governor is to be the keynote speaker. By sitting at this man's table, an introduction to the governor would be simply a matter of the right opportunity presenting itself as the governor leaves the luncheon. Your new friend simply says hello to the governor, then introduces you. This process of networking introductions will work in virtually every situation you can imagine, with just about anyone you would want to meet.

Networking with Friends and Acquaintances

Most job seekers know little about effective networking. They believe that they have done everything they can to solicit help from their friends and acquaintances, when, in most cases, they have approached these people on a rather casual basis. They probably do not spend more than five minutes requesting a favor tantamount to handing them their next job.

You may have asked your friends for help in finding a new job: "*Bill, I'm looking for a new job. Would you let me know if you hear of any suitable openings?*" Your friend wants to help you, and will certainly keep you in mind, "*Sure, I'll let you know right away if I hear of anything. As a matter of fact, feel free to use me as a reference.*" However, within minutes, Bill is back to his normal day, and the thousands of other things that compete for his attention.

Not only does Bill want to help you, he is capable of such. He just does not know how, and neither do you. Bill is in a position to provide introductions to people who can be extremely helpful, but he was not asked for introductions or referrals. Instead, he was asked about jobs. And, you did nothing to stimulate Bill's thinking about the kind of people he might contact in your behalf, or even the kinds of positions that would be most appropriate.

Sample Dialogue to Follow up Your Friends & Acquaintances

You may either telephone your friends and acquaintances, or visit them in person. In either case, each of these individuals should have already received a copy of your resume with the appropriate cover letter. See the sample cover letters provided in Appendix J, "Letter Samples." After opening pleasantries, and an explanation of your current situation, the conversation might go something like this:

"(Name), I really appreciate your help during my job search. I can use all the help I can get. So that you will know what I am saying about myself, I have sent you a copy of my resume with a cover letter. Do you recall receiving them? Have you had a chance to review my resume and letter? Do you have any constructive comments on how I can improve my presentation of myself?"

This career move I'm about to make is such an important step for me. I want to be sure I make no mistakes, and explore as many options as possible before making a final decision. Please understand that I'm not asking you for a job, nor do I expect that you'd know of any appropriate openings.

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"What I really hope to do, at this early stage of my campaign, is talk with some executives in the (name target industries, e.g., banking and other financial services) industries to get a clearer understanding of current trends, needs and issues in the (your functional, e.g., marketing and business development) area, as they see it. Given this knowledge, I'll be able to approach organizations on a better informed basis, and can expect a better reception.

"I realize I've hit you cold, (name), and perhaps no individuals come to mind right now. If you're willing to give this some thought, I'd be happy to call you back within a few days for any suggestions you may have. Some of the kinds of folks you might be thinking of could be people you went to school with who have done well (alumni directory), or individuals who used to be with (his employer), and have moved on to bigger things, or even someone you know through a trade association or civic group. It might even be a neighbor, or a customer or vendor of (his employer). Does that give you some ideas?"

Whenever your contact provides some names, try to get additional information about the organization and individual. The better informed you are before approaching the referral, the more successful you will be. If your contact identifies anyone who is of particular interest to you, continue with:

"(Name), that's just great! I wonder if I could ask one additional favor of you? Could you call (referral) to let him know of my interest and plans to (try to get together for a brief meeting/call him within the next few days)? Could you do that for me? Great! I really appreciate your help! I'll be calling (referral) within the next couple of days and will be grateful if you can alert him ahead of time to expect my call. Then I won't have any difficulty getting through to him."

Networking with Centers of Influence

Networking with influential persons is an excellent method of developing a wide network of personal contacts, and it works because almost everyone wants to help someone who is looking for a job. You will probably find that many of these contacts will be helpful to you long after you are in your new position. The only difference between your personal contacts and influential persons, is that you already know the former, but the latter will probably be strangers to you. Once you have made contact, however, they are no longer strangers, but instead become personal contacts. Consider that each of your friends and acquaintances was a stranger at one point in time.

Primary Influentials

Your level of activity in this area depends on your positioning and objective. If you are in a professional or middle management level or higher, then activity in this area should be high. If you are at a lower level, this avenue probably will not be effective for you. This should include traditional centers of influence such as business executives, board members, bankers, federal, state and local public officials, lawyers, certified public accountants, insurance agents, stock brokers, sales persons, educators, clergy, and industrial development officials. Such persons are referred to as Primary Influentials.

Secondary Influentials

No matter at what level you are, you can benefit by contacting people who are not normally considered influential, but who may have some impact on your campaign. These are Secondary Influentials. They may be peers, or even a level below your own, who already work for organizations you are targeting. They can be contacted ahead of time to gain inside information before making your formal contacts. This same category includes suppliers, customers or other people who might be familiar with a given industry.

Networking with Membership Organizations

An official of a business association, professional membership organization, trade or labor organization, civic

and social associations, political or religious organizations may provide introduction to employers who would be appropriate for you. Examples to consider would be the Better Business Bureau, Chamber of Commerce, Rotary, Kiwanis, Sales and Marketing Executives, Personnel Associations, Economic Development Agencies. Often, trade and professional associations will have formal or informal position referral services, serving a clearinghouse role matching candidates to known openings. The following example is from the Direct Mail/Marketing Association (DMMA). Consult the *Yellow Pages* and *Encyclopedia of Associations* for listings and information on associations and membership organizations.

Referral Service Example from Information Central: a DMMA Placement Service

Information Central, a division of DMMA, operates an informal job placement service for direct marketers. They maintain active files of both job openings and candidates' resumes. This is how it works:

An organization with an opening need only phone or write Information Central with the details of the job: title, experience required, salary range, responsibilities entailed and background. A search for compatible resumes in the files will be made and the job will be kept open until they are notified it is filled.

A direct marketing professional seeking to change positions may send a copy of his/her resume to Information Central. Copies will be sent to any firm with an opening that seems appropriate. Resumes are held on file until they are withdrawn by the candidate. These placement files remain open to any member who wishes to evaluate positions or candidates' resumes during a library visit. Neither the organization nor the candidate is charged a fee. Additionally, they will provide a list of direct marketing Executive Search firms upon request.

Sample Dialogue to Follow up Influential Persons and Referrals

Phone Call

“(Referral’s name), (your contact’s name) referred me to you as an influential person in the (referral’s industry, e.g., telecommunications) industry. I would really appreciate your help during my job search. So that you will know about my background and qualifications, I have sent you a copy of my resume with a cover letter. Do you recall receiving them? Have you had a chance to review my resume?”

“As (your contact’s name) may have mentioned, and as you may have noticed in my resume, I have a strong background and keen interest in (telecommunications, computers, and other high tech) industries. However, I recognize that the better I understand industry trends and problems, especially as they relate to the (marketing and business development) arena, the better my reception will be in approaching those firms. Your willingness to share some insights with me would be of enormous value. I would like to meet with you for 10-15 minutes to learn from you about (1) (telecommunications) trends and problems, and (2) organizations with possible current needs in the (marketing and business development) area. Would it be convenient to meet this week or next for 10-15 minutes?”

Personal Visit

“(Name), I really appreciate your willingness to set aside some time out of your very busy schedule to meet with me. As I mentioned on the phone the other day, I have a strong background and keen interest in (telecommunications, computers, and other high tech) industries. However, I recognize that the better I understand industry trends and problems, especially as they relate to the (marketing and business development) arena, the better my reception will be in approaching those firms. My purpose in meeting with you today is two-fold: (1) get your insights into (telecommunications) industry trends and problems, and (2) get your suggestions as to organizations with possible current needs in the (marketing and business development) areas. Let me ask you (Draw from the following:)

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“Firstly, regarding your insights into industry trends and problems, what do you feel are the most critical issues facing the (telecommunications) industry today?”

“What kinds of chronic problems are they dealing with which might require changes or improvements in the (marketing or business development) areas?”

“What kinds of presently unexploited opportunities do most organizations have in (marketing or business development), and why do you feel they have not been successful in exploiting them?”

“How are these organizations trying to boost revenues? Profits? Productivity? Quality? Image? Trying to cut costs? Inefficiencies? Customer complaints?”

Remember that while the referral is discussing industry needs "at large," he is also reflecting on the needs of his organization. As the rapport builds between you, you can subtly move off "at large" questions, and into more traditional offensive questions such as:

"Have you folks tried (whatever) and had these results? What has been your experience with (whatever) and what changes would you like to see? How are you handling the current (economic /competitive) situation? If there were one change you could effect in (marketing or business development) area, what would it be?"

"And lastly, with regard to organizations, which do you feel it would make the most sense for me to approach, based on my skills in these areas? Could you recommend the name of a specific executive I could contact? (If so) So that I'm less of a stranger to him, may I mention your name?"

You are impressing upon the referral your astuteness in "doing your homework up front," and that you are not trying to land a position with his firm. This is not because you are not interested in the firm, but simply because you recognize that the likelihood of his firm having a current need for someone of your capabilities is remote.

Basic Principles of Networking

In networking, you are seeking contacts and referrals. The following basic principles should be followed in contacting friends and acquaintances as well as the other influential persons (centers of influence and officials of membership organizations) whom you do not know.

Do Not Ask for the Impossible

Ask for the kind of help that friends and influentials can readily give. It is unrealistic to expect that they 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 they 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, or organizations about which you might not be aware.

Give Your Request the Serious Tone It Deserves

Do not ask casually, or you may get only a casual response. Make sure that your friends and influential contacts have the time to listen to you carefully, and that they understand this is very important to you. Whenever possible, arrange for a personal meeting which lasts for at least half an hour. However, ten minutes may be all that is necessary to get the job done.

Provide Specific Direction and Stimulate Their Thinking

Do not request that they simply give it some thought. Instead, let them know the types of situations in which you are interested, the kinds of organizations which most appeal to you, and those areas in which you are best able to contribute. Channel their thinking toward certain types of industries and organizations, and certain types of people they might contact. Explain that bankers, lawyers, accountants, salesmen, board members and others are especially appropriate. This is because they regularly come into contact with many different businesses, and many different people in those business organizations.

Maintain Contact on a Fairly Regular Basis

Do not make the assumption that because you have contacted someone once, he will spend a lot of time thinking primarily of you. Each of us thinks primarily about our own opportunities and problems. Your situation is likely to slip down on the scale of priorities quite quickly. For that reason, it is important to keep your friends and acquaintances as well as other influential contacts informed of your progress on a periodic basis. You can use these opportunities to further stimulate their thinking.

For example, a job seeker with a manufacturing background recently told a friend that he had been pleasantly surprised to find some distributor organizations were interested in him. He therefore 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, he was able to provide him with introductions to three people who dealt with many distributors on a regular basis.

Do Not Wait Too Long Between Calls

More than one job seeker has been told, when following up on 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 would still be looking, because I had not heard from you in so long."* You have no idea how frustrating it can be to hear those words until it is you on the other end of the line.

Approach Your Friends and Influential Contacts on a Positive, Upbeat 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 them, 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 which is infectious. It will stimulate them to think about new people and new situations you might search out.

You can begin right now by making a list of the different categories of people you personally know, or just know of, and then list at least three names within each group. In many instances, this will start you off with a list of 50 or more friends, acquaintances and influentials, heavily stacking the odds in your favor. You can use the list below to get started. Do it now.

Networking Sources of Contacts and Referrals

Personal friends
Friends of family
Relatives
Social contacts
Church contacts

Priests/rabbis/ministers/clergy
Neighbors/community contacts
Business associates/executives
Trade contacts
Professional/Trade association contacts

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Business suppliers	Investment bankers/stock brokers
Business customers/clients	Educators/alumni contacts
Business competitors	Sales persons
Former contacts made in last job search	Real estate agents
Public officials (federal, state, local)	Insurance agents
Former employers	Former professors/teachers
Business brokers	Creditors
Bankers	Industrial development officials
Lawyers	Fraternal contacts
Certified Public Accountants	Trade journal publishers/editors
Directors/trustees of organizations	
Newsletter publishers/editors	

The Informational Interview

If you are changing careers, then exploring less familiar career areas, and getting information about potential opportunities, is essential to increase your level of confidence and enthusiasm. The informational interview, or meeting, serves that purpose, and has long been a key element in the career changing process.

A word of caution in this regard is appropriate. Do not attempt to turn an informational interview into a job interview. This is because the purpose of each is quite different. The purpose of the informational interview is to get information, never to sell yourself. Should you attempt to turn the informational interview into a sales presentation, you will undoubtedly offend your host. He will feel betrayed and misled by a contrived plot on your part to secure a job interview by ruse and guile. This kind of attempt will almost always backfire. You may have had a salesman approach you with a survey only to turn it into a sales pitch. This is not the way to win the confidence or enthusiasm of any individual.

Sample Dialogue for an Informational Interview

Phone Call

"(Referrals name), (your contact's name) referred me to you as an influential person in the (referral's industry, e.g., telecommunications) industry. As he may have indicated, I have a keen interest in the (telecommunications) industry, and feel confident that my background and capabilities lend themselves extremely well, and would allow me to make a contribution there. But I can't be absolutely sure, since my experience in the industry is somewhat limited. In any event, I recognize that the better I understand the industry, and its trends and needs, as they relate to my capabilities, the better my reception will likely be in approaching such firms. Your willingness to share some insights with me would be of enormous value. I would like to meet with you for 10-15 minutes to learn from you about (1) (telecommunications) trends and problems, and (2) organizations with possible current needs in the (marketing and business development) area. Would it be more convenient to meet this week or next for 10-15 minutes?"

Personal visit

"Mr. Jones, I really appreciate your taking time from an obviously busy schedule to counsel me. As I mentioned on the phone the other day, I feel my (your functional area, e.g., marketing) capabilities would fit well in the (telecommunications) industry, but someone like yourself who's much more knowledgeable of the why's behind principal current industry needs and trends can help me to confirm or revise my own assessment.

"My purpose in meeting with you today is two-fold: (1) get your insights into (telecommunications) industry

trends and problems, and (2) get your suggestions as to organizations with possible current needs in the (marketing and business development) areas. Let me ask you (Draw from the following:)

“Firstly, regarding your insights into industry trends and problems, what do you feel are the most critical issues facing the (telecommunications) industry today?”

“What kinds of chronic problems are they dealing with which might require changes or improvements in the (marketing or business development) areas?”

“What kinds of presently unexploited opportunities do most organizations have in (marketing or business development), and why do you feel they have not been successful in exploiting them?”

“How are these organizations trying to boost revenues? Profits? Productivity? Quality? Image? Trying to cut costs? Inefficiencies? Customer complaints?”

Remember that while the referral is discussing industry needs "at large," he is also reflecting on the needs of his organization. As the rapport builds between you, you can subtly move off "at large" questions, and into more traditional offensive questions such as:

"Have you folks tried (whatever) and had these results? What has been your experience with (whatever) and what changes would you like to see? How are you handling the current (economic /competitive) situation? If there were one change you could effect in (marketing or business development) area, what would it be?"

"And lastly, with regard to organizations, which do you feel it would make the most sense for me to approach, based on my skills in these areas? Could you recommend the name of a specific executive I could contact? (If so) So that I'm less of a stranger to him, may I mention your name?"

Three Possible Outcomes of a Networking Contact

1. Very useful market intelligence which will assist you in approaching organizations in that industry in a more effective manner.
2. A referral or two from the referral.
3. A determination by the referral that he would like to explore further with you the possibility of your being able to help his organization in one or more of the problem/opportunity areas discussed earlier. Make no mistake about it. From the moment you walk into his office, he is appraising you as someone who might be able to help him accomplish something he would like to do.

Chapter 15

Identifying Imminent Job Opportunities

What Is An Imminent Job Opportunity?

Approximately 20% of all employers have imminent needs for individuals, but are either waiting on contingencies to develop, or a job to be defined. These developing needs are in the early, formative stages, without any real urgency, and are referred to as “imminent job opportunities” Examples of contingencies that might construe an imminent opportunity might include: a pending contract, a pending retirement, more favorable interest rates, a more favorable economy, construction or other project completion, board or committee approval, and the outcome of a political election.

An imminent job opportunity can be utilized by a job seeker to uncover or create employment opportunities. Anything that has happened, is happening, or might happen in any working environment of interest can present an imminent job opportunity.

Why Are Imminent Opportunities Important?

Philosophically, change is inevitable, and all change represents an opportunity. Organizations need help dealing with change, and you may be able to provide that help. Imminent opportunities can be advantageous to you in several ways:

1. They allow you to have greater control over "being at the right place at the right time."
2. Capitalizing on an imminent opportunity can give you a competitive edge over candidates who appear to be "qualified," and simply rest on their laurels. This is because jobs are awarded to individuals for reasons other than the face value of their "traditional" qualifications. By demonstrating your enthusiastic attitude and a desirable, assertive nature, you make a dramatic, positive impression. By demonstrating your confidence in your capabilities to contribute by your initiative, creativity, perception, resourcefulness, originality, foresight, etc., will positively influence a hiring decision.
3. Your imminent opportunity appeal may focus on an immediate need of the organization at an opportune time — early in the window of opportunity.
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 pursuing imminent opportunities you increase your marketability by avoiding competition. The concept allows you to attract attention and schedule interviews before the competition emerges.
6. Since a specific job may not necessarily yet be 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 pursuing imminent opportunities. For the most part, you are communicating directly with the hiring decision-maker.

8. The imminent opportunity allows you to formulate a tailored introduction letter proactive approach which highlights relevant information about the organization's situation and your capability. The approach does not require you to furnish complete details concerning your background, allowing you to suppress liabilities.

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 organization's activities. Your contact can 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.

The techniques for capitalizing on "imminent opportunities" are among the most powerful approaches among all interview-producing methods. It takes a modest amount of work to locate them, and a little creative effort to capitalize upon them. However, your investment of time is likely to produce exceptional rewards.

How to Find Imminent Job Opportunities

You do not have to look far for imminent opportunities. They pass in front of you on a daily basis. Up to this point you probably have not capitalized on this information. In general, imminent opportunities can be identified only by being aware of events and trends, and by being at the right place at the right time.

You should understand that half of these opportunities will get filled prior to the point of the employer aggressively trying to fill it as an existing job opening. What happens is that, as needs are defined, firms find they already know of someone, and as the job is formulated, it is promptly filled by that individual. Over time, the other half of these imminent opportunities eventually may become the job opening segment of the market. As those jobs get filled, the process then repeats itself. With imminent job opportunities, traditional job hunting methods are almost completely useless, because job seekers are trying to pursue a job that has not yet been defined. The opportunity is there, but the defined job does not yet exist.

For example, the typical approach, "*Hi, my name is (Jan Hansen), and I'm looking for a job. Are you hiring ... do you have any openings ... can you use someone like me ... can I send you my resume ... fill out an application ... schedule an interview ... have an hour of your time ... would you call me ... do you think that might be possible ?*" would receive a "no" answer because there is no current job opening.

On the other hand, a proactive approach in this segment would be much better received: "*Hi, my name is (Jan Hansen). I've been aware of your company for some time now, and I have a strong interest in working for you. I would like to meet with you and explain why, and show you what I can do for you.*"

Newspapers

Well-known newspapers (*The Wall Street Journal, USA Today, The New York Times*, etc.) and local newspapers from your area of geographical preference (*Miami Business Journal, Atlanta Business Chronicle, Houston Business Journal, Hampton Roads Business Weekly, The Enterprise*, etc.) provide a wealth of information. This can include feature articles, product or organization advertisements, highlights of personalities on the move in business, industry surveys and the classified section.

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Magazines

General news and business magazines (*Fortune, Business Week, Forbes, Venture, Inc., U.S. News & World Report, Time*, etc.) and periodicals from a specific geographical area (*Business Atlanta, New Jersey Monthly, New England Business, The New Yorker, Utah Business*, etc.) as well as local and state Chamber of Commerce and Economic Development publications can provide an abundant source of imminent opportunity situations.

Trade and Professional Journals

Industry and professional magazines are an excellent way to keep abreast of the current happenings in a particular field of interest to you. Many associations publish professional magazines, directories, trade catalogs or news letters. Valuable data concerning professional trends, and names of key influentials, can be obtained from a journal article or membership directory.

Two excellent resources for obtaining names of trade and professional journals, and related periodicals, are *Working Press of the Nation, Volume 2*, and *Gale Directory of Publications*. They are perhaps the best business and general library resources that can give you complete information concerning lists and types of service, trade, professional, industrial and technical periodicals of interest to you. See the "Bibliography" for references to additional directories of periodicals.

Frequently, specialists and individuals who have been in their field for many years are surprised when they see a complete list of pertinent trade publications. Often there will be several sources that are unfamiliar, yet very valuable to a job seeker.

In Appendix L, "Sources of Job Announcements," is provided a list of periodicals by occupation which are known sources of job announcements. Although not complete, it should be helpful in getting you off to a good start. The following is a partial listing of trade publications in the computer industry. In fact, over 2,000 periodicals relating to the computer industry are listed in *Ulrich's International Periodicals Directory*. Virtually any field of interest will have a similar list.

<i>Computer</i>	<i>Computerworld</i>	<i>Computer Product News</i>
<i>Computer Dealer</i>	<i>Computer Daily</i>	<i>Computer Retailing</i>
<i>Computer Design</i>	<i>Computer Graphics World</i>	<i>Computer Systems News</i>
<i>Computer Products</i>	<i>Computer Technology Review</i>	<i>Computer Graphics</i>

Television and Radio

The news, commercials, commentaries and talk shows will also provide valuable information pertaining to new products, business and consumer issues.

Being There

Do not overlook the power that first-hand information can offer you. Attendance at speeches, seminars, trade shows and conventions should be part of any professional's career development. You do not have to be a member to attend most events. A business card is often sufficient for admittance.

Utilize this time to obtain information regarding products, industries and 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 an organization of interest are also ways in which you can gather information and generate interviews.

How to Assess an Imminent Opportunity

In order to properly assess an imminent opportunity, you need to let your creative energy begin to work for you. Ask yourself: "*What need(s) of the organization can I project from this situation that could mean a job for me?*" Be sure to "read between the lines." Be a possibility thinker; look for the possibilities.

Once you have identified an imminent opportunity which is pertinent to a single organization, you should make a direct plan of application of that same situation to other organizations in the same business. Do a little research beyond the imminent opportunity. An excellent reference source is *Predicasts F&S Index*, which abstracts articles in business magazines and newspapers. *F&S* is organized by specific organization names and by subject.

By talking to competitors, you may surface additional information. Often an entire industry is similarly affected. Check with your library. They often subscribe to clipping services which would provide you access to articles and information you will need.

Use techniques followed by individuals in sales. For example, an insurance salesman will follow birth announcements or home sale transactions to uncover business potential, and generate leads. Construction materials salesmen contact people who apply for building permits.

What to Look For: People, Places, Things

Information About Individuals in Management

1. Promotions
2. Transfers
3. Retirements
4. Resignations
5. Deaths
6. Management Profiles

Change in management can mean two things: (1) a position has been vacated, and (2) the executive in a new position may be getting rid of "dead wood" to bring new people on board who will better fit a personal management style and way of thinking, as well as a new direction for the organization.

Information About Organizations

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

Change in organization 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 organization.

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

Indication of Growth

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

Indication of Problems

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

Indication of Changes

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

Indication of Growing 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

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

How to Pursue an Imminent Opportunity

One effective approach in using imminent opportunities is to send an individually typed introduction letter with a phone call follow-up. The basic content of your letter can be adapted from the source article and the content

of your basic resume. The more you relate to the situation, the better your chances of success in scheduling an interview. An example of an introduction letter format for imminent opportunities is provided at Appendix J, "Letter Samples."

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 some form of help, ideas, assistance, etc. Specificity and relevance are the keys. By offering help, compliments or insights, you foster rapport with high level people who could employ you or give you leads to potential job openings. These individuals could become contacts you could use throughout your career.

It may be appropriate to make a copy of the article and attach it to your letter. This can be an extra impact device for motivating a response. Letters with attachments tend to get past the secretary more readily. The objective is to stimulate a favorable response to your follow-up call.

Your imminent opportunity correspondence should direct itself to the employers' recent success, problems or change. Avoid false flattery and an excessive emphasis on the benefits you are seeking rather than the benefits to the potential employer.

Sample Imminent Opportunity Possibilities

Classified Help Wanted Ads

You might deduce from large scale hiring activities that needs may be imminent for management of these individuals. Additionally, there could be opportunities emerging or existing that are not being advertised. For example, a senior-level Engineering Manager deduced that firms running massive ads to recruit various types of engineers must eventually need some top talent to manage projects requiring hundreds of new engineer recruits.

Promotions

News of an executive's promotion, or the recruitment of a new senior manager, is a basic indication of opportunity. Rarely will an executive keep all of an inherited staff. Several new hires usually occur during the first six months. For example, an Assistant Product Manager reads that a competitor firm recently appointed a new V.P. of Marketing. The article is in a trade magazine which is two months old. By this time the new executive has been in his job three to 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 filled by the former Assistant Product Manager who achieved promotion.

Construction and Remodeling

New building construction, remodeling, and even new office space leases, often suggest business expansion. Firms often move rapidly to fill up expensive space by hiring from outside. An observation of structural steel work going up, or landscaping, or a new office space sign, etc., indicates that there will be jobs in that new building which do not exist today. Find out who is moving in and you will be the astute candidate who gets there first.

Organization Growth

Being aware of organization growth can lead you to unadvertised, imminent opportunities. For example, an Assistant Controller read an article about the growth of an air freight organization. In his correspondence he brought to their attention their need for an individual who could help control their growth. His operational orientation could

help do that for them. He was called in for an interview and offered the Controller position.

Raising New Capital

Raising new capital through public offerings, or major bank financing, normally indicates that a firm is planning business development, or trying to solve a financial crunch. In most instances, some portion of the new funds will be spent on hiring additional personnel.

Creative Approach

Sometimes being a creative, possibility thinker can help you to explore imminent opportunities. For example, an unemployed materials management 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, and others were below average. The first paragraph of his imminent opportunity letter pointed out that he had been in charge of a worldwide inventory reduction project for XYZ Drug Company. His past efforts had reduced investment from \$520 million to \$480 million. The second paragraph commented on the trend in that organization and offered his help, ideas and assistance. Positive responses were obtained from several of those companies.

Chapter 16

Finding Employers & Job Openings

376 Internet Job Search Engines and Job Posting Sites

The comprehensive list below contains the 376 top career sites on the Internet, courtesy of Career Wise (www.careerwise.biz), OiSolutions (www.oisolutions.com), and Insala's [EmploymentTalk](http://www.insala.com) (www.insala.com). They all offer job advertisements that are free to job seekers, and have been selected from thousands of employment-related websites. Many offer additional resources including resume databases, industry news, and links to related websites.

Meta Job Search Internet Sites

Use these tools to access jobs sourced directly from employer's websites and multiple job boards at one time. These tools offer great ways to tap into the "unadvertised/hidden job market" and do a quick sweep of the Internet for jobs. Site Ratings: Sites are rated on a combination of the following factors.

*****	Superior	• ease of use
****	Very Good	• number of jobs
***	Good	• job matching accuracy (jobs found match criteria entered)
**	Fair	
*	Adequate	

- www.Alljobsearch.com. This job search engine lists jobs from many resources in one place. This site searches hundreds of job sites, professional sites, employers sites, newspapers and newsgroups. Job match is fair depending on the site source, some sites and listservs do not process the keyword search criteria. If there are no job matches on the site, it will default to the site's search page. Rating: *** Thousands of Jobs.
- www.DirectEmployers.com. DirectEmployers.com is the first cooperative, employer-owned job search engine. Its indexing technology accesses a large number of jobs mainly from companies hiring directly (some staffing agencies as well). You can search by industry, company and location and link directly to job listings on hundreds of individual company websites. It makes available thousands of jobs, many of which are not listed on the major job boards. You apply for a job directly to the company. The site offers detailed search options, the job matching accuracy is fair, but the resulting detail for each job is excellent since you are brought directly to the job posted at the company's website. Direct Employers was created by a consortium of 23 large companies including Compaq Computer, IBM, GE, Intel Corp., Unisys, Cisco, Mutual of Omaha, Nestle, Sprint and SAP America Inc. Rating: **** 160,000 Jobs.
- www.Flipdog.Monster.com. Flipdog is not a job board. Instead it is a powerful web crawler that sources jobs directly from over 58,000 employer websites. Consequently, many of the jobs are not found on other job sites. The site offers detailed job options and the ability to search multiple locations at once. The job matching accuracy is excellent as close to 100% of the jobs found, match the keywords entered. Rating: ***** 299,000 Jobs.
- www.JobSniper.com. Job Sniper allows you to search up to 20 different job boards at one time. The

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20 boards include some of the big, well known sites. The job search criteria is limited to keywords and location. The job matching accuracy is good as in most cases the jobs found match the criteria entered. Accessing the jobs is a 3 -step process (a little more cumbersome than the other meta-job search tools). Rating: *** 1,000,000 Jobs.

- www.Staffinglinks.com. This Career Resource Center offers multiple resource directories including Jobs Metasearch. The search engine searches 4 major job boards including Monster and Hotjobs by keyword search. The job matching is excellent. Please note that some search engines are subject to timing out so you may have to run searches on 2 job boards at a time. The site also interfaces with additional job boards available for individual searches directly from the staffinglinks search page. Rating: *** Thousands of Jobs.
- www.TopUSAJobs.com. This web crawler scans 20+ niche job boards. The site offers detailed job options and the ability to search multiple locations at once. The job matching accuracy is excellent as close to 100% of the jobs found, match the keywords entered. Rating: **** 171,000 Jobs.
- www.WantedJobs.com. Save time by searching major job posting sites simultaneously offering access to over 3 million US jobs. This tool offers a great way to skim the surface of multiple job boards for opportunities. Rating: ****.
- www.Workzoo.com. This meta job search tool allows you to search up to 20 large popular job boards at one time. Search by category, location, keyword or browse the job directory by category. The job match accuracy is excellent. Note that duplicate postings may appear in the results. Rating: **** Thousands of Jobs.

Generic Internet Job Posting Sites

These top sites are rated and evaluated on a 5 star scale. They contain jobs across multiple industries and functions. Searching these sites will uncover additional jobs the Meta Job Search Tools don't capture.

*****	Superior	• ease of use
****	Very Good	• number of jobs
***	Good	• job matching accuracy (jobs found match criteria entered)
**	Fair	
*	Adequate	

- www.AmericasJobBank.com. Perhaps the largest job board in existence, America's Job Bank is the resulting effort of the US Department of Labor, all 50 states' employment offices and the private sector. The site is very cumbersome to navigate requiring you to click through many pages to get to the complete job descriptions. However, the large number of jobs makes this a worthwhile site to search. Rating: **** 1,000,000 jobs.
- www.BestJobsUSA.com. This site offers archived jobs from over 300 major newspapers' employment sections. The search criteria are not very detailed and many of the jobs are more than 30 days old. You can search only one location at a time. Rating: * 15,000 jobs.
- www.CareerBuilder.com. This site offers a very large database of jobs, which can be accessed through flexible, detailed search criteria. The job-matching accuracy is only fair. The resulting job descriptions are detailed, but lack dates. The size of this database makes it a required site to visit. Rating: **** 300,000 Jobs.

- www.CareerExchange.com. This site is fairly easy to navigate, and the job search criteria are excellent. You can search on job titles as well as the entire descriptions. Keyword searching is excellent and the job matching accuracy is 100%. The returned jobs are dated and offer salary ranges. Rating: ** 10,000 jobs.
- www.CareerJournal.com. By the Wall Street Journal, this site is mainly targeted toward management professionals. It does, however, have a large number of jobs at all levels. The search options are detailed and you can search against the job title field with a resulting 100% job matching accuracy. The keywords are highlighted in the jobs found. Rating: **** 35,000 jobs.
- www.Careermag.com. This website offers an online employment magazine format. The job search options are limited with no selections for industries or functions. You can search job titles by keywords and the job matching accuracy is 100%. You must register (free) to view the complete job details. Rating: ** 50,000 jobs.
- www.CareerShop.com. This site is very easy to navigate. The job search criteria are somewhat limited and the job matching accuracy is fair. Multiple locations can be searched at one time. Rating: * 10,000 jobs.
- www.CareerSite.com. This site offers a database of employment classified ads from local newspapers that can be searched geographically or by newspaper name. The search process is cumbersome, and the job matching accuracy is fair to poor. The site however, offers jobseekers the alternative of searching their local newspaper job ads online, instead of reading through the classifieds. Rating: * 20,000 jobs.
- www.craigslist.org. This site lists a wide variety of jobs nationwide. You can search by industry, company and location. It makes available thousands of jobs, many of which are not listed on the major job boards. You either apply for a job directly to the company or blindly through the website.
- www.DirectEmployers.com. This is the first cooperative, employer-owned job search engine. Its indexing technology accesses a large number of jobs mainly from companies hiring directly (some staffing agencies as well). You can search by industry, company and location and link directly to job listings on hundreds of individual company websites. It makes available thousands of jobs, many of which are not listed on the major job boards. You apply for a job directly to the company. The site offers detailed search options, the job matching accuracy is fair, but the resulting detail for each job is excellent since you are brought directly to the job posted at the company's website. Direct Employers was created by a consortium of 23 large companies including Compaq Computer, IBM, GE, Intel Corp., Unisys, Cisco, Mutual of Omaha, Nestle, Sprint and SAP America Inc. Rating: **** 160,000 Jobs.
- www.EmploymentGuide.com. This site is easy to navigate and offers good job search criteria. The job matching accuracy is only fair, but the keywords searched upon are highlighted in the jobs found. Multiple locations can be searched at one time. Rating: * 35,000 jobs.
- www.JobBankUSA.com. This site is very easy to navigate, but it offers limited job search criteria (you can't search on industry or job function). The keyword searching results in very low job matching accuracy. The resulting jobs are dated and offer salary ranges. You can only search one location at a time or all US. Rating: * 10,000 jobs.
- www.JumboClassifieds.com. This site offers very good search criteria. You can search against the job title field and the job matching accuracy is 100%. In addition the keywords are highlighted in the returns. Multiple locations can be searched at one time. Multiple advertising windows continually pop-up during

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the job search process, but the volume of jobs is worth the visit. Rating: *** 80,000 jobs.

- www.Monster.com. One of the first, and currently most popular careering sites, monster offers jobs in all industries and functions. The site is easy to navigate and offers simple search options. You can search multiple locations at one time, but a small keywords search box limits keyword searching. The resume posting process is tedious, but gives good exposure. It is one of the largest jobs databases available. Rating: ***** 800,000 Jobs.
- www.NationJob.com. The largest site originating out of the Midwest, nationjob.com has evolved to include jobs across all of the US. One of the most tedious sites to search, you are required to drill down through numerous pages, forced to make many criteria selections before accessing the resulting jobs. The jobs are not dated, which is also frustrating. This is still a site worth searching. Rating: *** 40,000 jobs.
- www.Net-Temps.com. Don't be misled by this site's title – there are a large number of permanent jobs listed here along with temporary jobs. Accessing the search options can be confusing, and they are somewhat limited. But job-matching accuracy is good with most of the returned jobs matching the keywords entered. You can only search one location at a time, but the resulting contact information is very clear. Rating: **** 33,000 permanent jobs.
- www.RecruitersOnline.com. This site offers jobs from recruiters, headhunters and professional staffing firms. Overall the keyword searching provides fair match accuracy. The contact information is clear and detailed. The fairly large number of jobs makes this site worth visiting. Rating: ***.
- www.TrueCareers.com. This site, geared toward college-educated professionals, offers opportunities mainly from companies hiring directly. Powered by CareerCast, the site offers detailed search options, and the job matching accuracy is good. You can search multiple locations at one time. Rating: ***.
- www.Vault.com. Known as the “insider career network,” vault.com has compiled information on over 3,000 companies and 70 industries revealing what life is like in those companies and industries. The site is easy to navigate and the job search criteria are very good. Job matching accuracy is strong with a majority of the returned jobs matching the keywords entered. Rating: ***.
- www.HotJobs.Yahoo.com. This site advertises jobs posted by employers and by search firms. The site is easy to navigate, but search options are weak. You may only search one location at a time, or all US. You are required to submit your profile/resume in order to set up Job Search Agents. The resume doesn't have to be placed in their database however. Rating: *****.

Niche Specialty Internet Job Posting Sites

Access the top career sites for over 30 major industries and/or job functions. Use these sites to supplement the jobs found through the Meta Job Search Tools and the Generic Job Listing Sites.

Accounting/Financial Services/Banking Internet Job Posting Sites

- www.Accounting.com. This site offers a searchable database of jobs in the accounting field. The majority of jobs are for accountants, but some jobs for controllers, vice presidents and directors exist as well.
- www.AccountingProfessional.com. Part of the CareerMarketplace Network, this site offers a searchable database of accounting related jobs.

- **Association For Financial Professionals (208.158.238.164)**. Formerly the Treasury Management Association, this site offers a searchable database of jobs in the financial field, many specializing in treasury operations. You must first register (free) to apply for any of the positions.
- **www.BankJobs.com**. Focused on the banking professional, this site offers a fairly large, highly specialized, listing of jobs for bankers.
- **www.BrokerHunter.com**. This online community, dedicated to the securities industry, offers a searchable listing of jobs ranging from trainees to managers.
- **www.CareerBank.com**. This site offers a large searchable database of jobs in the accounting, finance and banking fields. The jobs range from entry level to executive located across the US.
- **www.CFO.com**. Catering to senior level financial executives, this site offers a small, searchable database of jobs for CFOs, vice presidents of finance, controllers and directors of finance.
- **www.eFinancialJobs.com**. Serving Accounting, Banking, Finance professionals, this site features a searchable listing of positions of all levels.
- **Financial Executives International (www.fei.org)**. This site offers a searchable database of jobs for financial executives mainly for the Director level and above.
- **www.Financial-Jobs.com**. This site provides a searchable database of positions in the accounting, banking, corporate finance, and investment fields.
- **www.FinancialPositions.com**. This site offers a searchable database of financial and accounting jobs. The jobs range from entry to executive level, and from pure accounting roles to jobs in the financial services industry.
- **www.JobsInTheMoney.com**. This site offers a large searchable database of jobs in banking, insurance, accounting, investment, and corporate finance.
- **www.JustAccountingJobs.com**. A member of the JustMyJobs.com network, this site offers a database of postings for accounting professionals.
- **National Banking & Financial Services Network (www.nbn-jobs.com)**. This site offers financial, banking and accounting jobs. To view complete job details, you must complete their free registration process that includes submitting your profile.
- **www.TaxTalent.com**. Focused on the tax professional, this site offers a specialized listing of jobs.

Administrative/Office Support Internet Job Posting Sites

- **www.AdministrativeAssistantJobStore.com**. This site offers a small database of administrative assistant jobs.
- **www.JustAdministrativeJobs.com**. This site offers a small, but targeted listing of administrative jobs.

Advertising/Public Relations Internet Job Posting Sites

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- **AdAge Career Center (www.crain.com/classified/adage)**. This site offers a small, searchable database of the classified ads posted in Ad Age.
- **www.AdWeek.com**. This site offers a small, searchable database of jobs from Adweek Magazine. Upon free registration, you can access a larger database of more current openings.
- **American Advertising Federation (www.aaf.org)**. The American Advertising Federation offers a searchable database of jobs in advertising, marketing and public relations.
- **www.PRWeekJobs.com**. This site offers a small, searchable database of jobs for PR professionals. You must complete the free registration to view the jobs.
- **Public Relations Society of America (www.prsa.org)**. This site provides a small, searchable database of public relations positions.
- **www.TalentZoo.com**. This career site for advertising professionals offers a listing of job postings.

Agriculture/Forestry/Environmental Internet Job Posting Sites

- **American Society of Agronomy, Soil Science Society of America, Crop Science Society of America (www.asa-cssa-sssa.org)**. This site offers international job opportunities from the Crop Science-Soil Science-Agronomy News.
- **American Society of Landscape Architects (www.asla.org/nonmembers/joblink)**. This society offers JobLink, a listing of landscape architect related positions.
- **American Water Works Association (www.awwa.org/careercenter)**. This international nonprofit scientific and educational society is dedicated to the improvement of drinking water quality and supply. It offers a full spectrum of jobs in the water supply industry.
- **www.EarthWorks-Jobs.com**. This site offers listings of job opportunities in geoscience, environmental, agriculture, forestry, ecology, meteorology, oceanography, hydrology, soil, GIS, energy, oil, mining and related fields.
- **www.EcoEmploy.com**. Along with a listing of environmental jobs, this site offers a powerful collection of links to environmental jobs in the government, environmental agencies and environmentally related companies in both the US and Canada.
- **www.EHSCareers.com**. This career site provides career opportunities and information for environmental, occupational health, and safety professionals.
- **Environmental Careers Bulletin (www.eceajobs.com)**. This site offers a nice database of environmental jobs that can be searched by approximately 80 environmental specialties, location and date.
- **www.EnvironmentalCareer.com**. This site offers a listing of environmental jobs mainly for biologists, environmental planners, scientists, and environmental/civil engineers.
- **www.EnvironmentalEngineer.com**. This site offers a searchable database of jobs focused on environmental engineering and management positions.

- www.Farms.com. This site offers a searchable database of all levels of jobs in the various specialties in the agricultural industry.
- **Global Association of Online Foresters** (www.foresters.org). This site offers a very small, targeted listing of jobs in the forestry industry for positions in government, educational institutions, research centers and forestry-related companies.
- **Green Dream Jobs** (www.sustainablebusiness.com/jobs). The jobs section of Sustainable Business, this site provides a searchable listing of business and environmental jobs posted by environmentally responsible employers.
- www.HorticulturalJobs.com. This site offers a small database of horticultural jobs searchable by various specialties (botanical gardens, floriculture, irrigation, etc.).
- www.JobReservoir.com. This site offers a small, but highly targeted database of water and wastewater employment opportunities nationwide.
- **National Arborist Association** (www.natlarb.com). This site offers a small listing of jobs in the tree care industry.
- www.Organic-Research.com/jobs. This online community, dedicated to organic farming and food, offers a searchable listing of jobs ranging from internships to senior management.

Animal Health Internet Job Posting Sites

- **American College of Laboratory Animal Medicine** (www.aclam.org). This site offers a small, but highly targeted listing of veterinary positions at the senior level, and many in academic institutions.
- **American College of Veterinary Internal Medicine** (www.acvim.org). This site offers a very small, but targeted database of jobs in the veterinary specialties of internal medicine, cardiology, neurology and oncology.
- **American College of Veterinary Pathology** (www.acvp.org). This site offers a very small, but highly targeted database of professional classified announcements published in the Veterinary Pathology Journal.
- **American College of Veterinary Radiology** (www.acvr.ucdavis.edu). This site offers a small database of international jobs focused on veterinary radiology. Many opportunities are in academic institutions.
- **American College of Veterinary Surgeons** (www.acvs.org). This site offers a small database of veterinary surgical jobs.
- **American Fisheries Society** (www.fisheries.org). This site offers a listing of jobs in the fisheries and watershed industry. Many jobs are for biologists from entry to Ph.D. level.
- **American Society of Limnology and Oceanography** (www.aslo.org/jobs). This site offers a listing of jobs in the areas of limnology, oceanography and related aquatic science.
- **American Veterinary Medical Association** (www.avma.org). This site provides a searchable database

for veterinary medical professionals.

- **American Zoo and Aquarium Association (www.aza.org/JobListings)**. This site provides a small listing of job opportunities posted by AZA-accredited zoos and aquariums.
- **Aquaculture Network Information Center (www.aquanic.org)**. This site offers listings of jobs (some international) in all areas of aquaculture.
- **Aquatic Network (www.aquanet.com)**. This site offers listings of jobs in the fishery, marine ecology, and oceanography industries.
- **www.VeterinaryLife.com**. This site offers listings of current veterinary and clinic jobs available internationally.
- **www.VetQuest.com**. Over 25,000 veterinary hospitals and clinics in the United States, Canada and Europe post positions for qualified veterinary specialists and consultants.

Architecture/Construction/Trades Internet Job Posting Sites

- **www.AECJobBank.com**. This site focuses on the architecture, engineering and construction industries. It offers a database of jobs that are grouped by specialty within each of these industries.
- **American Institute of Architects (www.careercenter.aia.org)**. Focused on architectural professions, this site offers a searchable database of opportunities.
- **American Planning Association (www.planning.org)**. The APA Jobs Online service is available to its members and the public. It provides a searchable listing of positions related to urban, suburban, regional and rural planning.
- **www.ConstructionExecutive.com**. Linked to sister site, A/E/C JobBank, this site offers a database of jobs for architecture, engineering and construction executives.
- **www.Construction.com**. This site offers listings of architectural jobs from the Architectural Record Magazine and construction management jobs from Engineering News Record. Many of the jobs are from search firms specializing in the construction industry.
- **www.ConstructionJobs.com**. Upon free registration, you have access to information from over 95 construction-specific industries and 85 specific job titles within the construction industry.
- **www.CraftJobs.com**. Developed for professionals in the craft industries, this job board requires a free registration to be completed to utilize the services
- **www.DesignArchitecture.com**. This site offers a small database of architecture related jobs. Many jobs are for architects, architect managers and designers.
- **www.e-Architect.com**. This site offers a searchable database of architecture related jobs. It contains many jobs for licensed architects and management level positions.
- **www.HVACAgent.com**. Complete the free registration to have an agent look for jobs for you and contact you regarding the opportunities as well as access to search their job database and apply for jobs

directly.

- www.HVACMall.com. HVAC MALL is a search engine, directory, and portal for the HVAC/R industry. This site includes a large searchable job database.
- www.Jobs4Construction.com. Focused on the construction industry, this job site is for architects, construction engineers, carpenters, equipment operators and more.
- www.MechanicCareers.com. This is a niche job board for Mechanics of all types and Auto Technicians.
- www.MEPatWork.com. This site serves the HVACR, sheet metal, controls, plumbing, and piping industries. Job postings are from Mechanical/Electrical/Plumbing (MEP) trades companies including residential, commercial, industrial and institutional contractors, wholesaler/distributors, manufacturers, building owners and managers, and consulting engineering firms.
- www.PLANetizen.com. This planning & development website offers a listing of job opportunities related to urban planning, design and community development.
- www.TradeJobsOnline.com. Focused exclusively on the building industry trades, browse by job category or search for jobs by criteria such as keyword, title, or location.

Arts/Entertainment Internet Job Posting Sites

- [Arts Wire \(www.nyfa.org\)](http://www.nyfa.org). This site offers a listing of opportunities for artists mainly in the areas of visual arts and photography.
- [American Association of Museums \(www.aam-us.org/aviso\)](http://www.aam-us.org/aviso). This site features listings and a searchable database of opportunities for museum professionals.
- www.Crew-Net.com. Upon paying a nominal membership fee, you have access to crew-related jobs in feature films, commercials, music videos, or television shows.
- www.EntertainmentCareers.net. This site offers a searchable database of entertainment jobs and internships listings at studios, networks, production companies, record companies, radio stations, VFX, animation, and more.
- www.GameJobs.com. This site offers a searchable database of over 5000 jobs within the interactive entertainment industry.
- [Hollywood Creative Directory \(www.hcdonline.com/jobboard\)](http://www.hcdonline.com/jobboard). This directory website offers a free job board for creative and entertainment professionals.
- www.Mandy.com. This website offers a searchable database of positions in film and broadcast television.
- www.MusicalOnline.com. This site offers a small listing of jobs in the performing arts including administrative, managerial and direct performing opportunities.
- www.Playbill.com. Playbill's online casting and job listings offers a national listing of theatre related

opportunities.

- www.ShowBizJobs.com. This site offers a small, searchable database of jobs in the entertainment industry including many administrative and management jobs for entertainment companies.
- www.TVandRadioJobs.com. This site offers a database of jobs in the radio, film and television industries. The opportunities range from behind the scenes programming and production roles to anchors and hosts.
- www.Variety.com. Sponsored by the publisher of Variety, Broadcasting & Cable, Multichannel News, and Video Business, this job site offers a searchable database of positions in the media and entertainment industry.

BioScience/Chemistry/Pharmaceutical Internet Job Posting Sites

- www.Bio.com. This site offers a large, searchable database of jobs in proteomics, genomics, bioinformatics, biotherapeutics, bioengineering, drug discovery, and immunotech.
- www.BioJobNet.com. This scientific career site offers pharmaceutical, clinical research, and biotechnology job listings in the pharmaceutical, medical device, biotech and life science fields.
- www.BioSpace.com. This site offers a searchable database of jobs in the life sciences industry ranging from scientists to senior management positions.
- **BioTechnology Career Center (www.biocareer.com)**. This site offers a large, searchable database of jobs in biotechnology. The jobs are from companies hiring directly.
- www.BioView.com. This site offers a large, searchable database of biotechnology jobs, as well as pharmaceutical jobs and general science jobs. The jobs are from companies hiring directly.
- **Chemical and Engineering News (www.cen-chemjobs.org)**. The classifieds and careers site of Chemical & Engineering News offers a searchable database of chemistry, pharmaceutical, and biotech jobs.
- www.GeneSciences.com. This site features a small listing of jobs in biotechnology, pharmaceuticals, and medicine.
- www.PharmaJobs.com. Focusing on the pharmaceutical and biotechnology industries, this site offers job opportunities from pre-clinical research to marketing, and entry level through upper management positions. Some international positions are available.
- **Medical Device Link (www.careercenter.devicelink.com)**. The CareerCenter of this medical device industry platform offers a searchable database of related jobs.
- www.PharmacyWeek.com. This employment resource for health system pharmacists offers a searchable listing of jobs.
- www.RXCareerCenter.com. This site offers a large, searchable database of nationwide pharmaceutical and pharmacy career opportunities. The majority of the positions are in pharmacies.

- www.TinyTechJobs.com. Dedicated to careers at the intersection of nanotechnology, biotechnology, and information technology, this site offers a searchable database of related opportunities.

Computer/Information Technology/MIS Internet Job Posting Sites

- www.3DSite.com. This site offers a small database of computer graphics jobs.
- www.AgaveBlue.net. This job and career site for IT professionals offers a searchable database of jobs or projects. To view complete contact information, you must complete the free registration.
- **American Library Association (www.ala.org)**. The employment section of this site offers an online listing of job leads which appeared in the most recent issue of American Libraries. The majority of the jobs are for librarians.
- **Association for Computing Machinery (www.jobcentre.acm.org)**. This computing professional career resource offers a searchable database of jobs including lecturers, professors, researchers, scientists engineers and developers.
- www.CIO.com. This site offers a listing of jobs for senior level IT professionals including many CIO, vice president and director level opportunities.
- www.ComputerJobs.com. This site offers a large database of computer-related job opportunities organized into 18 vertical skill sets and 19+ major metropolitan markets.
- www.ComputerWork.com. This site offers a large, searchable database of information technology jobs. All the jobs are less than 30 days old.
- www.Dice.com. This site offers a very large database of information technology jobs ranging from heavily technical roles to senior management. Permanent, contract and consulting jobs are available.
- www.HireAbility.com. This site provides a searchable database of IT positions including administrators, analysts, developers, engineers, managers, and writers.
- www.ITCareers.com. Although this site offers jobs in many industries and job functions, many of the jobs are related to information technology. The site offers a large, searchable database of jobs.
- www.ITClassifieds.com. This site offers a searchable database of information technology related jobs ranging from entry to executive level.
- www.JobStor.com. This career site for data storage and security professionals offers a searchable database of related opportunities.
- www.JustTechJobs.com. This site offers a database of computer-related job opportunities organized into 47 technical skills.
- **Library and Information Technology Association (www.lita.org)**. This site offers a fairly small, but targeted listing of job opportunities mainly for information services librarians.
- www.SoftwareJobLink.com. This high tech job search engine links directly to job openings on software company websites.

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- www.SoftwareEngineer.com. This site offers a searchable database of jobs focused on software engineering and management positions.
- www.Tech-Engine.com. This site offers a large database of IT and engineering jobs across the nation. You must register (free) to apply for the jobs.
- www.Techies.com. This site offers a large, searchable database of jobs in the high tech industry. You must register (free) to apply for the jobs.

Consulting Internet Job Posting Sites

- www.BIZMoonlighter.com. This site offers on/off site projects for business development professionals, management consultants, e-commerce/start-up/VC specialists, legal experts, CPAs, engineers and marketing/strategy consultants. To search the project database, you must first post your profile (free).
- www.Guru.com. Created to support the careers of independent professionals, this site offers a database of freelance and consulting opportunities across many areas. You must first complete a profile (free) before accessing the database.

Customer Service Internet Job Posting Sites

- www.CallCenterJobs.com. This site offers a searchable database of jobs in the customer service, call center, telesales, and account management fields.
- www.CallCenterOps.com. This site offers a small searchable database of jobs in the call center industry ranging from representatives to executives.
- www.CallCenterCareers.com. Focused on call center positions, this site offers jobs mainly in customer service, account management and inside sales.
- www.eCustomerServiceWorld.com. This site offers listings of opportunities in the US and UK for call center, CRM, customer service, and help desk/support jobs.

Diversity/Minorities Internet Job Posting Sites

- www.AbilityLinks.com. This site features a searchable database of opportunities aimed at increasing the employment of people with disabilities.
- www.BestDiversityEmployers.com. This site provides a search engine of job opportunities posted by companies who value and encourage diversity in the workplace.
- www.Black-Collegian.com. This career site for students and professionals of color features a searchable database of openings located throughout the US.
- www.DiversityWorking.com. Supporting culture in the workplace, this diversity job board is for all minorities.
- www.DiversityInc.com. The online career section of this magazine is available for free. This site offers a searchable database of opportunities posted by employers committed to diversity.

- www.GLPCareers.com. GLPCareers.com is a job search engine providing employment opportunities and resources to the gay, lesbian, bisexual and transgender job seeker in the US.
- www.HireDeaf.com. Servicing hearing-impaired job-seekers, this site provides a searchable database of opportunities of all types and levels located across the US.
- www.HireDiversity.com. Focusing on diversity career development, this site offers jobs targeting multicultural and bilingual professionals from entry to executive level. Opportunities are from multiple industry sectors both nationally and internationally.
- www.iHispano.com. This career site for Hispanic and bilingual professionals offers a searchable database of postings.
- www.IMDiversity.com. IMDiversity.com is dedicated to providing career and self-development information to all minorities, specifically African Americans, Asian Americans, Hispanic Americans, Native Americans and Women. It offers a large database of jobs from equal opportunity employers committed to workplace diversity.
- www.RetireeCareers.com. A job resource for job seekers age 50 and over, this site features a searchable database of opportunities. You do not need to sign up for an account to search the job database.
- www.Saludos.com. This Hispanic employment service is dedicated to the career advancement of Hispanic applicants.

Education Internet Job Posting Sites

- **Academic Employment Network (www.academploy.com)**. This site offers a small database of positions in colleges, primary and secondary educational institutions for faculty, staff and administrative professionals.
- www.AcademicKeys.com. Divided into 12 academic areas, college faculty and administrators from all educational disciplines can search for job or post-doc research opportunities.
- www.Academic360.com. Academic360.com is a meta-collection of Internet resources that have been gathered for the academic job hunter.
- www.AdjunctNation.com. This JOB-LIST focuses mainly on part-time, full-time temporary, and visiting faculty positions within higher education throughout the US, Canada, Mexico, Europe, the Middle East, Asia, Australia, and Africa.
- **Chronicle of Higher Education (www.chronicle.com)**. This site offers a large database of faculty, administrative and executive positions in higher education.
- www.EducationWeek.org. Offering a range of administrative and teacher vacancies across the US and abroad, this site offers a searchable database of education related jobs from school districts, universities, and educational organizations.
- www.EducationAmerica.net. This site offers a very large database of teaching and academic support positions in both public and private schools.

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- **www.ecis.org**. This site offers a searchable database of administrative and teaching positions in a number of international schools.
- **www.HigherEdJobs.com**. This site offers a large, searchable database of faculty and staff positions at colleges and universities nationwide.
- **www.H-Net.org**. This job guide lists academic position announcements for administrators, faculty members, archivists, librarians, and other professionals in the humanities and social sciences.
- **www.K-12Jobs.com**. This site offers job resources for k-12 educators, plus listings of current job positions available at public, private, vocational schools, and private institutions.
- **www.nacweb.org**. This site offers a small listing of administrative positions in colleges nationwide.
- **www.naesp.org**. This site offers job listings specifically for principals and assistant principals at the elementary level.
- **www.Post-Docs.com**. This job bank, specifically for Ph.D graduates, offers a national listing of current opportunities and other career resources.
- **www.StudentAffairs.com**. The employment section of this online guide to college and university student affairs offers a searchable database.
- **www.TeachersAtWork.com**. This site offers a searchable database of teaching positions from kindergarten through secondary school.
- **www.Teachers.net**. This site offers a database of education focused positions including teaching, counseling, and administrative jobs nationwide and internationally.
- **www.TeachingJobs.com**. Focusing on teachers and educators, this site offers a small, searchable database of jobs for teachers, counselors and administrators.
- **www.ujobbank.com**. This higher education job database offers a national listing of current opportunities and other career resources.

Energy/Utilities Internet Job Posting Sites

- **www.EnergyCareers.com**. Sponsored by Hart Energy Network, this careers site offers a listing of energy postings. Free registration must be completed to view the jobs.
- **www.EnergyCentralJobs.com**. Dedicated to the energy professional, this site provides a searchable database of energy positions.
- **www.EnergyJobsNetwork.com**. This site offers links to a group of energy related sites delivering up to date job opportunities to the energy industry.
- **www.EnergyIdeas.org**. This site, created to provide commercial and industrial sector energy information in the Pacific Northwest, has created a small, but targeted national jobs database for the

energy industry.

- www.NukeWorker.com. This Nuclear Career Center is in a Forum format where you can post or view opportunities across the country within each community category. Links to a couple other Employment Lists are also available.
- www.PetroleumEngineer.com. This site offers a searchable database of jobs focused on petroleum analyst, chemist, engineer and manager positions.
- www.Platts.com. This energy information resource offers a jobs listing. Field areas include Oil, Electric Power, Natural Gas, Coal, Nuclear, Petrochemicals and Metals.
- www.Utility-Worker.com. Focused on utility positions in all industries, this site has a searchable database of positions in the US, Canada and other countries.

Engineering Internet Job Posting Sites

- www.AECJobBank.com. This site focuses on the architecture, engineering and construction industries. It offers a database of jobs that are grouped by specialty within each of these industries.
- www.AEJob.com. This site offers a small, but targeted listing of jobs nationwide, for engineering, architecture and environmental consulting firms.
- **American Institute of Chemical Engineers (www.aiche.org)**. This site offers a small listing of chemical engineering jobs. Many are in academic environments.
- **American Society of Civil Engineers (www.careers.asce.org)**. This site offers a searchable database of opportunities related to civil engineering.
- **Electronic Engineering Times (www.eet.tech-engine.com)**. The career center of this industry source offers an employment portal for electronics and technology professionals.
- **Engineering News Record (www.enr.com)**. This online magazine offers a searchable database of jobs that includes engineering opportunities from many sub-categories of engineering.
- www.EngineeringCentral.com. This site offers links to job databases for over 15 sub-categories of engineering (mechanical; industrial; chemical; optical; civil, etc.).
- www.EngineeringJobs.com. This site is not a searchable database of jobs, but instead a large collection of links to the job opening pages of engineering headhunters and companies with engineering jobs.
- www.EngineeringJobs.net. This site offers a small searchable database of opportunities.
- www.EngineerJobs.com. This site offers a searchable database of engineering jobs across all sub-categories of engineering (civil; mechanical; electrical; software, etc.).
- **Institute of Electrical and Electronic Engineers (www.careers.ieee.org)**. Free to members and nonmembers, offers a job board for technology professionals.
- www.JustEngineeringJobs.com. A member of the JustMyJobs.com network, this site offers a database

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of postings for engineering professionals.

- **[National Society of Professional Engineers \(www.nspe.org/career/jobboard\)](http://www.nspe.org/career/jobboard)**. This society offers a job board of engineering related openings.
- **www.SemiconductorJobs.com**. This semiconductor industry career site features a searchable database of design, engineering, and other related jobs.

Entry Level/Recent College Graduates Internet Job Posting Sites

- **www.AfterCollege.com**. This site is for students and recent graduates who are looking for employment and internships around the world. You must complete the free registration process prior to accessing the job database.
- **www.CampusCareerCenter.com**. Campus Career Center is for undergraduate and graduate students who are looking for employment and internships around the world. You must complete the free registration process prior to accessing the job database.
- **www.CollegeGrad.com**. Focused on the new graduate, this site features a searchable database of entry-level and experienced positions.
- **www.CollegeJournal.com**. Part of the Wall Street Journal network, this site caters to undergraduate, graduate and MBA students including a searchable database of opportunities.
- **www.CollegeRecruiter.com**. CollegeRecruiter.com is for college students, grads and recent graduates who are seeking employment and business opportunities. This database offers hundreds of opportunities for interns, and entry and mid-level candidates in both the US and Canada.
- **www.InternWeb.com**. This site offers a variety of internship opportunities. You must complete the free registration process prior to accessing the internship database.
- **www.JobGusher.com**. Focused on high school students, college students and recent college grads, this site offers internships, seasonal and temporary work, entry-level positions and other job opportunities.
- **www.MBAAssociation.org**. The career management section of this association offers a searchable database of opportunities.
- **www.MBAGlobalNet.com**. Dedicated to professionals with MBAs, this site offers a free basic membership to view business and job opportunities. You must complete the free registration process prior to accessing the internship database.

Government Internet Job Posting Sites

- **www.AmericasJobBank.com**. Perhaps the largest job board in existence, America's Job Bank is the resulting effort of the US Department of Labor, all 50 states' employment offices and the private sector. The site is very cumbersome to navigate requiring you to click through many pages to get to the complete job descriptions. However, the large number of jobs makes this a worthwhile site to search. Rating: ****
1,000,000 jobs.
- **www.DestinyGroup.com**. Focusing on the career management of transitioning US military and

veterans, this national database offers hundreds of public and private sector jobs in multiple industries featuring "military friendly" employers.

- **Federal Government Jobs (www.dcjobsources.com/fed)**. This site offers links to jobs at individual federal agencies.
- **Federal Jobs (www.fedworld.gov/jobs/jobsearch)**. This Federal Job Announcement Database offers current jobs available within the US Government.
- **Federal Jobs Digest (www.jobsfed.com)**. This site, updated daily, offers a database of over 10,000 federal jobs. You must register by submitting your resume in order to view complete job details.
- **www.GovtJob.net**. This site offers job listings by category for government jobs at the state and local level.
- **www.GovtJobs.com**. This site offers job listings by category for government jobs posted by cities, counties, states, executive search firms and other governmental jurisdictions.
- **State Government Jobs (www.statejobs.com/gov)**. This site offers links directly to each state's personnel or civil service website which contain listings of job opportunities.
- **Transition Assistance Online (www.taonline.com)**. TAOnline.com offers career resources for transitioning service members and other job seekers from the military community including spouses. Founded by former military personnel, browse or search thousands of jobs of all types and levels.
- **USA Jobs (www.usajobs.opm.gov)**. This site is the United States Government's official source of job and employment information provided to the public at no cost. It offers a large, searchable database of jobs.
- **www.VetJobs.com**. For all personnel who served in one of the US military branches. Owned and operated by veterans for veterans, this site offers hundreds of job opportunities for all levels and industries.

Healthcare/Medicine Internet Job Posting Sites

- **American Occupational Therapy Association (www.aota.jobcontrolcenter.com)**. This association career resource offers a searchable database of opportunities for those in the occupational therapy field.
- **American Pharmacists Association (www.aphanet.jobcontrolcenter.com)**. This site offers a searchable database of pharmacist opportunities.
- **Association of periOperative Registered Nurses (www.careercenter.aorn.org/search)**. This site offers a searchable database of opportunities for preoperative, interoperative, and postoperative nurses.
- **www.CampusRN.com**. Designed for nursing students and entry-level health care students, job seekers can search this database for entry-level nursing, healthcare, and allied health opportunities.
- **www.HappyCareer.com**. This site offers a searchable database of nursing jobs.
- **www.HealthcareJobStore.com**. This site contains a searchable database of jobs collected from over 325

healthcare specialty job sites.

- www.HealthcareRecruitment.com. This site offers a searchable database of healthcare related jobs from staffing firms and healthcare companies hiring directly.
- www.HealthJobsUSA.com. This site offers a searchable database of healthcare jobs in over 100 categories of healthcare specialties.
- www.HealthJobSite.com. Targeting professionals that would be employed in a health system, research laboratory or an individual medical practice, this site offers a searchable database of jobs directly from healthcare related companies.
- www.HireHealth.com. This site offers a searchable database of jobs in the pharmaceutical, biotechnology, medical and healthcare industries.
- www.HospitalJobsOnline.com. Focused on jobs in hospital settings, this site offers a searchable database of jobs. You must enter your email address to view the job listings.
- www.JobScience.com. This site provides a searchable database of jobs in the healthcare, biotechnology, pharmaceutical, medical device and diagnostics industries.
- www.JustNursingJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for nursing professionals.
- www.LabSitesOnline.com. LabSites offers 8 online medical job boards in the following fields: Radiology, Pharmacy, Histology, Medical Technology, Surgery, Nursing, Rehabilitation, and Medical Administration.
- www.MedCareers.com. This site offers a very large, searchable database of jobs in the medical field. It offers hundreds of positions for physicians, nurses and allied health professionals.
- www.MedHunters.com. This site offers a large number of medical job listings in all specialties from direct healthcare employers worldwide.
- www.MedJobCity.com. Medical career and job opportunities of all levels and types located throughout the US are advertised here.
- www.MedZilla.com. This site offers a large searchable database of jobs in the biotechnology, science and healthcare industries.
- **Nurse Week** (www2.nurseweek.com/jobs_employers/job_search). This nursing magazine offers a searchable database of nursing opportunities.
- **Nursing Spectrum** (www.nsweb.nursingspectrum.com/classifieds). The classifieds section of this nursing career site offers a searchable listing of nursing jobs.
- www.PracticeLink.com. Heavily focused on physician positions, this site offers a searchable database of medical positions.
- www.PTJobs.com. This physical therapist career site offers a searchable database of jobs.

- www.RadWorking.com. This imaging employment resource offers a searchable database of radiology positions.
- www.Speech-LanguagePathologist.org. Dedicated to speech-language professionals, this site offers searchable database of opportunities in speech therapy.
- www.TherapyJobs.com. This site offers listings of jobs in 8 categories of therapy including speech, physical, occupational, respiratory, radiation and massage.

Hospitality/Travel/Tourism Internet Job Posting Sites

- www.HospitalityAdventures.com. Upon free registration, you can search this site's database for jobs in the hotel, restaurant, club, cruise ship or other facet of the hospitality industry.
- www.CasinoCareers.com. Focused on the casino-hospitality industry, this site offers a searchable database of opportunities.
- www.CoolWorks.com. This site offers listings of fairly non-traditional jobs in areas such as amusement parks, ski resorts, guest ranches, national and state parks, camps, resorts and lodges and jobs on the water.
- www.FoodandDrinkJobs.com. Dedicated to the food and beverage industry, this site offers a small database of postings.
- www.oodIndustryJobs.com. This career site services all professionals within the food industries.
- www.FoodService.com. This site offers a large, searchable database of jobs in the food service industry. The majority of jobs are at the management level.
- www.Hcareers.com. Catering to the hospitality industry, this site offers a large, international database of hotel jobs, restaurant jobs, casino jobs, resort jobs, chef jobs, cruise ship jobs, catering jobs and all hospitality industry employment.
- www.Hotel-Jobs.com. Focusing on the travel and tourism industry, this site offers jobs in hotels, food and beverage establishments, travel groups, casinos, cruise lines, country clubs, convention centers, entertainment groups, recruiters and other companies in the hospitality industry.
- www.HospitalityOnline.com/jobs. This hospitality job site offers a searchable listing of opportunities.
- www.HospitalityCareerNet.com. This site offers a small database of jobs in the hotel, restaurant, gaming, cruise line and club segments of the hospitality industry. You must register (free) to search the database.
- www.HotelJobResource.com. This site offers a small, searchable database of jobs in the hotel industry. The jobs range from general management, sales and marketing, to food and beverage.
- www.JustHospitalityJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for hospitality professionals.
- www.ResortJobs.com. Features worldwide resort jobs with ski (and snowboard!) resorts, camps,

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national parks, cruise ships, restaurants and hotels.

- www.WineandHospitalityJobs.com. This job site lists opportunities for wine and hospitality professionals.
- www.WineBusiness.com/services/industryjobs. The jobs section of this industry news site offers a searchable listing of positions for wine industry professionals.

Human Resources Internet Job Posting Sites

- **American Society of Training and Development (www.astd.org)**. The job bank of this organization offers a searchable listing of jobs for corporate training and organizational development professionals.
- www.BenefitsLink.com. This site offers a large, searchable database of jobs for professionals who provide legal, administration, consulting and other services to employee benefit plans.
- **Electronic Recruiting Exchange (www.ereexchange.com)**. This site offers information and networking opportunities for recruiters and HR professionals with a small offering of job opportunities. ERE also lists a comprehensive, nationwide database of seminars on recruiting.
- www.HRWorld.com. Upon free registration, you have access to a small, but targeted listing of human resources jobs, mainly in management.
- **International Foundation of Employee Benefit Plans (www.ifebp.org)**. Although mainly focused on employee benefits, this site offers a listing of jobs in all areas of HR as well as benefits.
- www.Jobs4HR.com. This site offers a small, searchable database of HR related jobs. The majority range from entry to middle management.
- www.JustHRJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for human resources professionals.
- **Society for Human Resource Management (www.shrm.org)**. This site offers a large, searchable database of jobs in all areas of human resources and at all levels. It offers a limited number of international opportunities.
- **Society for Industrial and Organizational Psychology (www.siop.org/JobNet)**. This association job board lists opportunities related to industrial and organizational psychology.
- www.WorldatWork.org. Focusing on jobs in the field of compensation, this site offers a small, but highly targeted database of jobs for the compensation professional.

Insurance Internet Job Posting Sites

- www.4InsuranceJobs.com. Focusing strictly on the insurance industry, this site offers a small, but highly targeted listing of jobs in the insurance field. Many jobs are for brokers, underwriters, actuaries, claims adjusters and account managers.
- www.Actuary.com. This site features a searchable database of jobs focused on actuary related positions.

- www.GreatInsuranceJobs.com. This site offers a searchable database of insurance related positions ranging from accounting to underwriting.
- www.IFSJobs.com. This site offers a searchable database of positions posted by Banking, Securities, Mortgage, Reinsurance and Structured Finance companies.
- www.InsuranceJobChannel.com. This site features a searchable database of jobs focused on insurance related positions.
- www.InsuranceRecruiters.com. A professional association of independent insurance recruiting firms operating on a regional, national, and international basis. It offers a searchable database of jobs in the insurance industry.
- www.JustInsuranceJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for insurance professionals.
- www.TitleBoard.net. Serving the needs of the Title, Escrow, and Mortgage Industry, this site offers a searchable database of related jobs.
- www.UltimateInsuranceJobs.com. This insurance-dedicated career web site offers a searchable database of jobs from all segments of the insurance community. Many jobs are in the areas of sales, marketing, underwriting, actuarial and claims.

Internet/New Media/E-Commerce Internet Job Posting Sites

- www.CreativeHotList.com. Dedicated for creative professionals, this career site offers a searchable database of a variety of design, multimedia, and creative positions.
- www.Ecommerce.Computerjobs.com. This site offers a large, searchable database of technology jobs specifically related to e-commerce and the Internet.
- www.JustE-CommerceJobs.com. This fairly small database of jobs is highly targeted to technology jobs related to e-commerce.
- www.WebJobsUSA.com. This site offers a database of web designer, web producer, web developer, webmaster, graphic designer, Internet sales, web programmer other web-related jobs.

Legal/Law Enforcement/Security Internet Job Posting Sites

- www.911HotJobs.com. This site offers a searchable database of jobs for municipal, state and federal police, university police and corrections professionals.
- **American Corporate Counsel Association (www.jobs.acca.com)**. The Inhouse Jobline section of this site offers a searchable database of corporate counsel positions.
- www.Careers.FindLaw.com. This site offers a large, searchable database of jobs related to the legal industry. There are many attorney positions along with paralegal and legal secretary opportunities.
- www.Jobs.LawInfo.com. This site offers a small database of jobs related to the legal industry. The majority of jobs are for attorneys, paralegals and legal secretaries.

- www.Jobs4Police.com. This site offers a database of jobs for federal, state and local police officers.
- www.LawEnforcementJobs.com. Focused on law enforcement, police and private security jobs, this site offers a small listing of national opportunities.
- www.LawJobs.com. This site offers job listings for attorney positions organized by state and practice area. It is updated daily, including Web-only listings and classified listings from legal newspapers and journals.
- www.LawyersWeeklyJobs.com. This site offers a large, searchable database of legal jobs across the country. Positions range from general counsel to legal secretarial positions.
- www.LegalStaff.com. This site offers a fairly small database of attorney and legal support staff positions. Many of the positions are at the Associate level.
- www.PoliceEmployment.com. This site offers a national database of jobs for federal, state and city police as well as deputy sheriffs.

Manufacturing Internet Job Posting Sites

- www.CareersinFood.com. This employment site offers opportunities for food manufacturing professionals.
- www.JobsinManufacturing.com. Powered by JobsInLogistics.com, this site features a searchable database of manufacturing jobs.
- www.JobWerx.com. This site offers listings of nationwide jobs in manufacturing ranging from entry to mid-level.
- www.JustManufacturingJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for manufacturing professionals.
- www.ManufacturingEngineer.com. This site offers a searchable database of jobs focused on manufacturing engineering and management positions.
- www.ManufacturingJobs.com. Focused on manufacturing, this site offers a searchable database of jobs covering entry to executive level.
- www.ManufacturingJobStore.com. This site offers a small database of jobs in manufacturing. They range from plant managers to forklift operators and machinists.
- www.NationJob.com. Although this site is generic (has jobs from all industries and all job functions), it has an enormous amount of manufacturing related positions ranging from entry level to executive.

Marketing Internet Job Posting Sites

- **American Marketing Association (www.marketingpower.com)**. This site offers a large, searchable database of marketing positions from entry to executive level.

- **Business Marketing Association (www.careerlink.marketing.org)**. The BMA Careerlink offers a searchable listing of marketing opportunities.
- **Direct Marketing Association (www.the-dma.org/jobbank)**. The DMA Job Bank offers a searchable listing of a variety of direct marketing positions.
- **www.JustMarketingJobs.com**. A member of the JustMyJobs.com network, this site offers a database of postings for marketing professionals.
- **www.MarketingJobs.com**. Focusing on marketing, sales, advertising and public relations, this site offers a searchable database of jobs covering entry to executive level.
- **www.Quirks.com/Jobmart**. This free service of Quirk's Marketing Research Review provides listings of marketing research related postings.
- **www.ResearchInfo.com**. This marketing research portal offers an employment board of related openings.

Non-Profit/Social Services Internet Job Posting Sites

- **American Society of Association Executives (www.asaenet.jobcontrolcenter.com)**. The official website of this association provides a searchable database of opportunities for professionals interested in non-profit management and administration.
- **Association of Fund Raising Professionals (www.afpnet.org/jobs)**. Targeting fundraising professionals, this site offers a small, but quality database of jobs in fundraising. The majority are at the director level and above.
- **www.CharityChannel.org**. This site offers a searchable database of jobs in the nonprofit/voluntary sector in the U.S., Canada, Europe, Asia, Australia and worldwide.
- **www.Philanthropy.com/Jobs**. The careers section of this magazine focuses on non-profit opportunities.
- **www.NonProfitJobs.org**. Catering to jobs in the nonprofit sector, this site offers a searchable database of jobs ranging from administrative positions to direct service providers.
- **www.ExecSearches.com**. This site focuses on nonprofit and public sector employment in higher education, health, advocacy, philanthropy, government, social and human services, and community and economic development. It offers a searchable database of jobs for middle, executive and director level fundraising, finance, operations, human resources, communications, administrative, program and other key personnel.
- **www.GuideStar.org**. This site offers a fairly small database of non-profit jobs, however it offers a large searchable database of over 850,000 nonprofit companies. Data available for each nonprofit includes a summary, mission and program information, goals and results, in-depth financials, listing of executives and board members, and press releases. The data is drawn from IRS Forms 990, 990-EZ, and the IRS Business Master File (BMF).
- **www.HSCareers.com**. Dedicated to Human Service, Social Service, and Non-Profit professionals, this site lists jobs located throughout the US. Search as a guest or complete the free registration.

The Job Seeker's Bible - How to Create Your Dream Job and Get It

- www.Idealist.org. This site, known as Action Without Borders, offers a large, searchable database of international job opportunities in the nonprofit sector.
- **National Association of Social Workers** (www.joblink.socialworkers.org). This offers a searchable database of social work opportunities.
- www.NonProfitCareer.com. This site offers a small, but highly targeted database of jobs working in nonprofit organizations. Jobs range from administrative to executive level.
- www.NonProfitOyster.com. This site offers a large searchable database of nonprofit jobs along with jobs related to the nonprofit sector from for-profit and government entities. Examples include large corporations with community relations divisions, corporate foundations, publishers, consulting or accounting firms specializing in nonprofits, government agencies involved in making or changing policy, local-level government agencies, and others.
- www.OpportunityNOCS.org. This site offers a fairly large, searchable database of nonprofit job listings for administrative, staff and professional positions.
- **Philanthropy News Digest** (www.fdncenter.org/pnd/jobs). The Job Corner features openings at U.S. foundations, grantmaking public charities, and nonprofit organizations.
- www.SocialService.com. This site offers a large, searchable database of social work jobs, social service jobs, mental health jobs, counseling jobs, psychology jobs, non-profit jobs, case management jobs others in the social service field.

Operations/Project Management/Purchasing Internet Job Posting Sites

- **National Contract Management Association** (www.ncmajobs.com). This site offers a searchable database of contracts related positions.
- **Project Management Institute** (www.pmi.jobcontrolcenter.com). This site offers a searchable database of project management opportunities.

Publishing/Writing Internet Job Posting Sites

- **American Society of Business Publication Editors** (www.asbpe.org/jobs/joblist). This site offers a small listing of jobs for editors and writers.
- www.EditorandPublisher.com. This site offers a large, database of jobs in the publishing field including editorial, production, circulation, advertising, marketing and administrative positions.
- **Investigative Reporters and Editors** (www.ire.org). This site offers a small, but highly targeted database of jobs in journalism, especially news reporting, editing, producing and researching.
- www.NewsLink.org/joblink. This site offers a small, searchable database of journalistic jobs. Most are for writers and editors.
- www.JournalismJobs.com. Targeting media professionals, this site offers a large, searchable database of jobs servicing newspapers/wire services, TV/radio/, magazines/publishing, online media and other

media related organizations.

- www.MediaBistro.com. This site offers a searchable database of jobs in the areas of print/publications, online/new media, graphic design/art/photography, TV/radio, PR, marketing and book publishing. To view the complete job details, you need to register (free).
- www.PublishersWeekly.com. This site offers a large database of jobs in the publishing field from art, editorial, management, publishing, publicity and sales. The main focus is on book publishing.
- **Society for News Design (www.snd.org)**. The job bank section of this society's site provides a searchable database of postings for professionals in the news design field.

Real Estate/Property Management/Facilities Internet Job Posting Sites

- www.AECJobBank.com. This site focuses on the architecture, engineering and construction industries. It offers a database of jobs that are grouped by specialty within each of these industries.
- www.Jobs.ApartmentCareers.com. Focused specifically on the apartment industry, this site offers a searchable database of positions of all levels.
- www.IHireRealEstate.com. Upon free registration, you can search this site's database of jobs that include real estate agents, brokers, analysts, consultants, land development project managers, facilities managers, property managers and more.
- www.LenderCareers.com. Serving the real estate finance industry, this job board provides a searchable database of opportunities of all levels.
- www.MortgageRecruiter.com. This site features a national database of mortgage and real estate lending related jobs.
- **National Apartment Association (www.careers.naahq.org)**. This career center offers a searchable database of positions in the apartment industry.
- www.PMJobs.com. Focusing on property management careers, this site offers a searchable database of jobs ranging from entry to executive level.
- www.RealEstateBestJobs.com. This site offers a small database of real estate related jobs for entry to experienced professionals. Typical positions include real estate agents, managers, title search companies, mortgage companies, inspection companies, appraisers, real estate attorneys, paralegals, and clerical positions.
- www.SelectLeaders.com. Focused on the real estate industry, this site provides a searchable database of positions.

Research and Development/Science/Quality Assurance Internet Job Posting Sites

- **American Institute of Physics (www.aip.jobcontrolcenter.com)**. This site offers a searchable database of opportunities in the area of physics.
- **American Society for Quality (www.careers.asq.org)**. The career section of this society's site provides

free access to a database of jobs in the quality industry.

- www.Jobs.iSixSigma.com. This site offers a database of jobs focusing on quality/quality assurance. They range from entry level to senior level and cover a variety of industries. Many jobs are in manufacturing.
- www.QA-Jobs.com. Focused solely on quality assurance jobs, this site offers a large, searchable database of jobs from entry to senior level.
- **Regulatory Affairs Professionals Society** (www.careerconnections.raps.org). This society site offers a searchable database of regulatory and quality positions.
- **Science Magazine** (www.aaas.sciencecareers.org). This international site offers a searchable database of opportunities in the Sciences and Life Sciences fields.

Retail Internet Job Posting Sites

- www.AllRetailJobs.com. This site offers a large, searchable database of jobs including jobs in buying, store management, merchandising, customer service, finance/accounting, planning, receiving, security and more.
- www.FashionCareerCenter.com. Focused on the fashion industry, this site offers a searchable database of jobs including designers, product developers, production assistants, buyers, planners and merchandisers.
- **Institute of Business Forecasting** (www.ibforecast.com). This site offers job opportunities in forecasting and planning within major corporations throughout the globe, many in the retail sector.
- www.LPJobs.com. This site offers a large, searchable database of jobs in loss prevention for many major retailers. The jobs range from entry to executive level.
- **Women's Wear Daily** (www.wwd.com). This site offers a large listing of jobs mainly for designers and buyers.

Sales/Business Development Internet Job Posting Sites

- www.ACareerInSales.com. This site offers a searchable database of sales, business development and marketing positions. Positions are mostly entry and mid-level.
- www.AccountManager.com. Part of the CareerMarketplace Network, this site offers a searchable database of sales related jobs.
- www.BrilliantSalesJobs.com. Dedicated to sales professionals, this site offers a searchable database of opportunities located in the US and Canada.
- www.Jobs4Sales.com. This site offers a small, searchable database of jobs for sales and marketing professionals. Majority of the jobs are at the entry to middle management level.
- www.JustSalesJobs.com. A member of the JustMyJobs.com network, this site offers a database of postings for sales professionals.

- **National Association of Sales Professionals (www.jobtarget.com)**. This association career center provides a searchable database of opportunities for sales professionals.
- **www.SalesClassifieds.com**. This site offers a large, searchable database of sales jobs ranging from entry to senior level. It offers many executive level opportunities.
- **www.SalesEngineer.com**. This site offers a searchable database of jobs focused on sales engineering and management positions.
- **www.SalesHeads.com**. Sales and marketing jobs is the complete focus of this very large database. It offers all levels of jobs, with a large number of executive level positions.
- **www.SalesJobs.com**. This site offers a large database of sales jobs representing many industries. The jobs range from entry to executive level and many display salary ranges.
- **www.TopSalesPositions.com**. Targeting sales professionals, this site offers a large, searchable database of jobs ranging from associates to vice presidents across all major industries.

Sports/Recreation Internet Job Posting Sites

- **www.ClubSwim.com**. This job board lists jobs for lifeguards, swimming instructors, coaches, pool attendants and other related positions.
- **www.CoachHelp.com**. Focusing on coaches, this site offers a small database of coaching positions for all sports in high school and college settings.
- **www.FunJobs.com**. This site offers a variety of adventure and outdoor jobs in ranches, resorts, parks, and camps.
- **International Health, Racquet and Sportsclub Association (www.cms.ihrsa.org)**. This site offers a searchable database of jobs in the health and fitness industry. Opportunities are at health & fitness facilities, gyms, spas, sports clubs and fitness suppliers worldwide.
- **National Collegiate Athletic Association (www2.ncaa.org)**. This site offers a variety of sports-related positions in colleges, universities, athletic conferences, high schools and the NCAA National Office.
- **www.OnlineSports.com**. This site offers a listing of jobs in the sports and recreation industry. Internships, administrative support, management and coaching jobs are listed.
- **Sporting Goods Manufacturers Association (www.sgma.com)**. This site offers a small, but highly targeted listing of job opportunities for sporting good manufacturing companies. Jobs are mainly in the areas of design, production and sales.
- **www.TeamWorkOnline.com**. This site offers listings of jobs for major sports teams and leagues including the NHL and NBA.
- **www.WellnessConnection.com**. This site offers a database of national job listings from corporate fitness centers, commercial health clubs, non-profit organizations, academic institutions, and health insurance providers.

Telecommunications Internet Job Posting Sites

- www.BICSI.com. This site offers a database of national job listings from corporate fitness centers, commercial health clubs, non-profit organizations, academic institutions, and health insurance providers.
- www.BroadBandCareers.com. Dedicated to the Broadband-IP industry, this website offers a searchable database of related opportunities.
- www.TelecomCareers.net. Focused on telecommunications professionals, this site offers a large database of telecommunications jobs. Many of the opportunities are in technical and customer support areas.
- www.TelecommEngineer.com. This site offers a searchable database of jobs focused on telecommunications engineering and management positions.
- **The Wireless Association** (www.wow-com.com). This site offers a large, searchable database of jobs in the telecommunications, Internet/new media and technology industries.
- **The Fiber Optics Association** (www.thefoa.org). This site offers a listing of jobs in the field of fiber optics. Most of the positions are for engineers, but a few director and vice presidential positions are listed.

Transportation/Logistics/Distribution Internet Job Posting Sites

- www.AeroIndustryJobs.com. This job website offers a searchable database of opportunities in the Aerospace, Defense, Aviation and Advanced Materials & Composites industries.
- www.AerospaceEngineer.com. This site offers a searchable database of jobs focused on aerospace engineering and management positions.
- www.AviationEmployment.com. This site offers a large, searchable database of jobs in the aerospace/aviation industry. Job categories include engineering, maintenance, technical positions, management and executive opportunities, pilots and flight crew.
- www.EveryTruckJob.com. This site offers a searchable database of trucking jobs for both small and large trucking firms. Companies with openings for owner operators, company drivers and non-driving positions offer general job listings on this site.
- www.HotCDLJobs.com. This site offers a searchable database of trucking jobs located across the US.
- **Institute of Transportation Engineers** (www.ite.org/employment). The website of the Institute of Transportation Engineers provides a free searchable database of positions including analysts, engineers, managers, and planners.
- www.Jobs4Trucking.com. This site offers a small, searchable database of trucking related jobs.
- www.JobsInLogistics.com. This site offers a large, searchable database of jobs in logistics, distribution, warehousing, transportation, freight forwarding, materials management, and supply chain management.
- www.JobsInTrucks.com. Powered by JobsInLogistics.com, this site offers a searchable database of

driver jobs.

- **Journal of Commerce Online (164.109.58.69/careercenter2)**. A trade publication in the trade and transportation industry offers a small searchable database of related jobs. You do not need to register to search the postings.
- **www.PlaneJobs.com**. This site offers a small database of jobs in the aviation industry including positions in flight operations, ground operations, engineering, maintenance, pilots, information technology and reservations/customer service.
- **www.Space-Careers.com**. This site offers an international database of jobs in the space industry. The majority are technical and engineering positions.
- **www.SpaceJobs.com**. Focused on the aeronautics and space industries, this site offers a searchable database of jobs – many are in engineering.
- **www.TransportationEngineer.com**. This site offers a searchable database of jobs focused on transportation engineering and management positions.

Primary Sources of Information: People Who Know

- Current employees
- Former employees
- Competitors
- Vendors to the organization
- Customers (at any level in the distribution chain)
- Industry officials (trade associations)
- Local business leaders (Chamber of Commerce, Economic Development Agency, bankers, etc.)

Secondary Sources of Information: Published Information

- Organization literature: websites, annual reports; brochures; promotional literature; newsletters; etc.
- Financial and stock reports: Information is plentiful on the Internet, with and without paid subscription. *10K Reports; Dun & Bradstreet; security brokers' research analyses; Value Line Investment Survey; Standard and Poor's; Moody's; etc.*
- General references and directories: *Publishers Trade List Annual; How to Find Information About Companies; National Directory of Addresses and Telephone Numbers; Directories in Print; Encyclopedia of Business Information Sources; The Small Business Information Source Book; Ulrich's International Periodicals Directory; Books in Print; Standard Periodical Directory; Reader's Guide to Periodical Literature; Finding Facts Fast; Knowing Where to Look; etc.*
- Business directories: *Dun's Million Dollar; Dun's Corporate Managements; D&B Reference Book; Dun's America's Corporate Families; Dun's Career Guide; Standard and Poor's Register; Moody's Index; Fortune; Corporate Affiliations; etc.*
- On-line databases and mailing lists: *Dun's Business ID Service (Microfiche); Dun's Decision Makers; Dun's Market Identifiers; Directory of Online Databases; Encyclopedia of Information Systems and Services; SRDS Direct Mail List Rates & Data; DMA's List Brokers/Compilers/Managers; Sales*

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Prospector; etc.

- Industry and trade directories: *Thomas Register; Dun's Metalworking; Dun's Electronics; Dun's Healthcare; American Hospital Association Guide to the Health Care Field; Pharmaceutical Marketers Directory; Organizations Master Index; Encyclopedia of Associations; National Trade and Professional Associations; etc.*
- Professional and specialized directories: *Accounting Firms and Practitioners; American Bank Directory; Rand McNally International Bankers Directory; Moody's Manual of Investments; Business Organizations, Agencies and Publications Directory; Consultants and Consulting Organizations Directory; Dun's Consultants Directory; Corporate Finance Sourcebook; National Venture Capital Association Directory; Pratt's Guide to Venture Capital Sources; Lawyer's Register; Standard Directory of Advertisers; Standard Directory of Advertising Agencies; Engineering Research Centres; etc.*
- Business, industry, professional, association and trade publications: *SRDS Business Publication Rates & Data; Gale Directory of Publications; Working Press of the Nation; Association Periodicals; Predicasts; Standard and Poor's Corporation Records; etc.*
- Magazine and newspaper indexes: *Magazine Index; Business Periodicals Index; Applied Science and Technology Index; Index Medicus; New York Times Index; Wall Street Journal Index; etc.*
- Magazine annual survey issues: *Forbes; Fortune; Business Week; etc.*
- Government publications: *Guide to U.S. Government Publications; etc.*
- Geographic directories: *Dun's Microcosm; Encyclopedia of Geographic Information Sources; Thomas Regional Industrial Purchasing Guides; State and Local Directories of Manufacturers and Service Firms; Chamber of Commerce Directories and listings; Better Business Bureau Directories; etc.*
- International directories: *Dun's America's Corporate Families; D&B's Australian, Canadian and British; International Directory of Corporate Affiliations; Directory of American Firms Operating in Foreign Countries; etc.*
- Trade show exhibitor directories: *Trade Shows and Professional Exhibits Directory; etc.*

You should know that there are librarians, called reference librarians, who specialize in reference materials, and within that specialty are some who specialize further in helping people who are looking for employment. If you will take the time to visit your nearest library, you can find out whether it is equipped to help you. If it is not, ask for a recommendation for the nearest business library. Often there are excellent libraries connected with universities which teach business subjects. For most people, if a local library is not sufficient, a larger one sponsored by a county or city is usually within a one hour's drive.

Some of the references cited here may not be available at your library, but your librarian should be able to help you locate the information you need. In some cases the information is proprietary and a fee may be required for access. Most on-line data bases and mailing lists are examples of information that are available for a fee, often through your library. Refer to the Bibliography to aid you in locating the information you seek.

Review of Secondary Reference Sources: Published Information

There are literally hundreds of secondary information sources available for a job seeker. Relevant to your

particular situation, some specialized publications may be helpful. However, it is not feasible for most people to spend large amounts of time researching, so it is important that you know the relatively small number of reference sources which can be most helpful. They are described briefly here.

Organization Literature

Examples include annual reports, brochures, promotional literature and newsletters. This information is usually quite available and reliable because it is published by the organization itself, or by request of the organization. A simple phone call or office visit usually will suffice in obtaining any of the above examples of organization literature. Organizations are usually more than willing to send requested information through the mail. For example, a company's Public Relations or Investors Relations Department is generally willing to provide a copy of its annual report. If you meet with reluctance, or if questioned as to the purpose, simply state that you are conducting research, and need to verify current information to represent the organization accurately in your directory as a free listing (they do not need to know it is your personal directory).

Financial and Stock Reports

10K Reports, Dun & Bradstreet Reports, Security Brokers' Research Analyses - These may be available through your stock broker, current employer, supplier, business library, or other source. The information may be free for the asking, or there may be a fee charged for the report(s). *10K Reports* as well as *D&B Reports* provide information on key executives and officers of the organization. *10K Reports* are filed with the Securities and Exchange Commission on all public stock corporations. They divulge compensation information on key executives, which is helpful if you are negotiating compensation and benefits with one of them. D&B gives historical and background information on officers as well as the organization and includes financial strength and rating information.

Value Line Investment Survey - This is exceptionally helpful for obtaining current information about public organizations whose stocks are reviewed by this survey. In the index, there is an up-to-date listing of stocks with references to the page where in-depth reports provide at a glance the financial history of the organization and a summary of the most important new developments. (These developments are often good subjects with which to begin a letter or open a phone call to a potential employer.) There is also overall information on industries, which you should find quite helpful.

Standard and Poor's Stock Reports - These are separate reports for firms which have stocks listed on the New York Stock Exchange, the American Exchange and over-the-counter. All three combined cover about 3,500 of the most actively traded stocks. The organizations are listed alphabetically, and you can find important information about current developments, as well as a quick summary of financial history.

Moody's Stock Reports - These are also very helpful. They are similar to *Standard and Poor's* and can be used in the same way.

General References and Directories

Publishers Trade List Annual - The yellow pages of the publishing industry, this is an invaluable guide for finding out who publishes what. It is a compilation of catalogs from virtually every major publisher. This can be helpful to find out which publications of interest are available by the major publishers of business information such as: Dun & Bradstreet, Gale Research, Standard & Poor's, Moody's, R.R. Bowker, National Register Publishing, Dun's Marketing Services, H.W. Wilson, Rand McNally, SRDS, Thomas Publishing, World Trade Academy Press, etc. You may have to go to the order department of your library to find *PTLA* because it is a tool of the acquisitions librarian. Or, you may be able to use the copy at your local large bookstore.

The Job Seeker's Bible - How to Create Your Dream Job and Get It

How to Find Information About Companies - A wealth of information about how and where to find anything you could want to know about any company, as well as other kinds of organizations. Intelligence gathering strategies are provided for: unfamiliar industries and organizations; competitors in a familiar industry; public and private corporations; and divisions, products, or services of any organization. The book covers library sources, public documents and sources, people sources and professional research services, with an extensive index.

National Directory of Addresses and Telephone Numbers - An excellent reference, this costs about \$50 and contains over 250,000 listings of addresses and phone numbers of the most important corporations and other organizations of interest in the U.S. It is divided into three main sections: corporations alphabetically, corporations by industry classification and a variety of valuable executive references. Included are various government offices, hotels, consulates and embassies, colleges and schools, banks, Chambers of Commerce, corporations, associations and unions, museums, hospitals, radio and TV stations, and much, much more.

Directories in Print, formerly *Directory of Directories* - This is an annotated guide to over 10,000 business and industrial directories, professional and scientific rosters, directory databases and other lists and guides that are published in the U.S., or that are national or regional in scope or interest. If you want information about virtually any field or subject, this book will list the directories that can tell you, or direct you to that information. There are two indexes. One lists names of directories alphabetically and the other classifies by subject. Each entry contains the name of a directory's publisher and address, who compiled it, the number of listings contained and an outline of what type of business is covered.

Encyclopedia of Business Information Sources - A bibliographic guide to approximately 20,000 citations covering about 1,000 primary subjects of interest to business personnel with a record of abstract services, indexes, sourcebooks, periodicals, organizations, directories, handbooks, bibliographies, on-line data bases and other sources of information on each topic. This can be used in the same way that the *Directories in Print* is used. However, it contains further information. For a given industry, you will find it lists directories, trade associations, trade publications and other sources of relevant information. If you are interested in a given industry, you will find this extremely helpful in determining where to obtain additional information.

The Small Business Information Source Book - This is a valuable guide to business information sources, arranged by subject and organization with a glossary and an index.

Ulrich's International Periodicals Directory - This is perhaps the bible of all periodicals directories. It contains information on more than 55,000 magazines and other periodicals listed under some 200-plus subject headings. International titles are listed along with U.S. titles. This directory is published in three volumes. Volumes I and II list periodicals by industry and functional categories. Information provided includes editors, publisher and brief description. Volume III is a title index indicating where in Volumes I and II to find more complete information about the particular title.

Books in Print - An annual publication listing all in-print titles from more than 7,000 publishers. This is perhaps the bible of all general reference directories of published titles. It can be used in the same way that *Ulrich's* is used, and provides much the same kind of information. However, it contains information on all published titles rather than just being limited to periodicals.

Standard Periodical Directory - A guide to U.S. and Canadian periodicals containing information on 60,000 publications.

Reader's Guide to Periodical Literature - Perhaps the granddad of periodical indexes with references to 185 magazines of greatest general interest. Contains an author subject index. This is an invaluable source when you're researching a particular topic.

Finding Facts Fast: How to Find Out What You Want and Need to Know - A helpful book to aid you in using the library.

Knowing Where to Look: The Ultimate Guide to Research - The ultimate guide to research by a librarian who really knows her subject.

Business Directories

Dun's Million Dollar Directory - This is very helpful because it contains five volumes of detailed information on more than 160,000 of America's largest public and private corporations with a net worth of at least \$500,000. The organizations are categorized alphabetically, by industry and by geographical location.

The alphabetical listing contains the name, address and phone number of the organization, as well as the names of the chief officers and members of the Board of Directors. It also lists briefly the major lines of business.

In order to categorize organizations by industry, the directory uses the SIC code. This stands for Standard Industrial Classification, a U.S. government numbering system which identifies organizations by industries. The first two digits indicate a major industry group (for example, 20 indicates food and related products). The third digit indicates an industry sub-group (for example, all of the classifications beginning with 201 relate to meat and poultry products). The fourth digit indicates a very specific industry (for example, 2013 indicates organizations which make sausage and prepared meat products). There is also a geographical section, which categorizes businesses by state, and then alphabetically by cities within each state.

The most efficient way to use the directory is to first find out the SIC codes for the industries which are of most interest to you. If geography is not a concern, then turn to the SIC code section and write down on index cards the names of those organizations which are listed for each SIC you selected.

Keep cards in alphabetical order and make a note of the page on which each organization appears in the general alphabetical listing. If you do care about geography, turn to the same SIC listing but copy only the names of those organizations which are in the geographic areas in which you are interested. Again, keep cards in alphabetical order and make notations of the page references.

If your situation is such that you would be interested in almost any kind of organization, but you want to restrict your activity to a limited geographic area, then you should turn first to the geographical section. Copy the names of those organizations which are listed under the cities in your area of preference. Remember, note the page numbers and keep cards in alphabetical order. After having done one or more of the above, you are now ready to turn to the alphabetical section.

Start at the beginning and turn to the page numbers you have marked on each card. For each organization you should now copy the address (if you have not done so already), the phone number, sales volume, number of employees, SIC code listing (if you have not done so already) and any industry information. Also, copy down the names of the officers and their titles.

Work quickly and without interruption in time segments of not less than one hour, if possible. Your index cards should be 4"x6" or 5"x8" (see Appendix K, "Sample Contact/Word Processing Card," for sample format), large enough to allow space for recording additional information about the organization in the future. If you will follow the simple rules just mentioned, you can build a significant number of potential employer names in a short time.

Dun's Reference Book of Corporate Managements - This contains the names of over 170,000 officers and directors in over 12,000 leading U.S. companies whose revenues equal 80% of the gross national product. For each

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principal officer there is biographical data covering age, education, experience and principal business affiliations.

Dun & Bradstreet Reference Book - This is a most helpful guide containing financial summary data on more than 3 million U.S. companies. It is updated six times a year and includes listings of manufacturers, wholesalers, retailers, banks, insurance carriers, legal, educational, health and other service-sector companies. Listings include: D&B rating or employee size by range designation, line of business, detailed financial data available, telephone number and year founded.

Dun's America's Corporate Families - Volume I gives full descriptions of 9,000 U.S. parent companies and their 45,000 subsidiaries and divisions. Volume II links 1,700 U.S. parents with their 13,000 foreign subsidiaries and 2,500 foreign parents with their 6,000 U.S. subsidiaries.

Career Guide: Dun's Employment Opportunities Directory - Career opportunities and hiring practices of companies actively seeking resumes.

Standard and Poor's Register of Corporations, Directors and Executives - In three volumes, this is the equivalent of the two Dun and Bradstreet sources mentioned above. It is an excellent publication, every bit as useful as the Dun and Bradstreet Directories, and can be used in essentially the same manner.

Moody's Complete Corporate Index - A complete alphabetical index to *Moody's Manuals* which comprise a systematic set of data for fast and thorough analysis of over 22,000 public corporations and institutions.

Fortune Directory - This ranks the largest 500 industrial corporations, listing sales, assets, net income, number of employees, growth rate and other information. There is a separate ranking for the largest commercial banking, life insurance, diversified financial, retailing, transportation and utility organizations. If you are interested in large corporations, then you will find this helpful for identifying who they might be. However, it does not give you names of individuals, addresses or phone numbers.

Directory of Corporate Affiliations - This book tells "who owns whom, the family tree of every major corporation in America." It provides names of all subsidiaries or divisions of major corporations, and also lists the number of employees and the names of executives for the subsidiaries of large corporations. There is also a geographic and a foreign index in a separate volume.

On-Line Data Bases and Mailing Lists

Dun's Business Identification Service (Microfiche) - This provides listings on more than 7 million U.S., Canadian and international business establishments.

Dun's Decision Makers (DDM) - This is an excellent source of information from a data base containing the names of over 12 million decision makers in over 6 million organizations. To my knowledge, this data base and computer selection programs are the most sophisticated and comprehensive source of this kind of information available. Other excellent business data bases are available, but without the name of the decision maker in most cases. Names of decision makers as well as job/functional titles are extremely important in a job search. If you can access this proprietary information (a fee is required), you would save yourself what could be weeks of time in the library.

DDM is available in a variety of formats: mailing labels, floppy disks for microcomputers and tapes for minicomputers and mainframes. Business executives as well as middle managers can be selected by title and by functional area of responsibility. For example, you can target Vice Presidents and managers of Human Resources and Purchasing by name. Information available includes: Dun's number, organization name, address, CEO/DDM name and title, SIC code and SMSA. Target organizations can be selected by size (revenues or number of employees),

geographical location and industry. Phone numbers, unfortunately, are not available.

The cost of pressure sensitive labels is about \$55 per thousand labels, or \$.055 per record, with a \$350 minimum order. This data base is very cost effective. Call the Customer Services Information Center at (800) 524-0958 for information regarding this or any other of Dun's Marketing products or services.

Dun's Market Identifiers - This is also an excellent source of information, and much more complete (and expensive) than *DDM*, but probably not practical for the typical job seeker. In addition to the information provided by *DDM*, *DMI* provides phone numbers, date of business start up, parent organization and size (revenues and employees). This information is available by tape and cards for a cost of about \$761 per thousand records, or \$.761 each with a minimum order of \$1500. Call the above number for additional information.

Directory of On-Line Databases - Describes over 1600 available databases. Published regularly, it lists all commercially available on-line databases. Contact Cuadra Associates, Inc., 2001 Wilshire Blvd., Suite 305, Santa Monica, CA 90403; (213) 829-9972.

Encyclopedia of Information Systems and Services - This is a directory that should be available in your library. It provides detailed descriptions of some 4,000 organizations in the U.S. and other countries that produce and/or provide access to computerized information in all subject areas.

SRDS Direct Mail List Rates & Data - This is a comprehensive directory describing in detail over 55,000 different mailing lists broken down by product and specific target market. Both consumer and business lists are available. This should be available in your library. If not, you can contact SRDS at 3004 Glenview Road, Wilmette, IL 60091; (800) 323-4588.

Direct Marketing Association's List Brokers/Compilers/Managers - This is a directory of 250 DMA member firms which sells for around \$30. Each listing includes: company name, address, phone number, telex, contact names of key personnel, number of years in business, an annotated description highlighting specialties and clientele, with geographic and specialty indexes. Contact DMA at 6 East 43rd Street, New York, NY 10017; (212) 689-4977.

Sales Prospector - This is a monthly subscription "prospect research" report in newsletter format indicating industrial, commercial and institutional expansions and relocations in new or existing buildings. It is a good example of information indicating imminent job opportunities discussed earlier and tells you who to write, telephone, or visit. Reports are available for regional or national coverage, and are also available electronically via NewsNet – (800) 345-1301. The cost is about \$150 per year for a single edition for 12 monthly reports. Total U.S. coverage including all editions available is about \$1000 yearly. Contact Sales Prospector at 751 Main St., P.O. Box 518, Waltham, MA 02254 (617) 899-1271.

Industry and Trade Directories

Thomas Register of American Manufacturers and Thomas Register Catalog File - This is an excellent source for finding all organizations which make a given product. Major headings are by product categories, and the organizations which make that product are listed alphabetically, with indications of geography and financial strength.

Used primarily by purchasing agents, it can be very helpful to you if your talents are appropriate for an organization which makes a particular type of product. For instance, if you found during your campaign that you had special appeal for organizations which make transistorized power packs, you could look up this category in the *Thomas Register*, and find names of all other organizations which manufacture them.

Thomas Register's Guide to Data/Information Processing Products, Systems, Services - This is similar to the

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Thomas Register of Manufacturers and used in the same way.

Dun's Industrial Guide-The Metalworking Directory - If organizations engaged in metal working or the manufacture of metal products or machinery are of interest to you, then this can be extremely helpful. It has indexes both by SIC code and alphabetically, and gives detailed information on over 70,000 metal-working factories where 20 or more persons are employed.

In addition to telling you about the products manufactured and processes performed at a given plant, it also indicates what they purchase and gives you the name of the general manager, as well as the names of the people in charge of engineering, production and purchasing. It includes valuable information on metal distributors as well.

There is also an index categorized according to products produced. This can be used in the same way that the *Thomas Register* is used, in the event you find you have special appeal for organizations which make a particular type of product.

Dun's Electronics Marketing Directory - A useful guide to this fast-growing, multi-billion dollar industry. It lists 8,000 manufacturers by product category. It is used in the same way as the *Metalworking Directory*.

Dun's Guide to Healthcare Companies - Hard-to-find data on 15,000 healthcare manufacturers and suppliers. It includes a key word index in professional and layman's terms.

American Hospital Association Guide to the Health Care Field - Gives address, phone and staff information for U.S. and international organizations and agencies in the health care field. Listings are alphabetical with title index.

Pharmaceutical Marketers Directory - This gives a wealth of specific information to people who are interested in this field.

Organizations Master Index - A consolidated index to 45 directories, handbooks, yearbooks, encyclopedias and guides. It provides information on 150,000 national and international associations, government agencies, advisory organizations, foundations, research centers, museums, religious groups, political organizations, labor unions and other organizations, institutions and programs of all kinds in the U.S., Canada and worldwide.

Encyclopedia of Associations - Organizations and associations are classified into 17 categories. At the back of the book is an alphabetical listing of organizations and associations of virtually every type. There are more than 20,000 listings with full descriptions.

After finding the associations you want in the back of the book, simply turn to the code number indicated in the general section, and you will get information about the size and purpose of the association, its address, the name of an officer and phone number. This source can prove especially helpful in getting information about an industry. For those who might want to work for associations, it is an excellent list of potential employers. Following are two examples:

Examples From the Encyclopedia of Associations

2370 *American Society for Training and Development (Personnel) (ASTD)*

Box 1443 1630 Duke Street, Alexandria, VA 22313 Phone: (703) 683-8100

Curtis E. Plott, Executive V.P.

Founded: 1944 Members: 18,000 Local Groups: 115

Educational society for persons in training and development of business, industry, education and government personnel. Conducts annual institutes for training professionals; operates member inquiry service. Operation Talent

Match and Position Referral Service. Undertakes special research projects and maintains clearinghouse activities. Compiles statistics. Maintains speakers bureau; bestows awards.

Committees: Affirmative Action; Awards, Career Development; CETA; Chapter Programming; Chapter Services; Conference Program Design; Ethics, executive; Exhibitors, IFTDO Institutes; Journal Advisory; National Forum; National Issues; Professional Development; Publications; Quality of Work Life; Research; Scholarship; Strategic Planning.

Divisions: Career Development; International; Media; Organization Development; Sales Training; Technical and Skills Training.

Publications: (1) National Report, 20/year; (2) Journal, monthly; (3) Membership Directory, annual; (4) Buyer's Guide and Consultant Directory, annual; has also published several books. Formerly: (1964) American Society of Training Directors.

Convention/Meeting: annual

**4918* Association for Science, Technology and Innovation (ASTI)*

P.O. Box 1242, Arlington, VA 22210

Ben Sands, Pres.

Founded: 1978 Members: 150

Professionals from industry, government, educational institutions. Aim is to establish dialogue among different disciplines (engineering, medicine, physical and biological sciences, education and others) who share the common problem of effective management of innovation.

Objectives are: to share ideas, knowledge and experience among diverse communities; to expand and organize knowledge of the factors that effect productivity of science and technology efforts; to promote development, demonstration and application of policies, standards and techniques for improving management of innovation. Although the Association operates primarily in the Washington DC area, it has members throughout the U.S., Europe, Africa and Central America. Conducts seminars. Publications: Newsletter, bimonthly; also publishes bulletin.

Convention/Meeting: annual management luncheons and round-table discussions.

National Trade and Professional Associations of the United States - This provides alphabetical listings of national trade associations, labor unions, professional, scientific or technical societies in the U.S. and Canada. It gives address, phone number, personnel, membership, brief description of purpose, publications and annual meetings. It is indexed by subject, geographic location and budget of the organization. If associations or labor unions are your target, this can be very helpful.

Professional and Specialized Directories

Accounting Firms and Practitioners - Accountants, especially the smaller firms, can often be sources of leads to organizations that are growing or which need to find good people. This directory lists the firms according to geography--by state, and then by city within each state.

American Bank Directory - If banks are your target, this book can be extremely helpful. It provides information about banks and bank holding organizations (categorized according to geography) and individual branches, their phone numbers and managers. It includes data about size and capitalization of each bank as well as the name of the president and board members. These names can assist you when identifying influential people in a geographic area where you do not have contacts.

Rand McNally International Bankers Directory - This is similar to the *American Bank Directory* and used in the same way.

Moody's Manual of Investments, American and Foreign - Lists banks, insurance companies, investment trusts, real estate, finance and credit companies.

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Business Organizations, Agencies and Publications Directory - This can be of value if your primary targets are not corporations. It contains information on 24,000 organizations including: associations, labor unions, federations, Chambers of Commerce, Better Business Bureaus, federal government agencies, state agencies, news sources, conference and convention bureaus, franchise organizations, publishers, educational institutions, libraries, banks, savings and loans, commodity and stock exchanges, computerized information services, diplomatic offices, hotel-motel systems, periodicals, directories, indexes, telecommunications services, trade centers and fairs, research centers, bureaus and institutes. Each listing gives name, address and phone number, together with names of key people in the organization, number and type of members and the publications of the organization or agency.

Consultants and Consulting Organizations Directory - Part 1 of the book lists consultants and consulting firms in 135 coded categories by state, major cities and towns. Each entry gives name, address, phone number, date founded, branch location, officials and their titles, type of clients and assigned code numbers. Part 2 is a cross index of subjects and a subject index of firms by geographical locations. Part 3 is an alphabetical listing of key individuals and firms. These two indexes refer you to where a listing can be found in Part 1.

This book is also helpful in identifying the names of consultants in a particular field. In talking to them, you may find that they can provide several referrals or descriptions of interesting situations at various organizations in the industry they serve. Some serve more than one industry, but this book identifies those who specialize in specific industries.

Dun's Consultants Directory - Identifies and classifies 25,000 U.S. consulting firms in 200 specialties.

Corporate Finance Sourcebook - This contains information about venture capital firms, investment banking firms, leasing organizations, business brokers, pension managers, foreign investment bankers, business insurance brokers and other related financial categories. Addresses, phone numbers, names of officers and a brief description of the business is included.

National Venture Capital Association Membership Directory - Information on more than a hundred venture capital firms. It includes some on the west coast, although there is a separate organization for western firms.

Pratt's Guide to Venture Capital Sources - If your job search calls for you to contact venture capital firms, this is an excellent source. Also, many venture capital firms occasionally need to locate management talent to run businesses in which they already have an interest, or businesses they are about to start. In the event that you want to start your own business, this guide also tells how to prepare your business plan and structure your entire effort.

Information includes the type of firm and the type of financing in which they engage, as well as their minimum and preferred investment, geographical and industry preferences. It can get you into action quickly because it gives you the phone numbers and the person to contact.

Lawyer's Register by Specialties and Fields of Law, including a Directory of Corporate Counsel - This publication groups law firms by specialty and under each specialty, there is a further breakdown according to geography, which lets you zero in on the most appropriate firms. In the back there is an index of corporate counsel, alphabetically by corporate name. Phone numbers are provided, so you can work directly from this source.

Standard Directory of Advertisers - If you are interested in sales, sales training, marketing or advertising, this book provides the names of key people in those functions for 17,000 corporations. The directory is broken down into major industry categories and the organizations are listed alphabetically within those categories.

Helpful indexes, including an index of straight name lists, are in the front, making the book easy to use. The indexes also aid in identifying which organization is connected with a specific trade name. Of course, the book tells

who the advertising agencies are for each corporation, which could be very helpful if you were interested in working for an advertising agency having that type of account.

Standard Directory of Advertising Agencies - This lists agencies geographically and alphabetically. The main listing is alphabetical and gives information about agency size, officers, account executives and lists of accounts. It also lists media buying services and sales promotion agencies. The book is extremely useful if you are interested in joining an advertising agency.

Engineering Research Centres: A World Directory of Organizations and Programmes - This contains profiles of engineering laboratories and departments which are funding, carrying out, or promoting research or innovative development work in engineering. It is arranged geographically, with a beginning section on international groups; some are in foreign languages.

Business, Industry, Professional, Association, Trade and Government Publications

SRDS Business Publication Rates and Data - This monthly publication is used primarily by advertising agencies to determine the cost of advertising in a particular media. It can be extremely useful for you, however, because it lists virtually every significant trade and professional publication in the country. They are classified according to industry, and there is an index in the front. There is also an alphabetical index by magazine title. For any industry in which you are interested, you can look up the names of related magazines. More important, these magazines provide excellent information about each industry.

Gale Directory of Publications, formerly Ayer Directory of Publications - This is the longest continuously published directory of periodicals in the U.S. and Canada. It provides ready access in a geographic arrangement to basic information about 25,000 newspapers, magazines, journals and related periodicals.

Working Press of the Nation - This is a five-volume print and broadcast media reference work. Volume I contains complete and detailed information including the names of over 7,000 people in newspapers, feature syndicates, news and photo services. Volume II lists more than 4,700 magazines, including consumer, farm and agricultural, service, trade, professional and industrial publications. Listings are grouped by subject area so similar publications are easily referenced and includes an alphabetical index. Volume III lists over 9,900 radio and TV stations with 25,900 local programs by subject. Detailed information includes network affiliation, air time, management and programming personnel. Volume IV lists over 1,900 feature writers and photographers, their home addresses, subject areas of interest and publications accepting their work. Both writers and photographers are indexed by subject specialties. Volume V provides detailed information about internal and external publications of more than 3,100 U.S. firms, government agencies, clubs, etc.

Association Periodicals - This is a companion guide in the *Encyclopedia of Associations* series. Three subject volumes are organized by subject and give you access to information on the wide range of periodicals published by non-profit U.S. associations including journals, bulletins, directories and reports. Volume I - business, finance, industry and trade publications. Volume II - Science, medicine and technology publications. Volume III - social sciences, educational and humanities publications.

Predicasts F&S Index for the United States - This can be extremely helpful in two ways. If you are interested in a specific industry, this catalogues all of the recent articles that have appeared in professional and trade journals relating to that industry. The industries are listed according to SIC code, and this tells you the publication, date and page of each article under a specific subject heading.

The second section of this Index is arranged according to organization names. If you are interested in a particular organization, you simply look them up alphabetically to find the publication, date and page of any articles

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which include this organization's name. This is especially helpful in researching them before an interview.

Standard and Poor's Corporation Records - This is similar to Predicasts except that it is a daily news service of descriptive information about companies appearing in the news media. An cumulative index is published as well.

Magazine and Newspaper Indexes - Some examples of specialized magazine indexes include the *Magazine Index*, which lists 400 current popular periodicals, including all titles indexed in *Reader's Guide*, as well as *Business Periodicals Index*, *Applied Science and Technology Index* and *Index Medicus*. Newspaper indexes can also be helpful. *The New York Times Index* comes out at two-week intervals and is consolidated annually. *The Wall Street Journal Index* catalogs corporate news in the first section and general news in the second. Often dates, locations and names can be found without ever seeing the complete news story.

Magazine Annual Survey Issues - *Forbes*, *Fortune*, *Business Week* and other business publications put out an annual survey issue. These special issues cite major trends in key industries, and can help you to become rapidly familiar with the performance of the largest organizations.

Guide to U.S. Government Publications - You may not know that the U.S. government is the world's largest publisher. This is an annotated guide to the important series and periodicals currently being published by the various U.S. government agencies as well as important reference publications issued within the various series. It contains a title as well as an agency index.

Geographic Directories

Dun's Microcosm - Listings of local companies within selected standard metropolitan market areas.

Encyclopedia of Geographic Information Sources - This is a companion volume to the *Encyclopedia of Business Information Sources*. It is a detailed listing of publications and agencies of interest to managerial personnel, with a record of sourcebooks, periodicals, guides to doing business, government and trade offices, directories, handbooks, bibliographies and other sources of information on each location.

Thomas Regional Industrial Purchasing Guides - If you are interested in only a specific geographic area, then a Regional Purchasing Guide might be much more helpful to you than the full national directory. It is used in the same way that the *Thomas Register* is used.

Regional Directories and Guides - There are a number of corporate employer directories published by states and cities through their economic development agencies. Chambers of Commerce at the state and local level usually publish corporate employer directories as well as their membership directories. In addition to the Chamber, the Better Business Bureau publishes a membership directory that can be helpful in identifying companies and decision makers.

There are also publications which give detailed information about a specific city or region. *The Becker Guide* for Chicago, and *Washington Representatives* for Washington, D.C., are only two examples. Virtually every major city has such a publication which would, of course, be available in libraries in that city.

Remember, newspapers can also provide an excellent source of information, and you can order these sent to you if you are interested in a distant location. If you do not want the daily newspaper, you might consider ordering only the Sunday edition, which is the most helpful for your purpose.

You can find the names, addresses and phone numbers of newspapers around the country by looking in the *SRDS Newspaper Rates and Data*. It is similar to the *SRDS Business Publication Rates and Data*, except that it is for newspapers.

International Directories

Dun's America's Corporate Families - Volume I gives full descriptions of 9,000 U.S. parent companies and their 45,000 subsidiaries and divisions. Volume II links 1,700 U.S. parents with their 13,000 foreign subsidiaries and 2,500 foreign parents with their 6,000 U.S. subsidiaries.

Australian Key Business Directory, Canadian Key Business Directory, Key British Enterprises - If you are interested in Australian, Canadian, or British organizations, then these directories are invaluable. Like the other D&B directories, they contain indexes by geography, SIC code and in this case, alphabetical product listing. In the main section, you will get a good deal of information about the operations of the organization and its relationship to other organizations. Names, addresses and phone numbers of officers and directors are also given.

International Directory of Corporate Affiliations - This book tells "who owns whom, the family tree of every major corporation in the world." It provides names of all subsidiaries or divisions of major corporations, and also lists the number of employees and the names of executives for the subsidiaries of large corporations.

Directory of American Firms Operating in Foreign Countries - This is a three-volume directory. The first volume lists more than 3,000 U.S. corporations with over 22,500 subsidiaries and affiliates in 122 foreign countries. Volumes two and three cover foreign operations of domestic organizations and is cross-referenced to Volume 1.

Trade Show Exhibitor Directories

Trade Shows and Professional Exhibits Directory - This is an international guide to more than 3,500 scheduled events providing commercial display facilities, including conferences, conventions, meetings, congresses and councils, fairs and festivals, trade and industrial shows, merchandise marts and expositions in all fields.

Chapter 17

Phone Strategies That Win More Interviews

Most people have apprehensions about making phone calls. Fears of rejection, embarrassment, making a mistake, blowing it, not being prepared, inability to answer questions, lack of confidence and/or enthusiasm, depression, shyness, putting your foot in your mouth, stuttering, not doing something right, not making a good impression, not being liked, losing respect ... are very real. However, the role of phone calls in your campaign is so important, that you must overcome these fears and apprehensions, and learn to be effective on the phone.

The Worst That Could Happen

Virtually everyone has a certain reticence about picking up the phone and calling a stranger. This is especially true when that stranger is a prospective employer who may not want to speak with you, or who may ask unpredictable questions. Perhaps the most direct way to confront this inherent fear of the unknown is to ask yourself, *"What is the worst thing that could happen to me?"*

Of course, the worst thing is that the called party will not speak with you. The next worst thing is that he will, in which case you might stumble or stutter into an uncomfortable situation which would result in his hanging up on you.

The Bright Side

Looking on the bright side, you could consider that you have been practicing on someone who does not know you, has never seen you, and who will probably still be available for your later courageous attempt, assuming you would be that interested in recontacting him. If you can just get over that initial fear, it is down hill from there. You realize that within a few minutes of your most serious error, it will have made little difference to anyone. You can make the next call, and be all the wiser for it, and better prepared.

A Proactive Perspective

Let us now look at the whole process from another viewpoint. First of all, it is important to put the entire communication in the proper perspective. Either you do, or you do not, have talents which this organization can use. Either you will, or you will not, make contributions that the organization will value. Ultimately, they will speak with you, or they will not.

From the entire universe of possibilities, can you imagine any organization not interested in increasing its cash flow ... profits ... revenues ... productivity ... or decreasing its costs? These are the ways in which you can impact the bottom line. If you can impact the bottom line by contributing in any one of these areas, then you have a legitimate agenda for an interview. If not, then you probably should not be in the job market.

If, in fact, you believe you are capable of making contributions, and it would be to the other person's benefit to bring you on board, then you do have a legitimate reason for calling. The other person may not yet know it will be to his benefit, so you will have to be patient while slowly bringing him to that awareness. In other words, it is your responsibility to take initial lack of interest – or even resistance – and slowly turn it to curiosity, interest and ultimately, enthusiasm and confidence.

Remember, the world is basically a friendly place. Most people respond in a pleasant way to others who are pleasant, and certainly to those with something to offer which might be of significant value to their organization. You should picture in your mind and expect that people will treat you with respect, warmth and friendliness. Then, be sure that you radiate the same kinds of feelings to them.

An Example of What Not to Do to Obtain Interviews

Dave Smith had been seeking job opportunities with several large construction companies. His follow up calls probably sound familiar to you: *“Hello, my name is Dave Smith. I sent you a resume some time ago, and I haven’t heard back from you. I was wondering if you could tell me what the status is. And, is Mr. Jones in? I would really like to talk to him about working for you. Could I schedule an appointment with him this week?”*

The receptionist that took his call said, *“Mr. Jones is busy ... in a meeting ... and can’t be disturbed. If you will give me your number, I will tell him that you called.”* Dave left his number but did not hear back from Mr. Jones. Dave followed up 6-7 times with a similar request, and was always met with the same reply. He never did get a returned call from the potential employer. The good news is: there is a better way.

A Success Story of How to Maximize Interviews

The step-by-step proactive method for getting more interviews which you are about to learn, is a very practical and effective method. As a matter of fact, it has been proven to be so effective, that it will empower you to increase the number of interviews you can schedule by two to four times! Following is a success story to illustrate the effectiveness of this method.

Janis was looking for a job opportunity in health care administration. Her “introduction letter” was sent to selected target employers that included hospitals, medical clinics, large medical practices, and medical consulting firms. She followed up the letters with a phone call that went something like this: *“Good morning, my name is Janis Cottle, and to whom am I speaking? (This is Cindy Lamb.) Thank you Cindy. I’ve been corresponding with Craig Crandall, and he should be expecting my call. Is he in? (Yes) Thank you. Would you put me through please?”*

Craig Crandall, President of a reputable medical consulting firm, and who just happened to be available, cheerfully took her call. She opened with, *“I sent you a letter several days ago. Do you recall receiving it?”* Mr. Crandall replied with, *“Yes I do. As a matter of fact, I’ve been looking forward to hearing from you. I was impressed by your letter ... and your accomplishments. I don’t know that we have any current openings, or that you would fit well in our firm. However, I would like to meet with you to discuss your interests, explore some possibilities, and see what you might do for us. We have been known to find a place for someone who can make a difference.”* An interview was scheduled two days later, and an exciting job offer was extended to Janis within three weeks of her sending the original letter.

A Step-by-Step Proactive Method for Winning More Interviews

Step 1 - Preparation: Warm Up and Rehearse

The first thing you should do is get in front of a mirror. If that is not feasible, then obtain a mirror that is small enough to place in front of you, on your desk or telephone table. Looking at yourself in the mirror while on the phone will help you feel more comfortable. It should bring a smile to your countenance, and help you to become more personable in conversation. This probably sounds a bit "corny," but it really does work.

Have you noticed that radio stations usually program two personalities during the morning “wake up” and “drive” times? The reason is that two people can create more confidence and enthusiasm together, resulting in more

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synergy. Your mirror will simulate that second partner with the same effect on you and your telephone audience.

Now, the first call is always the hardest. So, instead of staring out the window, or at the wall, while getting up your courage to pick up the telephone, **CALL A FRIEND!** This could be one of your references or a networking acquaintance. Psychologically, it helps you overcome inertia, and momentum begins to build, which will help you to make the transition from friendly calls to uncomfortable calls. Then, **CALL ANOTHER FRIEND!** Or the Weather Bureau, or just call an organization and ask for information about their products or services. Then take the plunge. You will be amazed at how easy the phone call will seem if you have your mirror, have warmed up, and started the proverbial ball rolling to begin momentum. The "100-pound phone" will seem lighter.

Rehearsing how to respond appropriately to expected and unexpected telephone questions is essential. Remember, the phone is the first person-to-person contact with a prospective employer, and therefore your first impression. Professionally handling that initial call will put you in the best position for getting an interview.

One good way to rehearse is to call other professionals. For example, why not call employment counselors and recruiters to practice responding to typical questions? The kinds of queries they will make concerning your background, income, interests, opportunities, etc., are typical of the kinds of questions you can anticipate in your campaign calls. The difference is that they are low-risk calls that will not affect nearly as much the outcome of your job search. Other good sources for practicing low-risk calls are personnel offices of larger corporations which you will not be approaching as part of your campaign.

As you begin to make your calls you may find that you have difficulty coming up with effective responses on the spot. This simply tells you that you must better prepare and rehearse before calling. The best way to do that is to write a script for the things you will say initially. You should note on a card what you will say, and be ready to refer to it while you are on the phone.

Step 2 - Make Your First Call: Lowest Risk Contacts First

Once you are ready to start making your phone calls, begin with the lowest risk contacts. These are the ones where you have the least to lose. Save your "best of the best" calls for later, after you are more comfortable on the phone, and moving ahead at a fairly consistent pace. With those thoughts as background, let us now get into the practical aspects of following up with potential employers on the phone.

The timing of your follow-up phone calls is critical. You should call as soon as possible after the executive receives your letter, say 1 to 3 days. That means you should schedule a follow-up phone call 4 to 5 business days after mailing. Since there is likely to be a weekend in between, call one week exactly from the day the letter is mailed. It should then be fresh in his mind, and perhaps be right in front of him when you call.

It is best to avoid Mondays and Fridays for phone calls. On Mondays, executives are likely to be getting organized for the week, or recuperating from a business or personal long weekend trip. On Fridays, they may be preoccupied with getting out of the office for the weekend. Try to concentrate your calls on Tuesday through Thursday for these reasons.

The best time to reach a decision maker is early in the morning or late in the day. Try to catch them on their way into the office, before the secretary arrives. That will minimize interference. If possible, you should attempt to find out the secretary's name from the person who first answers your call.

What is different in these two dialogues?

(1) *"Good morning, this is Janis Cottle calling. I've been corresponding with Craig Crandall, and he should be expecting my call. Is he in?"*

(2) *"Good morning, this is Janis Cottle calling. I've been corresponding with Mr. Crandall, and he should be expecting my call. Is he in?"*

Important Note: Avoid using "Mr." Use First and Last Name Only

By using the first approach exactly as it is given here – using the first and last name of the party you are trying to reach – you should have at least an 80-90% probability of getting past the secretarial screen. Yours will sound like a call to be put through. This is because you will be perceived as being an acquaintance, or associate, whose calls are expected, or at least to be taken when possible. You do not want to give the impression this is your first call, or that you are not acquainted with the decision maker. This will surely happen if you say “Mr.” or “Ms.”

Additionally, the above should be spoken with a firm and fairly strong voice, with no pauses between the sentences. By not hesitating, you will allow the other party no opportunity to break in and ask you to what the call is in reference. Please remember to state your name loudly and clearly so that the secretary does not have to ask you to pronounce, or spell, your name.

Step 3 - Seek Help of the Secretary or Receptionist

If Mr. Smith is not available when you call, then solicit the aid of the secretary with:

"I wonder if you can help me out? When would be the best day and time to reach him?"

Everybody likes to help. Put her in that posture right away. Your response should convey: (1) a determination to talk to her boss, or the right person; and (2) your desire for the secretary's help in accomplishing that goal. Remember to use the Sample Telephone Dialogue at the end of this section, and write on a card some appropriate responses to minimize any feeling of uncertainty about what to say. At the very least, elicit a promise of cooperation from the secretary to help you get through the next time.

Step 4 - Overcome the Strong Secretarial Screen

The secretary or receptionist need not always be an obstacle to your reaching her boss. She should be considered a potential ally. Become a friend. Include her in your plans. She can become a valuable asset and help. Following are some possible responses to your request to speak to her boss, and suggested corresponding responses. For a convenient summary of these sample dialogues, see the Sample Telephone Dialogue at the end of this section.

If you are asked what the call is in reference to, respond with:

"I'm following up the letter that I sent him last week, as I promised him that I would. And, as I said, he should be expecting my call."

If you are asked what the letter was in reference to, respond with:

"It is a business proposal. But, perhaps I'm calling at a bad time. I wonder if you can help me out? When would be a better day and time to reach him?"

If she probes further, either state that the matter is personal and confidential, or give a short response:

"I suggested a personal meeting in my letter, to discuss ... (a new business direction for your organization); or (information with respect to building sales quickly in a market which is important to your organization); or (the fact that I have just recently been through what I expect your organization will soon be facing with

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respect to some major management decisions)."

The idea behind a response such as this is to make the secretary hesitant about referring you to someone else. If that secretary believes that what you have to say may be quite important to the executive, then she is unlikely to prevent you from getting through.

Many secretaries, however, are authorized by their bosses to get very specific information from any unknown callers before putting them through. Therefore, in many cases you will get a very friendly, but also a very competent and thorough secretary who will question you further about the nature of your business with her boss. When that happens, you can employ a technique known as "secretary overload."

This means that you give the secretary more information than she wishes to hear. The premise is that, since she will not be interested in all that detail, she will elect to let you through simply to save her time, or to prevent her from getting deeply involved in an issue that she feels her boss is better prepared to handle. It might go something like this:

"Why certainly (Ms. Jones), I would be happy to tell you more about some of the details of the proposal. I don't want to bore you, and I don't want to take more of your time than you have to give, but let me see if I can explain it briefly. I think you would find it interesting. You see, your organization is in an industry which has engaged in certain standard practices and methods for a long time, but you are about to see this industry in turmoil, and perhaps you consider it to be in that state already. The publishing industry has for centuries relied upon the written word, and upon the availability of fast and relatively inexpensive methods of distribution in order to make a profit. Your organization is one which has done this quite a bit better than most.

"However, as you know, these factors are changing. I don't need to tell you about the astronomical climb in costs of distribution and mailing. More significant, however, is the accelerating rate at which video and film is replacing the printed word as the media of delivery for the kind of information your organization gives to its readers. You may have read some of the articles which have appeared in recent trade publications forecasting the dramatic changes which this will bring to the publishing industry, so that it will be almost unrecognizable in a few years. Those articles, as you may know, also forecast that most organizations in publishing will not react quickly enough, and will be the victims of their own inability to cope with an increasingly rapid pace of technological change.

"Now, it just so happens that I'm quite familiar with the nature of these changes, and I'm capable of helping to steer an organization such as yours through these uncharted waters. [Keep going on, perhaps telling about some of your experiences.]

"And so you see, this is not only a very critical issue for your organization, it happens to be the type of concern which could only be resolved by the chief executive, because no one else in the organization is paid to think on a scale this large, or this far-reaching. (David Smith) would be the only person capable of making a decision as to whether in fact he will begin to steer his organization in this direction."

If the secretary has not already interrupted you in order to put you through, or to suggest that you call back at such-and-such a time, then when you come to the end of your explanation, ask if that provides enough information, or if she would like to know more.

"Is that enough information, or would you like to know more?"

In most cases, the secretary will reply that it certainly is sufficient information and will either put you through

to the boss, or refer you to another executive. If you are referred to another executive, by all means sound very pleased and thank the secretary for her patience, interest and assistance in referring you to the right person.

Step 5 - Overcome Referrals to a Subordinate or Personnel

In many instances, you may have only the name of the president, or chief executive officer. Often, the most appropriate person for you to speak to may be some other executive in the organization. Ideally, the decision maker you will want to initially contact will be two levels above your own. In other words, your potential boss's boss. If the executive you were attempting to reach is the right person, and you are referred to a subordinate, do not be concerned. You can start with the subordinate and then work your way back up to the appropriate executive.

If a secretary refers you to the Personnel Department, talk to someone there. That person will probably tell you that they have no openings and would not know of any openings unless someone else in the organization were to bring them to their attention. You would then return to the secretary who had referred you to Personnel, and say something like this:

"Hello again, (Ms. Jones), this is (Bill Green). Thank you for referring me to (Bonnie) in Personnel. She was very helpful. As it turns out, she would be in no position to know whether or not what I want to do for your organization is something which your management would have interest in. She explained that it was not her responsibility to investigate the possibility of creating new positions in response to short-term needs.

"I wonder if I could ask you to take just one more step in helping me out? You have been very helpful so far, and I appreciate it. You see, if I could get to speak for just a few minutes with the person in the organization who would be responsible for making decisions in my area, I believe we could determine whether they might be interested in a personal meeting.

"The type of thing I can do is not the type of thing for which they would already have defined a position, but it is something that most managers in my field would be interested in learning about. Could you suggest the person in the organization who would be most appropriate for me to try to speak with for just those few minutes?"

The magic words in dealing with a secretary are, *"I WONDER IF YOU CAN HELP ME OUT?"* If at any point in your conversation with a secretary, you determine that she will not let you through to the boss, then you should use those magic words. Request that you be referred to the appropriate person within the organization.

Step 6 - Be Prepared to Speak with the Decision Maker

When you have properly developed your technique with secretaries, you will find that you can frequently get through to the decision maker. When you do, once again, it is necessary to be thoroughly prepared. You should start with a short statement which tells the decision maker who you are, why you are calling, and ends with a question. It could go something like this:

"Hello, (Mr. Smith), my name is (Bill Green). I sent you a letter last week. Do you recall receiving it?"

The decision maker may or may not recall your letter, and the conversation from this point may go into a number of different areas. The ideal situation, of course, would be that Mr. Smith received and read your letter, remembered it, and found it interesting. He may even be anxious to speak with you. Or, he may not have received it, or may not remember the letter, or may have forgotten its contents. Whether his response is affirmative or negative, explain briefly what you had written him, and ask for a personal meeting to discuss it in more detail:

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"In the letter, I indicated that I've been interested in your firm for some time now, and have a strong interest in working with you. I am confident that my experience in directing sales and marketing efforts for fifteen years would allow me to make an immediate and significant contribution to increase your market share, market penetration, and profits. I would like to meet with you to explain why I feel so strongly about working with you, and show you what I can do for you. When would be the best day and time to meet for 20-30 minutes?"

This approach may result in a personal meeting right away. It might also result in the decision maker coming back to you asking for more information. He may be wondering why you chose to write him, why you want to work with him, and/or more specifically what you can do for him. If so, explain briefly why you had written him, cite an example of a situation similar to his where you were effective, using a PAR story, and ask for a personal meeting to discuss it in more detail.

If you know something specific about the firm, an example of why you had written him might be: *"I wrote you because I'm impressed by your firm's sound reputation, and I'm interested in the rapid expansion you are projecting, and the possible need you might have for sales and marketing professionals."*

If you do not know anything very specific about the firm, an example of why you had written him might be: *"I didn't write you by chance. I wrote you because you're in the kind of business you are in, and because you're the size organization you are. It has been my experience over the years that businesses like yours have ongoing concerns such as: increasing cash flow, increasing profits, increasing revenues, increasing market share, increasing productivity, or decreasing costs. Which would be your greatest concern at the present time?"* (Answer) *"Then I think we should definitely meet to discuss the possibilities in more detail. When would be the best day and time to meet for 20-30 minutes?"*

Citing an example of a situation similar to his where you were effective, using a PAR story, might be:

"As Division Sales and Marketing Manager for (XYZ Ice Cream), my original objective was to turn around the company's lagging sales and reputation, from #4 position and 4% market share, to become the leading ice cream distributor in the region, by the end of the year. I increased selling space by +330% and +350% at (Albertson's) and (Smith's) respectively. I gained 100% distribution on all major brands in all supermarkets by the fall of 1994, and gained "set captain" status in all major accounts. I achieved sales volumes of +7% and +15% over annual sales objectives for 1993 and 1994 respectively. I increased sales volume +96% from 1992 to 1994. I increased average sales from \$22,000 per week in 1991 to \$141,000 per week in 1994. I increased market share from 2.3% to 11.7% by 1993. I increased market share to 24% by 1994 year end to make (XYZ Ice Cream) the top distributor. And I can get similar results for you."

You should always be ready to relate a brief PAR story which demonstrates how you took action in a somewhat similar situation and achieved certain results. After relating the story, you should ask a feedback question such as: *"Mr. Smith, do you think this kind of approach might have some current relevance in your company?"*

Phrase your question so that it is easy for the decision maker to answer in the affirmative. When he does, your reply might sound like this: *"Well then, I think we definitely should meet. I would like to meet with you to explain in more detail why I feel so strongly about working with you, and show you how I can get similar results for you. Certainly at the very least, we will uncover one or two ideas which should prove helpful. When would be the best day and time to meet for 20-30 minutes?"*

The examples of the dialogue given above assume that you will get a positive response right away. However, in many cases, you will not get a positive response immediately, and you should be prepared. Remember, at this point the other person really does not know exactly what you can do for him. He may also be very busy, so it would be only

natural for him to respond with any of a half-dozen remarks which may not be very positive.

Step 7 - Prepare for Rejection

If a negative or unexpected remark catches you by surprise, and results in your ending the conversation on a negative note, then you should do the following immediately after hanging up the phone:

1. Take an index card and write down the negative comment which caused you the problem;
2. Determine what you could have said in order to get around that problem and keep the conversation going in the direction you wanted it to go;
3. Write down on the index card exactly what you would say the next time you encounter a similar statement;
4. Keep that card in front of you when you make your next call, and if you do encounter a similar comment, be ready to read your reply directly from the card.

This should be done every time you come up against a comment which stops you from arranging an interview. You could have as many as 15 to 20 cards in front of you as you make your calls. Although a remark might block you the first time, you will very soon become comfortable in handling it because you will be better prepared, and will not even have to stop to think before answering it. All you need do is read from the card. The experience of successful job seekers, including a great many who were not high-powered in their personality, or especially comfortable over the phone, demonstrates that this method really works.

As soon as you understand that you cannot expect to be polished on the phone immediately, but rather that you should expect to develop your talents gradually, you will begin to feel good about your progress in handling phone situations. Practice your responses to different queries which might be objections to your success. Only with repeated practice will you be able to gain and maintain control of the telephone contact – this most important prelude to your interview.

Step 8 - Overcome Objections with Prepared Responses

Following are a few examples of specific objections you might encounter, and some of the responses that you could use to deal with them more effectively:

Objection: *"What is it, are you looking for a job with us?"*

Response: *"I'm looking for the right job – the right situation, in the right organization, where I can increase revenues, market share and profits. I have good reason to believe that it may be your organization. Would you like to know why?" (If yes) "When would be the best day and time to meet for 20-30 minutes?"*

Objection: *"I'm very busy, and I don't have much time. (I'm leaving the country for several weeks or I'm leaving on vacation, etc.). Just what do you think you can do for us?"*

Response: *"The very fact that you don't have much time is one of the many reasons I could help you. Beyond that, there are three or four specific areas in which I'm especially well equipped to help you, if you have a need. Two of them represent potential opportunity areas, which I suspect you are probably giving at least some thought to. Do you have time for me to tell you briefly what they are?" (continuing if the*

answer is yes)

"The first relates to controlling an organization which is growing as rapidly as yours. It would be unusual if you were able to control your growth smoothly while expanding at such a rapid rate, and this is one area in which I am particularly accomplished.

"The second relates to identifying those specific market niches which represent the best growth directions for you. No organization has unlimited capital, and it's critical to select the markets that you can serve most efficiently, at the best margins. The guidelines for making those decisions are also areas where I have a good deal of experience.

"The third area involves expansion. You might want to acquire another company, but have no one at this time to whom you can trust that kind of responsibility. The presence of someone like myself in your organization would enable you to do that.

"The fourth area involves the difficulties a fast-growing organization experiences in getting different departments to work together smoothly. I'm speaking about the traditional relationships between sales, design engineering and manufacturing. Making even small improvements here can often yield big profit savings. These are in addition to the first things I mentioned, which will free up your time so that you can spend it where you think you will be most effective.

"Unless I miss my guess, at least one of these areas is of concern to you ... where you think you could make some improvements?"

Obviously, an answer like this assumes that you will be well prepared in terms of knowing how you can benefit an organization. That will depend upon your background. The significance is that you are ready to talk not about your strengths, but about the areas in which you can contribute by using those strengths. They can be specific but general, and apply to almost any organization of a given size in a given industry.

Objection: *"Do you have any idea of what we do here?"*

Response: *"I know that you have been in business since 1983, that you have over 100 employees, that your revenues are about \$5 million, and that you manufacture computer terminals. But I'm interested enough in working for you that I would like to know a lot more."*

Objection: *"We do have some openings. What salary level are you interested in?"*

Response: *"I guess that would depend on the opportunities available, and the commensurate responsibilities. Salary is important, but not as important as finding "The Right Job". I'm looking for the right situation, in the right organization, where I can increase revenues, market share and profits. I have good reason to believe that it may be your organization. Would you like to know why?"*

Objection: *"I reviewed your letter and forwarded it to Personnel."*

Response: *"Thank you. Who would be the appropriate person to follow up with in Personnel?"*

Objection: *"We're not looking for anybody, and we really don't believe we have any needs in that area."*

Response: *"Mr. Smith, when I wrote you, I didn't think for a moment that you had already defined any needs in this area. No, my writing you was based on the assumption that you may not yet have recognized the specific*

opportunity areas I'm calling about. Believe me, I'd never presume to take your time if I were not firmly convinced that you're sitting on top of some opportunity areas where I know I could be valuable. It's true, isn't it, that you are very well positioned to take advantage of the trend toward (computerized graphics or automated distribution systems, etc.)?"

Objection: *"Times are bad right now and, while what you say sounds interesting, we're contracting rather than expanding. I don't think we would be interested in doing anything in the near future."*

Response: *"I'd certainly agree with you that it is a tough market. In almost every area this is a good time to be cutting back or putting off action. It so happens, however, that the area I'm talking about is probably the one exception to the rule.*

"In fact, this is the one area where it probably makes more sense to take action now, rather than wait for an upturn. The reasons why could be quite important to you, and I'd like to take a moment to discuss them. Or, if you don't have time on the telephone now, I'd like to take the time to come in and discuss them in person."

Obviously, the examples above relate to specific situations, but they should give you some ideas of how it is possible to take almost any comment, and be ready to handle it so that it does not get in the way of your setting up an interview.

Telephone Tips

1. Once you get an interview, do not stop calling. Keep the momentum going. "Success breeds success."
2. The phone conversation should not be a monologue. Ask questions such as, "Would you like to hear some of my ideas for contributions I could make?"
3. The best time to reach a decision maker is early in the morning or late in the day. Try to catch them on their way into the office, before the secretary arrives. That will minimize interference.
4. Individuals and businesses that have shown some interest in you deserve a phone follow-up, even if what you received was just a somewhat de-personalized or complimentary reject.
5. As soon as you get an interview scheduled, stop talking and hang up. If you keep talking, the person granting the interview may have a change of heart. Conclude with, "I look forward to meeting with you on Tuesday afternoon at 2:30 for 20-30 minutes. Thank you for taking my call. See you then."
6. Results of phone contacts are immediately measurable. Based upon the reaction, you can rapidly evaluate your comments assessing the need for changes. Each phone call provides an opportunity to test and modify. Further test and continue to change your script until you are comfortable — high confidence and enthusiasm.
7. Stop after each five calls to evaluate questions asked of you, objections raised, refusal ploys used, etc. Make necessary modifications as you go along and have the best possible written answer ready for each type of question you may encounter as you make future calls.
8. Do not expect to achieve an exceptional rate of success with telephone calls. Substantial rejection must be anticipated and accepted without interpretation as personal rejection. Other means of follow-up and additional phone calls can be pursued to maintain an active interest in desirable target organizations.

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9. Keep meticulous records of every call directly on your file card for each target organization. Additional follow-up procedures may be warranted at a later point. See Appendix K, "Sample Contact/Word Processing Card," for sample file card format.
10. Decision makers know that any individual who takes the time and trouble to call is sincerely interested and somehow more special. Today, organizations want aggressive talent more than ever before.
11. Brevity is a key to success in using the telephone. Make all necessary points in the shortest possible time (except for "secretary overload").
12. A good telephone voice contains a smile. It is a voice with variety in its expression and tone, and one that pronounces words clearly, carefully and slowly. The choice of words is important. Technical jargon and slang are to be avoided, as is over-familiarity. Again, a mirror, as has already been mentioned, will help you to personalize your voice.
13. The purpose of the phone call is to schedule an interview. It is your opportunity to educate and inform a potential employer. Even where you have received a reject letter, it always makes sense to call those organizations you know you can help. Plan to introduce additional selling points relevant to your capability which were not in your letter or resume. Introducing new information is always a legitimate reason for following up an initial contact.
14. No matter what the outcome, always take time to give the call a good, upbeat, pleasant ending. Never sound disappointed, depressed, hurt, or angry. Thank the listener and do your best to close the conversation in a way that will leave the person feeling satisfied, positive and uplifted.
15. If you do not get through, always leave a message. Ask the secretary to help you by suggesting the best times to call back.
16. Follow up. Record your notes on a file card. Note the time of your next follow-up.
17. Be ready for incoming calls. Use voice mail, an answering service, or answering machine if you are not at home during the day. Do not let your phone get tied up for long periods. You may want to investigate "call waiting" and "call forwarding" services from your telephone company. If young children answer the phone, train them properly in taking messages.

A Brief Review

Now is as good a time as any for you to get started on developing and improving your telephone techniques. Reading these instructions is helpful, but the only way that you will truly develop your skills is to get into it, and to begin making your calls.

Before calling, it is important to have in front of you a card with an introduction, and some fail-safe quotes and comments. This way you can immediately refer to them should the occasion arise when you are at a loss for words. Remember:

- You are not calling to apply for a job, but rather to explore the needs of the organization in terms of your abilities.
- You are looking to “*set up an appointment to explore the possibilities, and see if we can come to a meeting of the minds.*”

- The interview should be face-to-face, not over the phone. Therefore, your remarks should be directed to arranging that meeting.
- Show continual confidence, enthusiasm and interest. Even a refusal can be turned around at a later date. At the very least, the person called can be a source of referrals.

Review these tips frequently and then get on with it. Launch into your prepared script, punctuating your sentences with verbal inflections. Close and close again with different requests for an appointment. Remember, you may get your "yes" only after several attempts. Good luck! As you get good at this, it will build your power and confidence enormously. It may even become a lot of fun!

Sample Telephone Dialogues Summary

Secretary: *"XYZ Company, (Ms. Jones) speaking, how may I help you?"*

You: *"Good morning (Ms. Jones), this is (Bill Green) calling. I have been corresponding with (David Smith), and he should be expecting my call. Is he in?"*

Secretary: *"Yes he is."*

You: *"Thank you, would you put me through please?"*

Secretary: *"Mr. Smith isn't available at the moment. He is (in conference/out of town). May I take a message, and have him return your call?"*

You: *"I wonder if you can help me out? When would be the best day and time to reach him? (Fairly early Tuesday morning.) Good, I'll call back at 9:00 on Tuesday morning. And please tell him that I called. My name again is Bill Green."*

Secretary: *"May I tell him what this is regarding?"*

You: *"I'm following up the letter that I sent him last week, as I promised him that I would."*

Secretary: *"May I tell him what the letter is in reference to?"*

You: *"It is a business proposal. But, perhaps I'm calling at a bad time. I wonder if you can help me out? When would be a better day and time to reach him?"*

Secretary: *"May I tell him what the proposal is about?"*

You: *"I suggested a personal meeting in my letter, to discuss ... (a new business direction for your organization; or information with respect to building sales quickly in a market which is important to your organization; or the fact that I have just recently been through what I expect your organization will soon be facing with respect to some major management decisions)."*

Secretary: *"Mr. Smith is extremely busy right now. I need more information about your proposal to see if he is the right person to speak with, or perhaps someone else."*

You: (This is referred to as the "Secretary Overload") *"Why certainly (Ms. Jones), I would be happy to tell*

you more about some of the details of the proposal. I don't want to bore you, and I don't want to take more of your time than you have to give, but let me see if I can explain it briefly. I think you would find it interesting. You see, your organization is in an industry which has engaged in certain standard practices and methods for a long time, but you are about to see this industry in turmoil, and perhaps you consider it to be in that state already. The publishing industry has for centuries relied upon the written word, and upon the availability of fast and relatively inexpensive methods of distribution in order to make a profit. Your organization is one which has done this quite a bit better than most.

“However, as you know, these factors are changing. I don't need to tell you about the astronomical climb in costs of distribution and mailing. More significant, however, is the accelerating rate at which video and film is replacing the printed word as the media of delivery for the kind of information your organization gives to its readers. You may have read some of the articles which have appeared in recent trade publications forecasting the dramatic changes which this will bring to the publishing industry, so that it will be almost unrecognizable in a few years. Those articles, as you may know, also forecast that most organizations in publishing will not react quickly enough, and will be the victims of their own inability to cope with an increasingly rapid pace of technological change.

“Now, it just so happens that I'm quite familiar with the nature of these changes, and I'm capable of helping to steer an organization such as yours through these uncharted waters. [Keep going on, perhaps telling about some of your experiences.]

“And so you see, this is not only a very critical issue for your organization, it happens to be the type of concern which could only be resolved by the chief executive, because no one else in the organization is paid to think on a scale this large, or this far-reaching. David Smith would be the only person capable of making a decision as to whether in fact he will begin to steer his organization in this direction. Is that enough information, or would you like to know more?”

Secretary: *“I reviewed your letter and forwarded it to Personnel.”*

You: *“Thank you. Who is the Human Resources Manager?”*

(After speaking with Personnel) “Thank you for referring me to (Bonnie) in Personnel. She was very helpful. As it turns out, she would be in no position to know whether or not what I want to do for your organization is something which your management would have interest in. She explained that it was not her responsibility to investigate the possibility of creating new positions in response to short-term needs.

“I wonder if I could ask you to take just one more step in helping me out? You have been very helpful so far, and I appreciate it. You see, if I could get to speak for just a few minutes with the person in the organization who would be responsible for making decisions in my area, I believe we could determine whether they might be interested in a personal meeting.

“The type of thing I can do is not the type of thing for which they would already have defined a position, but it is something that most managers in my field would be interested in learning about. Could you suggest the person in the organization who would be most appropriate for me to try to speak with for just those few minutes?”

Secretary: *“Mr. Smith is no longer with us.”*

You: *“Oh, I didn't know he had left the company. When did he leave ... and who replaced him?”*

.....

Executive: *“Hello, David Smith speaking.”*

You: *“Hello, (Mr. Smith), my name is (Bill Green). I sent you a letter last week. Do you recall receiving it?”*

Executive: *“Yes, it was very interesting, and I've been looking forward to speaking with you.” OR, “No, what was it about?”*

You: *“In the letter, I indicated that I've been interested in your firm for some time now, and have a strong interest in working with you. I am confident that my experience in directing sales and marketing efforts for fifteen years would allow me to make an immediate and significant contribution to increase your market share, market penetration and profits. I would like to meet with you to explain why I feel so strongly about working with you, and show you what I can do for you. When would be the best day and time to meet for 20-30 minutes?”*

Executive: *“Why did you write me? Why do you think you would want to work for us? What do you think you can do for us?”*

You: *“I wrote you because I'm impressed by your firm's sound reputation, and I'm interested in the rapid expansion you are projecting, and the possible need you might have for sales and marketing professionals.*

“I didn't write you by chance. I wrote you because you're in the kind of business you are in, and because you're the size organization you are. It has been my experience over the years that businesses like yours have ongoing concerns such as: increasing cash flow, increasing profits, increasing revenues, increasing market share, increasing productivity, or decreasing costs. Which would be your greatest concern at the present time? (Answer) Then I think we should definitely meet to discuss the possibilities in more detail. When would be the best day and time to meet for 20-30 minutes?”

“As Division Sales and Marketing Manager for (XYZ Ice Cream), my original objective was to turn around the company's lagging sales – and reputation – from #4 position and 4% market share, to become the leading ice cream distributor in the region, by the end of the year. I increased selling space by +330% and +350% at (Albertson's) and (Smith's) respectively. I gained 100% distribution on all major brands in all supermarkets by the fall of 1994, and gained "set captain" status in all major accounts. I achieved sales volumes of +7% and +15% over annual sales objectives for 1993 and 1994 respectively. I increased sales volume +96% from 1992 to 1994. I increased average sales from \$22,000 per week in 1991 to \$141,000 per week in 1994. I increased market share from 2.3% to 11.7% by 1993. I increased market share to 24% by 1994 year end to make (XYZ Ice Cream) the top distributor. And I can get similar results for you.

Mr. Smith, do you think this kind of approach might have some relevance in your situation, in your company?”

Executive: *“Well ... perhaps.”*

You: *“Well then, I think we definitely should meet. I would like to meet with you to explain in more detail why I feel so strongly about working with you, and show you how I can get similar results for you. Certainly at the very least, we will uncover one or two ideas which should prove helpful. When would be the best day and time to meet for 20-30 minutes?”*

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Objection: *"What is it, are you looking for a job with us?"*

Response: *"I'm looking for the right job – the right situation, in the right organization, where I can increase revenues, market share and profits. I have good reason to believe that it may be your organization. Would you like to know why? (If yes) When would be the best day and time to meet for 20-30 minutes?"*

Objection: *"I'm very busy, and I don't have much time. (I'm leaving the country for several weeks or I'm leaving on vacation, etc.). Just what do you think you can do for us?"*

Response: *"The very fact that you don't have much time is one of the many reasons I could help you. Beyond that, there are three or four specific areas in which I'm especially well equipped to help you, if you have a need. Two of them represent potential opportunity areas, which I suspect you are probably giving at least some thought to. Do you have time for me to tell you briefly what they are? (Continuing if the answer is yes)*

"The first relates to controlling an organization which is growing as rapidly as yours. It would be unusual if you were able to control your growth smoothly while expanding at such a rapid rate, and this is one area where I have experience and achievements.

"The second relates to identifying those specific market niches which represent the best growth directions for you. No organization has unlimited capital, and it's critical to select the markets that you can serve most efficiently, at the best margins. The guidelines for making those decisions are also areas where I have a good deal of experience.

"The third area involves expansion. You might want to acquire another company, but have no one at this time to whom you can trust that kind of responsibility. The presence of someone like myself in your organization might enable you to do that.

"The fourth area involves the difficulties a fast-growing organization experiences in getting different departments to work together smoothly. I'm speaking about the traditional relationships between sales, design engineering and manufacturing. Making even small improvements here can often yield big profit savings. These are in addition to the first things I mentioned, which will free up your time so that you can spend it where you think you will be most effective.

"Unless I miss my guess, at least one of these areas is of concern to you ... where you think you could make some improvements?"

Objection: *"Do you have any idea of what we do here?"*

Response: *"I know that you have been in business since 1983, that you have over 100 employees, that your revenues are about \$5 million, and that you manufacture computer terminals. But I'm interested enough in working for you that I would like to know a lot more."*

Objection: *"We do have some openings. What salary level are you interested in?"*

Response: *"I guess that would depend on the opportunities available, and the commensurate responsibilities. Salary is important, but not as important as finding "The Right Job". I'm looking for the right situation, in the right organization, where I can increase revenues, market share and profits. I have good reason*

to believe that it may be your organization. Would you like to know why?"

Objection: *"I reviewed your letter and forwarded it to Personnel."*

Response: *"Thank you. Who would be the appropriate person to follow up with in Personnel?"*

Objection: *"We're not looking for anybody, and we really don't believe we have any needs in that area."*

Response: *"Mr. Smith, when I wrote you, I didn't think for a moment that you had already defined any needs in this area. No, my writing you was based on the assumption that you may not yet have recognized the specific opportunity areas I'm calling about. Believe me, I'd never presume to take your time if I were not firmly convinced that you're sitting on top of some opportunity areas where I know I could be valuable. It's true, isn't it, that you are very well positioned to take advantage of the trend toward (computerized graphics or automated distribution systems, etc.)?"*

Objection: *"Times are bad right now and, while what you say sounds interesting, we're contracting rather than expanding. I don't think we would be interested in doing anything in the near future."*

Response: *"I'd certainly agree with you that it is a tough market. In almost every area this is a good time to be cutting back or putting off action. It so happens, however, that the area I'm talking about is probably the one exception to the rule."*

"In fact, this is the one area where it probably makes more sense to take action now, rather than wait for an upturn. The reasons why could be quite important to you, and I'd like to take a moment to discuss them. Or, if you don't have time on the telephone now, I'd like to take the time to come in and discuss them in person."

Chapter 18

Your Personal Marketing Plan

Hopefully, you have a good understanding of what it takes to run a successful job search campaign. You are ready to develop and implement your plan of action if you: (1) are focused with specific career goals and job objectives, and have positioned yourself appropriately in the job market; (2) developed your communications strategy; (3) prepared your resumes and letters; (4) made arrangements for word processing and an answering machine or service; (5) identified appropriate recruiters; (6) prepared your references; (7) prepared a list of your friends and acquaintances, influentials and other networking contacts; (8) subscribed to appropriate newspapers and trade/professional journals; (9) and identified potential employer contacts.

Follow-through on your part with this marketing plan outline should enable you to generate a high level of interest and interviews – you should be able to double your level of activity. But to convert interviews to offers, it will be absolutely necessary for you to refine your presentation skills, establish networks, and follow up on correspondence and interviews.

Assets

By now you should have identified your functional strengths and job-related assets, and, more importantly, how you can use them to benefit any organization. Properly articulated, they will greatly enhance your candidacy in a variety of situations. Following are qualifications employers look for:

- Successful work history
- Relevant functional experience
- Relevant industry experience
- Good education
- Realistic, specific goals
- Good references
- Stability
- Goal and results-oriented
- Ability to communicate well
- Assertive
- Positive attitude
- Problem solver
- Professional appearance
- Good interpersonal skills
- Confidence
- Enthusiasm

Liabilities

By now you should have also identified your functional weaknesses and job-related liabilities, and strategies for dealing with them. It is important that you minimize the impact of any liabilities by redirecting them and emphasizing your strengths.

Functional Options

In analyzing your functional options, those which seem most appropriate at this time are:

- 1.
- 2.
- 3.
- 4.
- 6.
- 7.
- 8.
- 9.

5.

10.

Industry Options

In analyzing your industry options, those which seem most appropriate at this time are:

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

- 6.
- 7.
- 8.
- 9.
- 10.

Income Level

Your realistic income range should be between \$ and \$. You should normally allow a 15% variance for negotiations, and seriously consider situations where the base salary is on the lower end. You may find that incentive compensation or perquisites can add substantially to this figure. Remember, too, that it is often possible to upgrade a position once the organization is sold on you.

Positioning Strategy

You are positioning yourself as a (see "Positioning Yourself in the Job Market," Chapter 5).

Again, for emphasis, when you talk about present employers or positions held, make no negative references, but speak only of what you have gained and contributed in each position held. There is nothing to be gained from negative comments. Even negatives can be stated positively. You should underscore that you have gained a great deal from the job and contributed much to the organization, but you are now ready to further pursue your career goals in a new setting where you think they can best be achieved.

An essential part of your strategy will be to communicate your strengths in easily understood phrases. It is important to develop your thinking as to personal descriptors with which you describe yourself. These can then be used during any form of communication: a letter, resume, phone conversation, or personal meeting.

Applying these personal descriptors in an intelligent manner can be an important factor in enabling you to distinguish yourself from the competition. Once these are woven into your communications, you should be ready to back up each of them with an explanation by way of PAR stories. You may want to practice your PAR's with family or friends, then record your polished PAR's on a tape recorder.

A Personal Marketing Plan of Action

For maximum exposure and activity, you should make 100 contacts for each \$10K of annual income, at the rate of 100 contacts per month. For example, if you are seeking \$50,000, your objective would be to make 500 contacts over a 5-month time period. Additionally, schedule your time, effort, priorities and contacts as follows: 20% ads and recruiters; 40% networking; and 40% direct employer contact. Using the previous example, ads and recruiter contacts would equal 100, and networking and direct employer contacts would equal 200 each.

The following references to letters are to those provided in Appendix J, "Letter Samples." A "Campaign Planning Schedule" is provided at the end of this chapter to help organize your campaign. The suggested quotas and activities in this sample planning schedule are based on the same \$50,000 income level example used above.

Ads

The first and most obvious areas to begin your job search are with advertised openings and recruiting firms. In both areas, the probability of quick action is small, so the more contacts you make, the greater the odds for success. Responding to advertised openings and contacting recruiting firms should be an on-going part of your job search.

Responding to ads should be scheduled for the first or second week of your campaign. You should pursue all advertised positions in which you are interested, and for which you feel 80% qualified. Additionally, you should respond to ads that are 12 weeks old. This is because many will not yet be filled, or will again be vacant because the individual hired did not work out. On this basis, you should find several situations per week in newspapers or trade/professional publications which will warrant pursuing.

Regular Ads - This should be a 3-step process: (1) Send the "A" Introduction Letter; (2) follow up with a telephone call to schedule an interview within one week; (3) if the decision maker is not available after two weeks of follow up calls, you could then send Follow-up Cover Letter "A-F" with resume.

Blind Ads - This should be a 2-step process: (1) Send the "B" Cover Letter with resume; (2) follow up with the follow-up cover letter "B-F" with another resume two weeks later if you have not heard back.

Recruiters

Your initial contact with recruiters should also be scheduled for the first or second week of your campaign. You should be very selective to which recruiters you send your resume. If you do not, it could backfire. Try to work with only two or three. Seek to establish long-term relationships and stay in touch with those with whom you have established a good rapport and mutual interest.

Local - This should be a 3-step process: (1) Initial contact should be by phone. Ask for the specialist in your field, or the manager. Review the highlights of your background. (2) If there is interest, send Cover Letter "C" plus resume. (3) Follow up these cover letters and resumes by phone after two weeks.

Out of Town - This should be a 2-step process: (1) Initial contact should be Cover Letter "C" plus resume. (2) Follow up these cover letters and resumes by phone after two weeks. This process could be the same as for local recruiters, but this will save the time and expense of long distance phone calls.

References

You should prepare at least three to six references during the first two weeks of your campaign. These should be primarily business references: people who can attest to your abilities as a professional. Also, do not be hesitant to ask your references for additional employer contacts, because they will want to help you.

This should be a 3-step process: (1) Your initial contact with references should be by phone; (2) followed up by Cover Letter "D" plus resume; (3) followed up by another phone call.

Friends and Acquaintances

Activity in this area should be extremely high. You should contact at least 50-100 (more if you can) friends and acquaintances, starting the first or second week.

This should be a 3-step process: (1) Your initial contact with friends and acquaintances should be by phone or personal visit; (2) followed up by Cover Letter "E" plus resume; (3) followed up by phone or personal visit within

two weeks of mailing.

Influential Persons and Referrals

Remember, the only difference between personal contacts and influentials is that you already know the former, but the latter will probably be strangers to you. Once you have made contact, however, they are no longer strangers, but instead become personal contacts. This is an excellent method of developing a wide network of personal contacts, and it works because almost everyone wants to help someone who is looking for a job. You will probably find that many of these contacts will be helpful to you long after you are in your new position.

Primary Influentials - This should include traditional centers of influence such as bankers; federal, state and local politicians; lawyers; accountants; insurance agents; educators; clergy; and economic development officials.

Secondary Influentials - You should also contact people who are not normally considered influential, but who could have some impact on your campaign. They may be peers or even a level below your own, who already work for the organizations on your target list. They can be contacted ahead of time to gain inside information before making your formal contacts. The same category includes suppliers or other people who might be familiar with a given industry.

Membership Organizations - You should consider several contacts here. An official of a business association, professional membership, trade or labor organization, civic and social associations, political or religious organizations may provide introduction to employers who would be appropriate for you. Examples to consider would be the Better Business Bureau, Chamber of Commerce, Rotary, Kiwanis, Sales and Marketing Executives, Personnel Associations, etc. Consult the *Yellow Pages* under "Associations" and the *Gale Research Directory of Associations* at the library for a complete list.

Networking with Influentials and Referrals should be a two-step process, as you think appropriate: (1) Initially send the "F" Cover Letter plus resume; (2) follow up with a telephone call to schedule an interview within one week of mailing. Mark envelopes PERSONAL AND CONFIDENTIAL.

Imminent Opportunities

This should prove an interesting avenue for you. New construction, product introductions, news about expansions, unusual advertising campaigns, promotions, reorganizations, divestitures and news of problems – all constitute information that will help you anticipate any openings. You should scan the business press and appropriate trade publications to uncover at least 1 or 2 appropriate Imminent Opportunities weekly.

This should be a 3-step process: (1) After you have done your research, send the "G" Introduction Letter about the third week of the campaign; (2) follow up with a telephone call to schedule an interview within one week; (3) if the decision maker is not available after two weeks of follow up calls, you could then send Follow-up Cover Letter "G-F" with resume.

Primary and Secondary Employers

You should develop a mailing list with names and addresses of potential employers and specific, appropriate functional decisions makers by name and title. An appropriate individual to initiate contact with would be a decision maker two levels above you – your boss' boss – not personnel.

Primary Employers - Primary Employers are defined as those that fit exactly the specifications or qualifiers you have set for the ideal job and/or situation (i.e. industry type, reputation, size, location, known need, growth, etc.),

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and for whom your initial confidence and enthusiasm are both 8+. They would be ideal employers to work for and could be described as "best-of-the-best."

This should be a 3-step process: (1) Initially send the "H" Introduction Letter about the third week of the campaign; (2) follow up with a telephone call to schedule an interview within one week; (3) if the decision maker is not available after two weeks of follow up calls, you could then send Follow-up Cover Letter "H-F" with resume. The number of initial contacts (mailings) each week is limited only by the number you can adequately follow up each week by phone. It is important to note here that all envelopes which are addressed to specific potential employers by name should be marked PERSONAL AND CONFIDENTIAL. This has proven helpful to get your mail read by the appropriate decision maker.

Secondary Employers - Secondary Employers are defined as those that do not exactly fit the specifications you have established, but come pretty close. These are employers for whom your initial confidence or enthusiasm is 8+. They are "next best." This should be a 2-step process: (1) Send the "I" Cover Letter with resume about the third week of the campaign; (2) follow up with the Follow-up Cover Letter "I-F" with another resume two weeks later if you have not heard back.

A sample "thank you" letter has been provided in the "Letter Samples" which should be sent as a follow-up to each and every interview. Additionally, a thank you note or letter would be most appropriate for anyone who is of assistance in the course of your job search.

Daily Checklist

1. Have the right attitude.
2. Devote adequate time to your job search.
3. Deserve confidence through sincerity.
4. Build confidence by being prepared.
5. Be enthusiastic.
6. Get organized.
7. Think in terms of others' interest.
8. Become a possibility thinker.
9. Develop an open and inquiring mind.
10. Always look your best.
11. Find the key issue.
12. Ask better questions.
13. Listen.
14. Give appreciation and praise.
15. Smile and be happy.
16. Remember names and faces.
17. Network for contacts and referrals.
18. Practice role playing for interviews.
19. Use many different avenues for job hunting.
20. Target smaller organizations instead of larger ones.
21. Maximize your exposure.
22. Do your homework.
23. Take the initiative to meet fact-to-face with employers.
24. Be gently persistent without becoming obnoxious.
25. Get a commitment.
26. Follow up.

Conclusion

A job search campaign requires a tough mind-set. Few will ever receive an offer from each interview. Rejection, even for the most qualified of all candidates, can be exceedingly high during such a period. As a consequence, a person's self-image may become vulnerable. Following is an illustration of the process:

NO YES

You will want to execute your campaign by design, not desperation. When compared to your assets, your liabilities are probably minimal, provided that you practice overcoming them. Similarly, you must articulate your assets in the form of personal descriptors and PAR's.

If you follow the marketing plan guidelines provided, and exhibit confidence and enthusiasm for the campaign, you will be successful. And, if you are not having fun in the process, something is wrong. Was dating fun? Fishing? Hunting? Of course. So then will this process be enjoyable ... if you execute this "game plan" correctly.

Sample Campaign Planning Schedule

It is recommended that you make best efforts to reach these campaign plan quotas. Schedule all activities, time tables and actions using achievable and realistic goals. Follow through and follow up. Recommendation (1): 100 contacts for each \$10K of annual income, at the rate of 100 contacts per month. Recommendation (2): Schedule your time, effort, priorities and contacts as follows: 20% Ads & Recruiters; 40% Networking; 40% Direct Employer Contact. This sample schedule is based on an annual income of \$50,000.

Week of											
1	2	3	4	5	6	7	8	9	10	11	12

Phase I - Ads & Recruiters (20% of quota = 100)

Regular Ads (12 weeks back)

Plan
Quotas

Number to Contact	80	4	4	4	4	4	4	4	4	4	4	4	4
Method of Contact (A ltr)*	IL												
Method of Follow-up (phone)*		P											
Method of Follow-up (A-F ltr)*				C									

Blind Ads (12 weeks back)

Method of Contact (B ltr)*	C												
Method of Follow-up (B-F ltr)*				C									

Recruiters

Number to Contact	20	10	10										
Method of Contact (C ltr)*	C												
Method of Follow-up*				P									

*IL = Introduction Letter

*CR = Cover Letter/Resume

*P = Phone

*V = Visit

Week of

1	2	3	4	5	6	7	8	9	10	11	12

Phase II - Networking (40% of quota = 200)

References

Number to Contact	8	8										
Method of Contact (phone)*	P/											
Method of Follow-up (D ltr)*		C										

Friends/Acquaintances

Number to Contact	14	7	7	7	7	7	7	7	7	7	7	7
Method of Contact (phone)*	P/											
Method of Follow-up (E ltr)*		C										

Influentials/Referrals

Number to Contact	55	5	10	10	10	10	10					
Method of Contact (F ltr)*	C											
Method of Follow-up (phone)*		P										

Phase III - Direct Employer Contact (40% of quota = 200)

Imminent Opportunities

Number to Contact	40			2	2	2	2	2	2	2	2	2
Method of Contact (G ltr)*				IL								
Method of Follow-up (phone)*					P							
Method of Follow-up (G-F ltr)*						C						

Primary Employers

Number to Contact	60			3	3	3	3	3	3	3	3	3
Method of Contact (H ltr)*				IL								
Method of Follow-up (phone)*					P							
Method of Follow-up (H-F ltr)*						C						

Secondary Employers

Number to Contact	10			5	5	5	5	5	5	5	5	5
Method of Contact (I ltr)*				C								
Method of Follow-up (I-F ltr)*					C							
Total Plan Quotas	50	34	36	31	31	31	31	21	21	21	21	21

*IL = Introduction Letter *CR = Cover Letter/Resume *P = Phone *V = Visit

My Campaign Planning Schedule

It is recommended that you make best efforts to reach these campaign plan quotas. Schedule all activities, time tables and actions using achievable and realistic goals. Follow through and follow up. Recommendation (1): 100 contacts for each \$10K of annual income, at the rate of 100 contacts per month. Recommendation (2): Schedule your time, effort, priorities and contacts as follows: 20% Ads & Recruiters; 40% Networking; 40% Direct Employer Contact.

Week of											
1	2	3	4	5	6	7	8	9	10	11	12

Phase I - Ads & Recruiters (20% of quota = 100)

Regular Ads Plan
(12 weeks back) Quotas

Number to Contact													
Method of Contact (A ltr)*	IL												
Method of Follow-up (phone)*		P											
Method of Follow-up (A-F ltr)*			C										

Blind Ads
(12 weeks back)

Method of Contact (B ltr)*	C												
Method of Follow-up (B-F ltr)*			C										

Recruiters

Number to Contact													
Method of Contact (C ltr)*	C												
Method of Follow-up*			P										

*IL = Introduction Letter

*CR = Cover Letter/Resume

*P = Phone

*V = Visit

Week of

1	2	3	4	5	6	7	8	9	10	11	12

Phase II - Networking (40% of quota = 200)

References

Number to Contact												
Method of Contact (phone)*	P/											
Method of Follow-up (D ltr)*		C										

Friends/Acquaintances

Number to Contact												
Method of Contact (phone)*	P/											
Method of Follow-up (E ltr)*		C										

Influentials/Referrals

Number to Contact												
Method of Contact (F ltr)*	C											
Method of Follow-up (phone)*		P										

Phase III - Direct Employer Contact (40% of quota = 200)

Imminent Opportunities

Number to Contact												
Method of Contact (G ltr)*			IL									
Method of Follow-up (phone)*				P								
Method of Follow-up (G-F ltr)*						C						

Primary Employers

Number to Contact												
Method of Contact (H ltr)*			IL									
Method of Follow-up (phone)*				P								
Method of Follow-up (H-F ltr)*						C						

Secondary Employers

Number to Contact												
Method of Contact (I ltr)*			C									
Method of Follow-up (I-F ltr)*					C							

Total Plan Quotas

--	--	--	--	--	--	--	--	--	--	--	--	--

*IL = Introduction Letter *CR = Cover Letter/Resume *P = Phone *V = Visit

PART IV
WINNING MORE JOB OFFERS

Chapter 19

Dress to Your Potential – For Men

It Pays to Dress Well

Studies reveal that 7% of the impression we make on others is determined by what we say; 38% by how we say it; and 55% by how we look and behave when we say something. Your ability to be convincing and credible during personal business meetings will be greatly enhanced or diminished by your appearance. For this reason, you must be attentive to your dress and grooming. Good dress and grooming will help to ensure that you make the very best impression by putting your best foot forward.

Dress to Your Potential

The higher you rise in your career and in a particular organization, the more important your personal attire becomes. You will want to look like you are capable and ready for the level of position you are seeking. By not dressing well, you are certain to offend some decision makers. Appearance is particularly important when you are meeting someone for the first time. First impressions, formed within the first few minutes of meeting someone, tend to last. Sometimes these initial assessments register subconsciously. And, you will seldom get a chance to make a second impression if the first was unfavorable. Regardless, you can be sure that they may mean the difference between offers and rejections. Therefore, it is important that you be attentive to as many details as possible.

Wardrobe And Appearance Checklist

It is advisable to assess your wardrobe before you schedule any interviews. You should expect to go through a series of several interviews. For this reason you will want several appropriate suits in your wardrobe. You should wear a different suit and tie combination at each interview with the same decision maker. Remember, a conservative “banker ... lawyer” look is preferred for the best corporate image.

Rate yourself for each one of the following items, and see if there are any areas where improvement may be necessary. The key elements in your job search wardrobe are: suits, shirts, ties and shoes. Accessories also merit some attention: glasses, watch, belts, socks, wallet and briefcase. They all work together to support (or detract from) the "image" you project.

Suits

Your suit is the most important part of your wardrobe. It is also the most expensive. For the purpose of these personal business meetings, most people will do best if their suits are well tailored, conservative and dark in color – either dark blue or medium/dark gray. (Dark colors tend to present people as more authoritative and credible.) And, your accessories should be conservative and in good taste.

Ideally, your job search wardrobe will project a classic, conservative look, and include a navy blue suit, a medium or charcoal gray, and a dark pin-stripe (either charcoal gray or navy blue). For even greater variety in your wardrobe, single and double breasted styles are both in good taste, and consider black and white hounds tooth or herring bone fabrics. Suits that are 100% wool are preferred. However, there are some very nice wool blends that may be acceptable. Shiny suits, silk and double knits are to be avoided at all cost.

Your most important interview will be your last one with a potential employer. That is normally when you are negotiating salary, and dealing with a top executive. By then you feel you have the job. In spite of what you have been told, you must realize that he may be talking to two or three other candidates. Be conservative and use your clothing to project a personality that fits the situation and the organization.

Clothing must fit properly. This is particularly true with suits. Do not let the salesman kid you. Be prepared to go back more than once for alterations. When you are being "fitted," assume a natural posture, rather than standing up straight to suit the tailor. Observe the number of men whose pants are between 1 and 3 inches too short, or too long. Be sure you are not one of this group. The front pants crease should have a modest break. Another important observation relates to the length of your jacket sleeve. Allow between 4-1/2 to 5 inches from the tip of your thumb to the end of your jacket sleeve.

Once you have an up-to-date wardrobe, be sure that your suits are freshly pressed before every important interview, including networking meetings with personal acquaintances.

Shirts

Your shirt is the second most important item in your wardrobe. Traditional white and blue solid colors are safest, and therefore recommended. A common mistake is a collar that may be too tight. One of the problems is that you might not have had an adequate measurement for several years. Another reason is shirt shrinkage upon laundering. On the other hand, if you have lost weight recently, you may find your collars are too loose and baggy. Your collar should fit so that you can wear a tie comfortably all day.

Cuff fit is also important. The lower edge of the cuff should rest on the hands when your arms are hanging naturally. Allow one-half inch of play at all times. When tucking in a shirt, gather the excess material at the back. This makes the shirt appear custom tailored as long as you leave your jacket on. It is also important to realize that shirts do not last forever. Unless you have an unusually large collection, they will normally wear out within one to two years.

Button-down collars remain very popular, but the most popular shirt among upper management personnel is the long-sleeved, pointed-collar business shirt. Short sleeves should be avoided. Although 100 percent cotton shirts are recommended, a better cotton blend wash-and-wear shirt – which most wives insist on – will usually look good for a year or so. Taking your shirts to the cleaners is usually the safest method of insuring that your shirts look their best.

In buying new shirts, pay careful attention to the selection of proper collar style and fit. Also, make sure the arm length allows for your cuff to show 1/8" to 1/4" beneath the sleeve of a properly tailored jacket, when standing with your arms are down at your side.

Ties

Avoid bow ties. Four-in-hand ties are preferred, and may be used to set off your conservative look. All silk is the best bet. Ties should be full-bodied with adequate backing for the best look. Make sure your selection of suit-shirt-tie color combinations are in good taste. If you have doubts about selecting ties, ask your clothier to advise you to create a good corporate image. Above all, be sure your tie has no stain on it.

Shoes

One of the first things people notice during an interview is your shoes. They should be well polished and light

in weight. And, make sure that they do not show excessive wear on either the heels or soles. Three-eyelet (or more) laced shoes are preferred over slip-ons. If you are meeting at top levels, you will notice highly shined shoes are the rule rather than the exception – not patent leather, but the real thing.

Accessories

Glasses - Be sure your glasses are clean and that the frames do not have chewed edges. You might be surprised at the number of people who put their glasses in their mouth while thinking. It is unwise to wear tinted lenses or exaggerated frames. This usually detracts from the first impression you create.

Watch - Ideally, your watch will be light in weight and thin. Deep-sea-diver watches should be saved for your trip to the beach.

Belts - Belts should be plain, dark in color, and conservative.

Socks - Socks should be over the calf in length, and normally black, or a dark solid color complementing or matching the suit. You certainly do not want your bare leg showing as you sit down to negotiate a final offer. As with all items of clothing, socks wear out. You can tell when they start drooping around your ankles.

Handkerchief - Do not wear a handkerchief tucked in your breast pocket. The handkerchief you carry should be clean and white.

Outer Dress - Outer dress is of less significance. However, for most people a black raincoat is not appropriate. Beige is preferred. Topcoats should also be conservative. Herringbones, dark grays and black chesterfields are most popular.

Wallet and Briefcase - Wallet and briefcase show a lot about a man. Bulging wallets and thick, sloppy briefcases can seriously detract from your image of being well dressed. Thin burgundy, black, or brown wallets and briefcases indicate substantial status and corporate achievement.

General Appearance

Hair - Medium-length hair is recommended. Do not be afraid to have it styled, but avoid ragged edges, which are popular with young people. You want to project a natural, casual look. As a general rule, if you are in your 50's, your hair should be on the short side, for a younger appearance. For younger men, a somewhat longer look will be acceptable. Have your hair cut every month. Daily shampooing is also recommended as the best way to avoid dandruff and a greasy appearance. You will need a mild shampoo in order to avoid the "dragged-out" look, as opposed to a powerful detergent shampoo. Also, be sure to use a "blow-dryer" when drying your hair to give it a natural look.

Personal Hygiene - There are a few other details worth mentioning. Be sure you shower in the morning, rather than in the evening, prior to the interview. Hands and fingernails should be well manicured and cleaned.

Facial Hair - A clean shave is a must. If you have a heavy beard and a late afternoon interview, make arrangements to shave an hour or two before. Trim facial hairs (including nose and ears) before your interview.

Overweight - Try to lose some extra weight. Always stand up straight and sit tall.

Car - If you will be driving to an interview, be sure your car is washed and clean. Take the crackers off the floor, the toys off the back seat and clean the stained upholstery. It will make you feel better. There is always a

chance that someone will see you coming.

Aftershave and Cologne - Aftershave balm is astringent, and can often heal minor cuts obtained while shaving. However, avoid a strong aftershave and cologne scent, which can be very distracting.

The Psychology of Color

Colors impact each of us on the subconscious level. However, most job seekers impose their own color preferences on decision makers by how they dress. Whatever you may like or dislike should be comfortable for you, but you should also consider the subconscious needs and preferences of the decision maker. Every color provides a stimulus to the decision maker's subconscious — an association with some feeling, memory, fantasy, fear or event. As a result, certain colors will literally become associated with other things, almost always beyond the comprehension of the conscious mind. If your color selection draws a pleasant and/or exciting association, you will undoubtedly make a good impression.

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Orange	Vitality, fun, enthusiasm, sociability, uninhibited	Superficial, common, faddist, giddy
Purple	Imaginative, sensitive, unusual, unselfish	Weird, impractical, immature, superior

Conclusion

Remember that when you are in a job search, the people you meet – at the golf course or socially – can be very instrumental in helping you land an attractive new position. For that reason, you should look your best at all times. More men have laid the groundwork for attractive new offers at the golf course, yacht, or tennis club, than you may have ever realized.

If it looks as if you may have to change some of your habits, now is the time to do it. If these observations are not new to you, you are already in great shape. The purpose of all this advice is to make sure you optimize your job-changing experience. Power and confidence automatically escalate when you are knowledgeable about your personal attire. There is an easy way to judge this for yourself.

Before you undertake your campaign, put on one of your old suits, leave your shoes as they are (be honest), and do just what comes naturally. Jump in the car and drive downtown. Walk down the street or stop in a store you frequent. Smile, say "hello" to people and register your feedback. In other words, make a mental note as to how you feel and how you register with others.

Then, in the following week, try it again. However, this time, dress just as you would for the most important interview of your life. Do the same things, visit the same people and notice the difference. Odds are, you will feel like a million dollars. It is also likely you will receive comments on how nice you look today.

The power of personal attire can be defined. You will have a great new sense of inner confidence. As an additional experiment, try not telling your wife about what you have in mind. Watch her reaction as you head out the door the second time. You will not have to say a word.

Chapter 20

Dress to Your Potential – For Women

It Pays to Dress Well

Studies reveal that 7% of the impression we make on others is determined by what we say; 38% by how we say it; and 55% by how we look and behave when we say something. Your ability to be convincing and credible during personal business meetings will be greatly enhanced or diminished by your appearance. For this reason, you must be attentive to your dress and grooming. Good dress and grooming will help to ensure that you make the very best impression by putting your best foot forward.

Dress to Your Potential

The higher you rise in your career and in a particular organization, the more important your personal attire becomes. You will want to look like you are capable and ready for the level of position you are seeking. By not dressing well, you are certain to offend some decision makers. Appearance is particularly important when you are meeting someone for the first time. First impressions, formed within the first few minutes of meeting someone, tend to last. Sometimes these initial assessments register subconsciously. And, you will seldom get a chance to make a second impression if the first was unfavorable. Regardless, you can be sure that they may mean the difference between offers and rejections. Therefore, it is important that you be attentive to as many details as possible.

Wardrobe and Appearance Checklist

A woman's appearance should complement – not compete with – the personality and job skills she presents to the employer. The image you wish to project is one of self-confidence and competence. You also want to convey your knowledge of what is appropriately worn by those who have already attained the level of employment you seek. By your appearance, you will infer with subtlety your awareness of the importance of a professional image.

It is advisable to assess your wardrobe before you schedule any interviews. Since you can expect to go through a series of several interviews, you will want several appropriate outfits in your wardrobe. You should wear a different outfit combination at each interview with the same decision maker. Rate yourself for each one of the following items, to see if there are any areas where improvement may be necessary.

Hair Style

Avoid long hair and extreme styles. Hair should be short to medium in length for women seeking a professional position. Or, if long hair is preferred, it should be worn up in a conservative style. Hair style should be suitable for your facial shape. Choose a current style in keeping with your age and the position you are seeking. A new style is best experimented with at the beginning of your job campaign, and not the day before a critical interview which might make you feel uneasy or unsure of your appearance. Hair cleanliness and simplicity of style are primary factors in good impressions.

Makeup ... Nails ... Perfume

For the interview, makeup — which is usually desirable for anyone over 20 — should be underplayed to enhance a natural, flattering look. Bright eye shadow and luxuriant eyelashes are definitely dazzling in the evening. However, during a discussion of job requirements and your qualifications, dramatic makeup will detract from the competent, businesslike impression you want to make.

The same is true for fingernails. Nail polish that is of a pale hue (preferably clear), applied meticulously on nails which are carefully shaped and medium length, is more complementary and less distracting than long nails polished in wine shades. This is true even though these latter colors may be considered high fashion in a given season. If you do prefer to wear a fragrance, a light cologne, sparingly applied, would be acceptable.

Suit or Dress

Avoid the faddish look of the season in favor of an understated, conservative look. A simple, classic skirted suit or dress that flatters you will continue to be appropriate several years after you have won the position you desire. Seek to look professional, but not stuffy. If you are more comfortable with a softer look, the very tailored suit is not necessary. The high fashion look is appropriate only in decorating, arts, and design fields.

Natural fibers are in, while polyesters are far less fashionable. Wools are for cooler months, and linens for balmy and warm months. However, blends of these fibers with synthetics are still extremely practical and correct fabrics. Fabrics in a tweed, muted plaid, or a solid color are acceptable; bold and bright floral, plaid or striped fabrics are distracting and overpowering.

For suit or dress, avoid dark colors – black, dark gray, deep brown or navy – unless one of these is acknowledged to be most flattering for you. Select the shade which flatters your personal coloring most. Typically, women can wear more color than men, but consideration should be given to the corporate culture and the taste of management. Always take a conservative approach to be safe.

If you select a suit, then a silk blouse or cowl-neck sweater, either in a contrasting or blending color, would be tasteful. White or cream are still the all-time favorites under any suit jacket. A solid-color dress – either a tailored shirtdress, or a simple wrap or blouson style – is also appropriate. The length of your hem should be flattering for your personal body type. One to one-and-a-half inches below the base of your knee is a standard length if you are unsure. A mini-length is never appropriate. A full-length mirror will reveal how you look from behind and how your skirt looks while sitting.

In some cases, a second or even third interview may be scheduled before a job offer is made. The one good suit mentioned earlier can be worn for the first and third interviews. Merely substitute a champagne silk blouse, for instance, or a sweater accessorized with a scarf. Always have a minimum of two outstanding business meeting outfits clean and pressed. Know precisely what you would wear to make an equally good impression for the all-important third interview.

Stockings

Stockings should be in a neutral shade, or close to the color of the bottom of skirt or dress, seamless and snug-fitting. For the interview, avoid hosiery that is either textured or colored in a pastel or evening-wear hue. It is a good idea to carry an extra pair of stockings in your handbag for peace of mind. Bare legs are not appropriate for business meetings regardless of the season.

Shoes

Check the appearance of the shoes you plan to wear. Smooth leather must be glistening with polish, suede can be brushed to bring up the nap, and heel lifts should not exhibit wear. Heel height can be medium for comfort (about 2 inches) or high for contemporary style (about 3 inches). A tailored pump is still most highly recommended and versatile, but a closed-toe sling-back is acceptable. Boots, clogs, sandals and platform-soled shoes are not recommended for business meetings.

Handbag ... Briefcase

A big, sloppy purse or handbag will make a woman look the same. Current fashion and practice no longer dictate that shoes must match a handbag. However, your handbag should be in the same color family as shoes and suit or dress. It should be simple, medium to small, in good repair, and easily carried by hand or on your shoulder. The rule here is: the smaller and more slender, the better. If you plan to carry a briefcase, incorporate handbag items within it. This will allow you to shake hands with spontaneity.

Accessories

Jewelry and accessories always present a dilemma, but the rule is: Keep it simple ... if in doubt, don't. In other words, remove the pin or scarf in question. Excessive accessories are distracting for business meetings and should be saved for other occasions. Earrings add a finishing touch, and add sparkle to the face, so are recommended if you normally wear them. Earrings, and pin or necklace, should be of the same or similar finish. Rings and bracelets should be kept to a minimum. Large hoops or long dangle earrings are not appropriate for a business meeting. Ideally, your wristwatch will be light in weight and thin. A leather or metal band encircling a conservatively designed face is more businesslike in appearance than a jeweled or faddish "mod" watch.

Glasses

Glasses should be properly fitted, be contemporary in style, and have clear, or very lightly tinted lenses. Outdated pointed shapes or frames which are brightly colored, gaudy, jeweled, or boldly initialed are inappropriate. Be sure the lenses and frames are clean.

General

Keep your coat, hat, gloves and umbrella simple and suitable for daytime wear. Place them in a reception room closet before you meet the employer. You will feel more composed and give the impression you "belong." Do not juggle several objects. The less you carry the more in control you will be to present yourself professionally. Slacks, midi- or ankle-length skirts, tunic or sheer blouses, gauchos and boots, are best left to be worn after you have obtained the position you seek and have determined what is appropriately worn by your colleagues.

The Psychology of Color

Colors impact each of us on the subconscious level. However, most job seekers impose their own color preferences on decision makers by how they dress. Whatever you may like or dislike should be comfortable for you, but you should also consider the subconscious needs and preferences of the decision maker. Every color provides a stimulus to the decision maker's subconscious — an association with some feeling, memory, fantasy, fear or event. As a result, certain colors will literally become associated with other things, almost always beyond the comprehension of the conscious mind. If your color selection draws a pleasant and/or exciting association, you will undoubtedly make a good impression.

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Summary

In summary, your first impression, and the most important one, should highlight your professional skills and your personality, not your femininity. Your individualism in these vital areas should never be overwhelmed by your appearance. You should therefore achieve a total look which is somewhat understated and in subtle good taste, as opposed to being overly faddish or contemporary. With a stick pin, a special scarf, or a single gold chain, you can demonstrate a touch of fashion creativity and awareness, yet exhibit basic classic style. Remember that clothes which are too revealing (in a day of skirts with slits, plunging-neckline blouses and tight T-shirts) tend to detract from your credibility as a serious career-oriented job applicant. A woman needs to dress seriously to be taken seriously.

Chapter 21

The Interview — Winning Confidence And Enthusiasm

Purpose of The Interview

It might be helpful if you understand that most people with whom you schedule interviews are not professional interviewers. You will help them – and yourself – by understanding ahead of time what the agenda of the interview should be if a positive decision is to be reached. You need to know why you are there ... and what you hope to accomplish.

To fully understand the dynamics of the interview, it is necessary to analyze what is happening. In simple terms, from the employer's (buyer's) point of view, there is one thing taking place – a purchase. The interview is a buying situation in which a decision is made to buy ... or not to buy ... your services. For you the interview is a professional selling situation in which you decide to sell ... or not to sell ... your services.

13-Step Interview Agenda: “RICE-PMI-BEAR-FC”

There are 13 important steps to remember if you are to be successful on interviews. You will need to (1) establish RAPPOR with the decision-maker, (2) IDENTIFY his problems and concerns, evaluate your level of (3) CONFIDENCE and (4) ENTHUSIASM for the job, (5) make your PRESENTATION based on the six things (steps 6-11) he wants to know about you, (12) obtain some FEEDBACK, and (13) obtain a COMMITMENT for the next step. So, the agenda of a successful interview is parallel to that of a professional sales call.

- R -- Rapport.** Establish mutual interests, respect and positive chemistry.
- I -- Identify.** What is the scope of the employer's problem/concern?
- C -- Confidence.** Can you get the job done ... done right ... and done right now?
- E -- Enthusiasm.** Do you want the job?
- P -- Presentation.** Six things employers want to know about you.
- M -- Motive.** Why are you in the job market?
- I -- Interest.** Why are you interested in our company and this position?
- B -- Bottom Line.** What contribution can you make to our bottom line?
- E -- Expertise.** How good are you, and how long will you require to get results?
- A -- Afford.** Can we afford you?
- R -- Risk.** How can we be sure that you are, and can do, what you say?
- F -- Feedback.** How comfortable (confident and enthusiastic) are they with you?
- C -- Commitment.** What is the next step?

You should cover all 13 of these steps under ideal conditions. Techniques for putting you in control and making sure that they do happen are summarized below:

Step 1 - Rapport: Establish Mutual Interests, Respect and Positive Chemistry

Rapport is essential to your success. Studies show that most people — including employers — prefer to do business with those who they know ... like ... and trust. There are several ways to build rapport:

The Interview – Winning Confidence and Enthusiasm

Due Diligence - People tend to like those who show interest in them. Consequently, if you do your homework and are prepared, you will be demonstrating interest in the organization and its people. You will want to research the organization, its industry, and the decision makers as much as possible before the interview. You should also not be hesitant in asking for more information when you arrange the interview over the phone. Simply explain that you want to be as intelligently prepared as possible, and ask if there is anything helpful that might be sent to you. You can even suggest such things as reprints of articles, speeches, brochures about the organization, or even in some cases, a job description.

It can also be helpful to ask who else might be involved in the meeting: *"Will it be just the two of us?"* If others are to be involved, request some period of time in which you can meet one-on-one with the key decision maker conducting the meeting. Knowing ahead of time whether others will be involved, and who they are, will help keep you from unpleasant surprises, and will enable you to prepare more effectively.

Appearance and Attitude - People also tend to like and respect those who project themselves with a confident and professional image. Make certain that your posture, eye contact, gestures and mannerisms convey a positive, confident and enthusiastic attitude.

It is also important for you to put yourself in a positive frame of mind before each interview. There is a correlation between the way we expect to be treated and the way we are in fact treated. Build positive expectations, therefore, and try to picture in your mind an employer who is friendly, warm and receptive. If there is any type of literature or activity which helps to put you in a positive frame of mind, try to read it, or engage in that activity, as near as possible up to the time when your interview begins.

Compliments - You can endear yourself to others with a sincere compliment. Do take care in using compliments — you do not want them to be perceived as empty flattery. You certainly do not want to be the fifth person in a given week to comment on a golf trophy, terrarium, or family picture. You do not want it to appear as though you gave the compliment little thought. In order to avoid these pitfalls, you could use third-party compliments, and action-oriented compliments. Details reinforce the sincerity of your compliment. By being specific, you show that you have done your homework, and given careful consideration to your remarks. They will not be simply shallow statements about which you care little.

Third-party compliment - You do not render your opinion, but you simply report the opinion of someone else. You might, for instance, pass on some favorable comments that you have heard from customers, suppliers, competitors, or from a news article or industry report.

Action-oriented compliment - You recognize accomplishments of an individual or organization rather than personal attributes. For example, it would be better to compliment the growth and financial success of the organization, or the sales and marketing accomplishments of an individual, rather than comment on the attractiveness of the office, or the good taste in ties of the employer.

Asking Questions - Almost everyone likes to talk about himself. If you can ask the right questions and then listen, you will establish rapport and endear yourself to the other party. You will also be well on your way to finding out what they want, and the required qualifications. It has been said that if you will ask better questions, you will get better answers. Here are some examples of questions you could ask:

"How did you happen to get started in this business (career, field, industry, company)?"

"How long have you been in this position?"

"What have you enjoyed most about it and why?"

"What other positions have you held with this company?"

"How did you get where you are today?"

The Job Seeker's Bible - How to Create Your Dream Job and Get It

"What are your goals and ambitions for yourself ... the company?"

"I noticed in reviewing your annual report that you didn't have such a good year last year. However, this first quarter shows a profit. How were you able to turn it around so quickly?"

Be a Good Listener - People hunger for praise, attention and honest appreciation. Being a good listener makes others feel important, and everyone likes to feel important. It is also the first step to understanding another individual. And, you know how important it is to be understood. Good listening will set you apart from the crowd because good listeners are so rare.

A good listener is attentive and remembers names, faces, events, facts and details. Smile and show the other person you are sincerely interested in what he is saying. Give him all the eager attention and appreciation that he craves and is so hungry for, but seldom gets. Try looking straight into the face of the next person who speaks to you, with eager, absorbed interest (even your own spouse or child). Notice the magic effect it has both on yourself, and the one who is doing the talking.

Step 2 - Identify: What is the Scope of the Employer's Problem/Concern?

People do not say what they mean, and they do not mean what they say. It is for this reason that you can never assume that the employer will reveal to you openly and directly what are his problems and concerns. Employers frequently do not know exactly what they want or need. Consequently, you may have to do some probing to identify the employer's desires, expectations, needs, problems and concerns.

The problem or concern is defined as the difference between where he is now ... and where he wants to be. The best way to identify their problems and concerns is by getting the employer to talk ... and for you to listen. And, the best way to get a person to talk is by asking the kinds of questions that will yield the answers for which you are looking. Do not expect to be able to think of them suddenly when you are in the interview. Instead, prepare questions which will lead to discussion about areas where you can contribute to the bottom line of the organization.

One proven technique for formulating questions of this nature is to make a positive comment related to your research, or from a previous conversation. It should concern something the organization is doing, or a problem which it is facing. Immediately after the positive comment, ask a short, open-ended question which will tend to get the employer talking about the problems and challenges as he or she sees them. Some examples might be:

"I noticed in the annual report that a lot of emphasis was put on the need to develop new products. Are you making the kind of progress you want to in that area?"

"I noticed in your promotional literature that you are planning to expand into new markets. Will you create a new sales force for this effort, or expand within your current structure, and add to the lines that your current sales force is selling?"

"What are your greatest needs and concerns at the present time? What about increasing profits? ... cash flow? ... revenues? ... productivity? ... decreasing costs?"

"What are your short and long-range goals and objectives?"

"What obstacles are keeping you from reaching your goals and objectives?"

"What have you done to date to resolve your problems and concerns? ... and overcome the obstacles? What have you found that worked best? ... that didn't work?"

"What is your primary objective ... what are you trying to accomplish that's different from what's been done in the past?"

"How well are you progressing toward your goals?"

"What are some of your significant accomplishments/disappointments?"

"What are the organization's greatest opportunities and challenges?"

"How does the position we're discussing fit into (contribute/relate to) your objective?"

As the conversation develops, it will be important to determine the expectations, predispositions, priorities, past experience, degree of current satisfaction and degree of knowledge the employer has about those areas where you might contribute. The conversation itself will then add a further definition as the employer begins to talk about the particular aspect of their needs. Done properly, this kind of conversation will lead to many opportunities where you can also discover whether you can solve their problem and meet their expectations – whether you can do the job.

Step 3 - Confidence: Can You Get the Job Done ... Done Right ... and Done Right Now?

Evaluating your confidence is a crucial step during your discussion. Now that you know what the employer wants and needs, it is your purpose to determine if you are capable of handling the requirements that have been laid out. That is more difficult than it sounds. You want to be so convinced and confident, that you are able to look the decision maker in the eye and say in effect, *"I know I can get the job done ... done right ... and done right now. My confidence is a 10 that I can hit the ground running."*

It is essential for you to have done your job well enough in Step 2 to say that with sincerity and conviction. If you have not asked the right questions and listened carefully in Step 2, then you will appear insincere and shallow. This, then, provides the driving force and concrete objective for Step 3. Do not leave Step 3 until you know that your confidence is at least "8" or higher. It is most important to note that you must be able to meet the employer's expectations regarding your contribution within the allotted time frame. Following are examples of questions you could ask that would help you determine your level of confidence:

"When I found out that I would have this opportunity to speak with you about a sales position with Gillette, I was excited and wanted to learn as much as possible. So ... I went to XYZ Drug Store #309 on Indian River Road in Silver City and spoke to pharmacist Doug Smith. I asked Doug what a sales rep for a company like Gillette does when he calls on the drug stores, and he told me Bob, what else does a Gillette sales rep do, and what makes a really successful one?"

"What are your expectations for the person you hire in this position within the next year? ... two years? ... five years? How is performance to be measured and evaluated? (probe for specifics: who, what, when, where, how and why)"

"What principal skills are you looking for in the person selected for this position?"

"What key technical, educational or background qualifications do you feel are essential ... and those that are not essential but preferred?"

"How would you describe the ideal candidate for this position?"

"What is your time frame for achieving these goals and objectives?"

"Do you provide any kind of training ... and please elaborate?"

Step 4 - Enthusiasm: Do You Want the Job?

You have now come to the point of evaluating your level of enthusiasm for the job. In many situations, you will discover during the normal course of conversation the information you need to be interested in the job. At other times, you may come to that point where you will need to know more in order to make a decision. Then you will need to ask those questions which will surface the necessary information.

Depending upon your individual circumstance, those questions might relate to why the position is open, what happened to the last person who held it, what the chances are for growth and promotion, reporting relationships, the amount of travel required, relocation requirements, the degree of authority you will have to match your responsibilities, compensation, perks, benefits, etc. Some examples might be:

"What is the title of the position where I would start ... and what would the next advancement be?"

"How did this position come to be? What happened to the previous incumbent? ... his predecessor? (a no-win situation?)"

"Is there a likelihood that extensive travel or relocation might be required in the foreseeable future?"

"What is the typical career progression from this position? (a dead end?)"

"What's expected from this position over the next 12 to 18 months, and how will performance be measured? (realistic expectations?)"

"What authority and resources (both manpower and financial) come with the position: (commensurate with the responsibilities and performance expectations?)"

"Whose (functional) support is required to achieve the objectives in this position? (have you met those individuals and verified their concurrence with the position's goals?)"

"Who within the organization was considered for this position?(undermining threat?)"

"What's the approval procedure for (whatever you feel you need to function effectively?)"

"Is the Company profitable right now? ... solvent?"

"Do you have a time frame for filling this position? ... for making a decision?"

"What is the salary range? What are the benefits? Are there any built-in performance bonuses, stock options, perquisites, or any other incentives? Is there a retirement plan? If so, how long before I would be eligible for being partially or fully vested?"

You want to be able to say with sincerity, conviction and enthusiasm, *"This job is just what I am looking for. It's a perfect match. My enthusiasm is a 10."* Make sure that you have determined ahead of time those matters which are most important to you so that you will know whether you need more information. Remember, you should reserve questions of this nature for the last third of your discussion, or for the second or third interview, if you are to have more than one interview. Do not leave Step 4 until you know that your enthusiasm is at least "8" or higher in your

interest for the job.

Step 5 - Presentation: Six Things Employers Want to Know About You

Upon determining that your confidence and enthusiasm are both 8+, you are now ready to transition from identifying problems and concerns (diagnosis), to making your sales presentation (recommendation). Your objective in Step 5 is to win confidence and enthusiasm while selling yourself as the solution to the employer's problems and concerns. Studies reveal that there are essentially 6 things that every employer will want to know about you. A decision whether or not to hire you cannot be made without the employer being comfortable with each of these 6 concerns. Steps 6-11 consist of these 6 concerns listed below:

1. Motive - Why are you in the job market?
2. Interest - Why are you interested in our company and this position?
3. Bottom Line - What can we expect from you; your contribution to our bottom line?
4. Expertise - How good are you, and how long will you require to get results?
5. Afford - Can we afford you?
6. Risk - How can we be sure that you are, and can do, what you say?

To make the very best impression, while helping the decision-maker to relax, consider introducing these 6 areas of concern during the interview in the following manner:

"I've really been looking forward to meeting you personally. In anticipating today's agenda, I assumed six things that I thought you would like to know about me. It occurred to me that you would like to know: (1) my motive for being in the job market; (2) why I'm interested in your organization and this position; (3) what I can contribute to your bottom line; (4) my level of expertise in this area, and how long it would require me to get results; (5) whether you can afford me; and (6) how you can be sure that I am who I say I am, and that I can do what I say I can do. Is there anything else that you would like to know about me?"

"Well, as I've already indicated based on my research, and confirmed by our brief discussions, I've decided that I have a very strong interest in working for (organization). There are several reasons. I would like to explain why, and show you what I can do for you"

Steps 6 & 7 - Motive and Interest: Why Are You In The Job Market? Why Are You Interested in Our Company and This Position?

Generally speaking, the first thing the employer will want to know is your motive for being in the job market, and specifically, your interest in the organization. He will want to know your background, current situation, goals and objectives, and why you are interested in the organization, its industry, and its problems and opportunities. Your motive is really a two-fold concern for the employer.

"What is your current situation? Why are you in the job market? Why are you leaving your current or previous job?" This first set of questions asks why and what you are "going away from," a concept introduced in the story about the "The Carrot vs. the Stick" in Chapter 2. This question will surely put you on the defensive unless you are adequately prepared. It may be the most difficult concern you will address during your job search. Remember, you will want to be proactive and focus the conversation on "going toward" rather than "going away from." Never make any negative references to your present or former jobs or employers. This question should be answered in a proactive manner as follows:

"I've GAINED a great deal from my experience in my current job, and CONTRIBUTED significantly to the organization. I feel that I'm ready to further pursue my personal and professional career goals. Periodically, I take

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time to look strategically at my career and review my goals. Recently, I committed myself to this process. I've reviewed my core career values, core interests, core competencies, and my ultimate career end outcome. That process has led me to focus on the telecommunications industry, and your firm."

The second part of the two-fold concern asks why and what you are "going toward." "What are your goals and objectives? Why are you interested in our industry, organization, concerns, and problems?" With regard to your interest, you simply share your confidence and enthusiasm acquired as a result of your research and your discussion in Step 2. Explain your conclusions in Steps 3 and 4 — why you want to work for the organization, and why you want the job.

If you are perceived to lack enthusiasm, it will be important to stay focused on your career destination — your ultimate career end outcome. If dating, fishing and hunting can be enjoyable, then so can the search for a new career and job with the right attitude. Focus on the excitement of meeting new people with the possibility of developing lasting friendships, new companies, new products, new technologies, etc. You should smile a great deal, and convey an impression of ENTHUSIASM for work and life in general.

Act as if you were enthusiastic ... and you will become more enthusiastic. Make a high and holy resolve that you will double the amount of enthusiasm that you have been putting into your work, your job search and your life. Walter P. Chrysler, when asked to give the secret of success, listed the various qualities, such as ability, capacity, energy, but added that the real secret was enthusiasm: "Yes, more than enthusiasm, I would say excitement. I like to see men get excited. When they get excited, they get customers excited, and we get business."

Step 8 - Bottom Line: What Can We Expect from You; Your Contribution to Our Bottom Line?

The employer will want to know what you can do for his organization and the "bottom line." If you have followed the foregoing steps effectively, this likewise should be relatively easy. You simply share your confidence accumulated as a result of your research and discussion in Step 2, and conclusion to Step 3.

As your conversation progresses, you will come to several points in the conversation where you will feel that you have sufficiently identified a need or opportunity for which you have the required skills. In some cases, that may relate to a functional strength — ability to lay out a plant, start up an office, turn around a division, write effective speeches. In others it might be a personal characteristic — good listener, ability to stimulate cooperation, work well under pressure. At those key points, you should state that you have the kind of experience that is required, or that you possess the skill or trait in question. Share a PAR story following this example:

"As a matter of fact, you would probably find interesting a somewhat similar situation I faced at XYZ Organization. Perhaps I may share it with you." Or, "An incident comes to mind which demonstrates how I used precisely that skill in a very difficult situation. I'd like to tell you about it. May I?" If the employer seems interested, proceed to tell a PAR story which demonstrates the point.

If you are perceived to lack confidence, it is important to convey that you are at ease with yourself, and have control of your life and career. This will not be a problem if you will practice presenting yourself so that you convey the impression that you can help the employer. The best confidence builder is keeping focused on your career destination with good planning, organization, research, preparation and practice. Also, smile ... be a good listener ... remember names and faces ... and always look your best.

Act as if you were confident ... and you will become more confident. To build greater confidence in yourself, and win and hold the confidence of others, an essential rule is: KNOW YOURSELF, KNOW YOUR BUSINESS AND KEEP UP TO DATE. Take time to reevaluate your interests, as well as experience, skills, knowledge, abilities and accomplishments. Determine what makes you different and better than the other people who do what you do.

Are you more painstaking? Do you give more attention to detail? Do you produce higher quality work? Are you more persistent about solving problems? Are you more patient with people? Are you more loyal or dependable? If you know what makes you stand quietly apart from the herd, and can communicate this clearly during personal meetings, you greatly increase your chances of being selected.

Step 9 - Expertise: How Good Are You, and How Long Will You Require to Get Results?

This concern normally indicates that the employer lacks confidence in you, and more specifically, your ability to get the job done in his time frame. He will want you to quantify your level of expertise in the industry, and specifically in the appropriate functional role in question. He will want to know how long it would take you to hit the ground running to impact the bottom line.

“Are you a quick learner? Will you require training? How long would your learning curve be before you can hit the ground running? How soon can we expect to see results?” Although your confidence may be high, and you know you can eventually get the work done, you may not be able to easily quantify how long it would take you to get up to speed. Even more difficult would be to determine how long before the results would be in.

It is important to understand his expectations regarding a reasonable and allowable time frame for a learning curve, and results. Put the onus on the employer to establish his time table expectations. You can then illustrate your level of confidence in your ability to meet his time table expectation. You may want to emphasize that you are a quick learner, can apply your skills to a variety of specific problems, and can grasp technical subjects quickly.

In summary, determining IF-WHAT you can do for the organization may be relatively easy. Determining WHEN-HOW LONG it will take to get results will be more difficult.

Step 10 - Afford: Can We Afford You?

Avoid Premature Discussions About Money - Sooner or later every customer comes to the issue of money, and the employer is no exception. He will want to know whether he can afford you. One of the cardinal rules is to avoid premature discussions about money. Do not discuss money until the organization is sold on you. Money should always be the last issue to discuss and resolve. This is easier said than done, however, when an interview begins with 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 want to keep in mind is that you do not always have to answer the question. Instead, you can avoid a direct answer by shifting the focus of the conversation with any number of responses such as:

“Bill, I'm glad that you are ready to discuss money. It shows your sincere interest. I don't really think we have a problem there. But if you don't mind, I'd like to put that off until a little bit later so I can discuss it with you more intelligently. My requirements for compensation have to do with a lot more than just a single starting figure. There is the question of incentives, chances for growth ... and some other factors. 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 direct and 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 you would be willing to pay for someone with my skills and potential to contribute. If we can agree that there are needs where my experience and skills fit the bill, I doubt that we will have a problem agreeing on compensation. Frankly, that's not so much a concern to me as the more basic question, which is whether or not you have the needs that would make you want me. As a matter of fact, I read in the Annual Report that you expect to enter a number of new markets with your industrial laser line. Is that where the job fits in?”

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Please note that in neither case was the question answered. Instead, it was avoided. Not only that, after the avoidance, the focus of the conversation was shifted to a different subject — the nature of the job itself. You may or may not prefer the approaches cited as examples. Develop and use a response that follows these principles and is comfortable for you. Then rehearse it until it is firmly imbedded in your mind. It is important that you do not need to think about this when the situation occurs in an interview. By that time, it should be an automatic response.

Induce the Employer to Name a Figure First - Under normal circumstances, your avoidance phrases will lead to a discussion of the job requirements and how you might fill them. Some employers will be more persistent, however, and some will come back to the question after you have discussed the job itself. You may get a comment such as: *"Ann, I have to agree that your experience as you describe it certainly fits many of our requirements. We might have a match here. But you know, you never did tell me how much money you expect."*

You might be tempted to 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 annoy some employers. Nevertheless, it is the question you want to ask because, in discussing money, "he who speaks first loses." In other words, if you name a figure first, it may be less, or more, than the employer was willing to pay.

The solution here is to remember the first principle, that you do not 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 seriously interested in you. They may be considering making you an offer. You can shift 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, your wanting to talk money at this time ... does it mean that if we reach an agreement, then we are well on the way to my receiving an offer from you?"*

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 employer, 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 either way. Your response should follow the principle of the "shift" discussed in detail in the next chapter. This is where you back away from a direct confrontation, shift 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 avoid the danger of arousing hostility or resentment on the part of the employer. Your shift statement might go like this:

"Oh, I see. Well, for my part, I have been most interested in finding the ideal situation, in terms of the challenges the job provides, the growth possibilities, and the people I will be working with. And it seems from our conversation that I have found that here. The job that needs to be done, the commitment you have to doing it, and my role in the overall effort, all appeal to me strongly. And while money is important, I haven't settled on any single magic number because these other considerations are more significant. Now that you bring the subject up, though, tell me, what kind of range did you have in mind for this position?"

By using this approach, you remain gracious and friendly, while still avoiding a direct answer to the question. In many instances, you will be happy to find that the reply is, in fact, a stated figure or range from the employer.

If You are Pressed Strongly, Give a Range - In those instances where the response of the employer is still non-committal, you may be forced to give a range yourself. If so, try to have an estimate of what the job is worth before you begin discussions. You may estimate this from what others in the organization are paid, from the value of similar positions in other organizations in the industry, or from a recruiter.

Give a range which overlaps what you believe to be the top end of the actual range. For instance, if you estimate the range between \$30,000 and \$40,000, you might estimate *"from the high thirties to the low forties."* At the same time, you can let them know that you are a "top-of-the-range performer." If you are not sure of their range,

then make the best informed guess you can, and give a broad range such as: "... in the forties ... thirty five to forty five ... fifty plus "

After you have given a range, use a feedback question such as: "Is that in the ballpark?" "Is that within the range you had in mind?" "Is that within your budget?" "What did you have in mind?"

Step 11 - Risk: How Can We Be Sure That You Are, and Can Do, What You Say?

No one deliberately sets out to seek risk, especially if the potential risk appears to be high. On the contrary, we all tend to avoid risk, because it generally is associated with pain. And employers are no exception. Every employer will want to know how to be sure that you are the right individual for the job, that it would not be an unreasonable risk to hire you. The reason is that if you do not work out, then he would have to let you go. And, that is the most dreaded of all management tasks – terminating an employee. Be prepared to handle this question:

"I am very impressed by your confidence and enthusiasm for the job. But, we do not want to make a mistake and hire the wrong person. So how can you be so sure? How can we be sure?" This is parallel to the very same question you have asked salespeople over the years, "Is there any kind of assurance you can give me?" "Is it guaranteed?" "If I don't like it can I get my money back?" "If it doesn't work, can I return it for a refund?"

What would be appropriate here is evidence of your confidence and enthusiasm in the form of supporting PAR stories. Keep in mind that the higher the level of income, authority and responsibility, the higher the risk to the employer. You must be a better salesman at higher levels than at entry level.

Step 12 - Feedback: How Comfortable (Confident and Enthusiastic) Are They With You?

When you feel that the first 10 steps have been addressed sufficiently, it is time to obtain some feedback before bringing the meeting to a close. The employer needs to be convinced beyond a shadow of a doubt that you are the right person for the job. And, the best method for finding out exactly where you stand is by obtaining feedback. You should proceed with all 3 of the following questions in turn. Do not leave any one of them out of the feedback process. While each of the following 3 feedback questions consist of several questions, they will be referred to as only 3 questions for simplicity sake.

1. This first question should help you find out where you stand with the employer, in a nonthreatening way. You want to determine how comfortable the employer is with you, and how close you fit his qualifications criteria. *"I like the organization, opportunity, people, etc. I am impressed and/or intrigued by I know that I can do the job. My confidence is a 10. And it is just exactly what I am looking for ... a perfect match. My enthusiasm is also a 10. That is, of course, how I see it. But I suppose I should ask you. In your opinion, do we have as close a fit here as I think we have, and is mine the kind of background you've had in mind for a position such as this?"* Or, a more abbreviated version, *"How well qualified do you feel I am for this position?"* Or, *"Based on your idea of the perfect candidate, how close do I come?"* Or, *"How comfortable are you with me ... on a scale of 1-10?"*

2. Question 2 is more direct than Question 1, and should smoke out any remaining concerns and objections. *"Well, you must have some concerns. Would you mind sharing with me what they are? And, in addition to that, is there anything else? Anything else? Anything else?"* "If I could satisfy you with regard to each of your concerns, would you then offer me the job?" You would keep asking for "anything else" until the definitive answer is "no." This is because the most difficult issue to admit should be last. If you can resolve this one, the rest should be easy.

3. Question 3 is even more direct than Question 2, and should smoke out any remaining concerns, objections or reasons for reluctance in making a commitment, that Question 2 did not reveal. *"I like the organization, opportunity, people, etc. I am impressed and/or intrigued by I know that I can do the job. My confidence is a 10.*

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And it is just exactly what I am looking for ... a perfect match. My enthusiasm is also a 10. What else would it take to convince you that you should hire me?" This last question is really a feedback question that should transition you into Step 12 to elicit a commitment.

Step 13 - Commitment: What is the Next Step?

When you feel that the first 11 steps have been addressed sufficiently, it is time to bring the meeting to a close. Do not be afraid to show a lot of confidence and enthusiasm. It does not hurt your bargaining position, and it will help you win out over competitors if the employer believes that this is the right job ... at the right time ... at the right place for you.

If you get a positive response to Question 3 above, simply ask, *"Where do we go from here?"* Or, *"What's the next step?"* If the employer brings up any objections or reservations at that time, handle them in the same manner described in the next chapter for handling objections. In the event that the employer leaves the situation undefined with, *"We'll call you "* Or, *"We'll have to get back with you "*, then you should leave the door open for you to follow up with a commitment such as:

"By when should I expect to hear back from you? Fine. You know, it's difficult to get me by phone, and I would hate to miss your call. Can we leave it this way? If I don't hear from you by then ... within a week (three days ... two weeks), I'll follow up with a call to you to check your temperature (how comfortable he is with you on a 1-10 scale), and see where we go from here."

Follow up on The Interview

Your follow-up letter should be written as soon as possible after the interview (within 24 hours whenever possible). Separate letters should be sent to everyone with whom you met. These letters need to be personalized as much as possible. Do not send the same letter to each individual. In addition to being a thank-you letter, it should restate your enthusiasm and the specifics with respect to how well you match their qualifications and expectations. Indicate a telephone follow-up is forthcoming to each appropriate individual. To others, simply indicate you are looking forward to discussing/learning more about whatever was interesting to him. A sample "Follow-up Thank You Letter after an Interview" is provided at Appendix J, "Letter Samples."

When you follow up by phone and are not successful in getting through to the employer, as a general rule it is advisable not to keep calling. Instead, if you do not get through after two calls, write a short note which indicates the fact that you had called, that your interest remains high, and that you will call again soon. This avoids the trap of becoming a pest by making six or seven unreturned phone calls in a row. The short note observes the requirements of common courtesy and puts an obligation on the employer to do the same.

You should use the following suggested script for your follow-up phone call: *"I am following up the letter that I sent him, as I promised that I would, and he is expecting my call. Is he in? Thank you. Would you put me through please?"* See Chapter 17, "Phone Strategies That Win More Interviews."

What to Do If You Are Rejected

In some cases, you may receive a rejection, either in person, over the phone, or in writing. When that happens, remember that you may be able to turn rejection into opportunity. You could say something like, *"I am disappointed, but I can understand why many good candidates would be interested in such a fine organization."* You should then ask for one or more of three things:

1. Consideration for another position in the organization.
2. Advice or insights as to how you could improve your presentation of yourself.
3. Referrals to other people who might prove helpful.

What to Do If You Have to Wait

Although there are exceptions to every rule, it is usually advisable for you to plan to arrive at the office, ready for the interview, not more than a few moments before the scheduled time. This keeps you from losing your edge while you wait, and gives the impression of a well-organized, punctual person. If you do have to wait, inquire whether it will be a long, or short wait.

If you are asked to wait for a short time, 15 minutes or less, try to use that time to make friends with the secretary. That person's opinion may have an influence on the decision maker, and you may be able to gain information which would help you present yourself. If there is to be a long wait, you have several options. In some instances, it might be advisable to reschedule. For instance, if an emergency or unexpected meeting has come up, the employer may not be in the best frame of mind, in which case you will find that you do not have a very receptive audience.

If it is convenient for both parties, rescheduling may be the best solution. Under normal circumstances, rescheduling is not convenient. If you encounter a long wait, make it appear as though you have good things to do with your time. This may mean that you ask for an office with a phone so that you can accommodate the employer's schedule and rearrange your later interviews. It may mean that you excuse yourself in order to make some important calls elsewhere. If that is not possible, perhaps you have some papers with you, and could request an empty desk with a phone where you might sit down and attend to important matters.

Thirteen-Step Agenda Outline And Checklist

For your convenience, an interview agenda outline and checklist is provided that you can take with you on your next interview.

1. **Rapport.** Establish rapport, mutual interests, respect and positive chemistry. People prefer to do business with those they know, like, trust and respect. This is accomplished by your: (1) due diligence, (2) appearance and attitude, (3) compliments, (4) asking questions, (5) and being a good listener.
"How did you happen to get started in this business (career, field, industry, company)?"
"How long have you been in this position?"
"What have you enjoyed most about it and why?"
"What other positions have you held with this company?"
"How did you get where you are today?"
"What are your goals and ambitions for yourself ... the company?"
"I noticed in reviewing your annual report that you didn't have such a good year last year. However, this first quarter shows a profit. How were you able to turn it around so quickly?"
2. **Identify.** What is the scope of the problem/concern? The problem or concern is defined as the difference between where he is now, and where he wants to be. The best way to define their problems and concerns is by getting the employer to talk ... and for you to listen.
"I noticed in the annual report that a lot of emphasis was put on the need to develop new products. Are you making the kind of progress you want to in that area?"
"I noticed in your promotional literature that you are planning to expand into new markets. Will you create a new sales force for this effort, or expand within your current structure, and add to the lines that your current sales force is selling?"

"What are your greatest needs and concerns at the present time? What about increasing profits? ... cash flow? ... revenues? ... productivity? ... decreasing costs?"

"What are your short and long-range goals and objectives?"

"What obstacles are keeping you from reaching your goals and objectives?"

"What have you done to date to resolve your problems and concerns? ... and overcome the obstacles? What have you found that worked best? ... that didn't work?"

"What is your primary objective ... what are you trying to accomplish that's different from what's been done in the past?"

"How well are you progressing toward your goals?"

"What are some of your significant accomplishments/disappointments?"

"What are the organization's greatest opportunities and challenges?"

"How does the position we're discussing fit into (contribute/relate to) your objective?"

3. **Confidence.** Can you get the job done ... done right ... and done right now? You want to be so confident, that you are able to look the decision maker in the eye and say, *"I know I can get the job done ... done right ... and done right now. My confidence is a 10 that I can hit the ground running."*

"When I found out that I would have this opportunity to speak with you about a sales position with Gillette, I was excited and wanted to learn as much as possible. So ... I went to XYZ Drug Store #309 on Indian River Road in Silver City and spoke to pharmacist Doug Smith. I asked Doug what a sales rep for a company like Gillette does when he calls on the drug stores, and he told me Bob, what else does a Gillette sales rep do, and what makes a really successful one?"

"What are your expectations for the person you hire in this position within the next year? ... two years? ... five years? How is performance to be measured and evaluated? (probe for specifics: who, what, when, where, how and why)"

"What principal skills are you looking for in the person selected for this position?"

"What key technical, educational or background qualifications do you feel are essential ... and those that are not essential but preferred?"

"How would you describe the ideal candidate for this position?"

"What is your time frame for achieving these goals and objectives?"

"Do you provide any kind of training ... and please elaborate?"

4. **Enthusiasm.** Do you want the job? You want to be able to say with enthusiasm, *"This job is just what I am looking for. It's a perfect match. My enthusiasm is a 10."*

"What is the title of the position where I would start ... and what would the next advancement be?"

"How did this position come to be? What happened to the previous incumbent? ... his predecessor? (a no-win situation?)"

"Is there a likelihood that extensive travel or relocation might be required in the foreseeable future?"

"What is the typical career progression from this position? (a dead end?)"

"What's expected from this position over the next 12 to 18 months, and how will performance be measured? (realistic expectations?)"

"What authority and resources (both manpower and financial) come with the position: (commensurate with the responsibilities and performance expectations?)"

"Whose (functional) support is required to achieve the objectives in this position? (have you met those individuals and verified their concurrence with the position's goals?)"

"Who within the organization was considered for this position?(undermining threat?)"

"What's the approval procedure for (whatever you feel you need to function effectively?)"

"Is the Company profitable right now? ... solvent?"

"Do you have a time frame for filling this position? ... for making a decision?"

"What is the salary range? What are the benefits? Are there any built-in performance bonuses, stock options, perquisites, or any other incentives? Is there a retirement plan? If so, how long before I would be eligible for

being partially or fully vested?"

5. **Presentation.** Six things employers want to know about you. If your confidence and enthusiasm are both 8+, then you have reached the point in time to sell yourself, and win their confidence and enthusiasm.
6. **Motive.** Why are you in the job market?
7. **Interest.** Why are you interested in our company and this position?
8. **Bottom Line.** What can we expect from you; your contribution to our bottom line?
9. **Expertise.** How good are you, and how long will you require to get results?
10. **Afford.** Can we afford you? Let him bring it up.
Avoid premature discussions about money.
Induce the employer to name a figure first.
If you are pressed strongly, give a range.
11. **Risk.** How can we be sure that you are, and can do, what you say?
12. **Feedback.** How comfortable (confident and enthusiastic) are they with you?
 1. *"How well qualified do you feel I am for this position?" "Based on your idea of the perfect candidate, how close am I?" "How comfortable are you with me?" "...on a scale of 1-10?"*
 2. *"Well, you must have some concerns. Would you mind sharing with me what they are? ...and in addition to that, is there anything else? ...anything else? ...anything else?"*
 3. *"I like the organization, opportunity, people, etc. I am impressed and/or intrigued by I know that I can do the job. My confidence is a 10. And it is just exactly what I am looking for ... a perfect match. My enthusiasm is also a 10. What else would it take to convince you that you should hire me?"*
13. **Commitment.** What is the next step?
"Where do we go from here?" ... "What's the next step?"
"By when should I expect to hear back from you? Fine. You know, it's difficult to get me by phone, and I would hate to miss your call. Can we leave it this way? If I don't hear from you by then ... within a week ... three days ... two weeks ... I'll follow up with a call to you to check your temperature(on a scale of 1-10), and see where we go from here."

Chapter 22

Two Powerful Selling Tools - PAR And STIF

You should now have developed several good PAR's. This chapter will show you how to use your PAR's to win the confidence and enthusiasm of employers on interviews, as well as use a strategy called AA-UR-STIF to close the credibility gap by overcoming concerns, liabilities, and objections.

Telling Effective Supporting Stories With PAR'S

Your effectiveness on interviews will definitely increase if you can effectively communicate personal descriptors which characterize your strengths and capabilities. However, in order to make your point more credible and memorable, it will be necessary for you to give examples. And, the most effective way to give an example is to tell a PAR story which illustrates the point.

In order to make sure that your PAR story is well-focused, you should select a personal descriptor which characterizes one of your strengths, and begin to make notes for a story which illustrates your use of that strength. When you do this, be sure to follow the PAR format. Once you have made your notes, dictate your story into a tape recorder. Listen to yourself ... then dictate it again ... and listen again. Your PAR story should not exceed 2 or 3 minutes in length.

The Problem

Set the stage for the listener by quickly stating the conditions and situation which constituted the challenge of the problem. At the end be sure to state that this required your using the exact characteristics you wish to demonstrate. For example, consider the personal descriptor "operated efficiently under heavy pressure." Assuming that this is the characteristic you are attempting to illustrate in the story, your problem portion might go like this:

"It's interesting that you should mention the requirement for working under heavy pressure. It happens to be a particular strength of mine, and an incident comes to mind which illustrates the point. May I share it with you?"

"Earlier this year, we had the opportunity to take on some highly profitable business. But it required that we produce in three months what we normally produced in six. We didn't want to let this opportunity pass us by, and when I met with the President and Vice President of Manufacturing to decide whether it would be realistic to take on this business, the decision was ultimately left to me. I made the commitment to meet the production deadlines without sacrificing quality, but I reminded both of them that this would require working under extremely heavy pressure."

By repeating the particular characteristic at the end of the problem, you put the rest of the story in perspective. The description of your actions, which follows, will then be seen in light of this characteristic.

Your Actions

In relating your actions, do not go into too much detail on any one action, but instead try to give a sort of staccato feeling while ticking off three or four separate actions. Told this way, your actions will convey a feel of swift movement from one task to another. Continuing with the example above, your story would now go into the action

phase as follows:

"That same day I made a thorough review of our existing capacity. I identified those areas where we might make substantial gains by changing our traditional methods of operation, while pinpointing other areas where we would need to either build capacity or put on an additional shift.

"My next step was to call in my key managers and gain a commitment from each of them that they could in fact perform according to the schedules I had tentatively planned. I wanted to make certain they understood from the very beginning that this was their project as much as mine, and that they should only agree to realistic goals. We quickly established a common understanding and enthusiasm for meeting interim quotas on dates, and we all felt good about it.

"I counseled each of them to convey to every one of their people that this was an unusual effort which would also have an unusual payoff. I established with our controller a one-time incentive program to make sure that we put rewards behind our words.

"Working closely with the Personnel Department, I initiated a crash recruiting and training program, carried out principally by my key managers. It was successful in helping us quickly add an additional shift. Externally, I negotiated with suppliers for accelerated delivery times on key items crucial to this project. To control all of this, I set up a careful monitoring system."

As the example illustrates, you should try to strike a balance between brevity and enough detail to help build the picture in the listener's mind. This particular example listed about six actions, but usually three or four will suffice. Please note that you should not be hesitant to use the pronoun "I," because the employer is buying you, not a group of people.

The Results

Continuing with the example, it is always appropriate to use numbers, and the results might go something like this:

"Three months later, we delivered the last of the products under that contract. Our costs, including extraordinary items, came in 2 percent under projected budgets, and product quality was actually higher than average. As a result, it looks as though that project alone will be contributing 42 percent of our total annual profit."

Results are most impressive if you can attach a number, in terms of dollars, percentages or the like. If the results are not yet in, it is permissible to use projected numbers. In those cases where it is impractical to use numbers, try to give an indication of the measure of the results by comparing them to some standard, such as a percentage increase or decrease.

For example, if you were a teacher who took over a committee and made it highly effective, you could point out in your results that: *"As a result, a committee which had traditionally been accepted as a figurehead, with very little substance in terms of real achievement, had now become one of the most vital forces on the campus, with an active role in many major activities."*

Recapping — Tell ... Tell ... Tell

There is an old axiom in selling and public speaking which goes something like, "Tell them what you are going to tell them, tell them, and then tell them what you told them." In this case, it is well to remember that you know precisely why you are telling your story, and the point you want to emphasize. The listener, on the other hand, may

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become quite interested in the story, and perhaps forget why you are telling it.

To make sure that the listener gets the point, it is important for you to repeat the point at the end of the story. You can do this with a positive recap statement, and by asking a feedback question. You should again repeat the phrase which you are attempting to demonstrate. For example:

"In the review of my performance last month, it was pointed out that this project was considered very successful, and a particularly striking example of my ability to work well under heavy pressure."

Feedback

At the end of each PAR story, make sure you ask a feedback question. Feedback is especially helpful because it elicits a reaction from the listener, which is sure to be positive, and helps to continue an active dialogue.

"Bill, does that give you a fairly accurate picture of how well I work under pressure?" "Is that the kind of approach which might have application here in this situation?" "Does that example of my capability seem relevant to the position needs we've been discussing?" "Does that respond to your question or concern satisfactorily?" "Is there any other area of my background or qualifications we haven't covered yet which would be appropriate to discuss at this time?" A positive response from the employer will reaffirm that you definitely have what they need.

PAR Stories Can Demonstrate Multiple Characteristics

As you have already seen, one PAR story could be used to demonstrate many different characteristics. The same example used here could have demonstrated:

- Ability to quickly modify traditional methods of operation to adapt to changing situations and circumstances.
- Ability to gain cooperation and commitment from people at all levels.
- Ability to organize, direct and complete a multi-faceted, complex projects which demand attention on many fronts at once.
- Ability to deliver quality products on time and under budget.
- Ability to renegotiate more favorable terms and conditions with existing suppliers.
- Ability to set up effective systems and controls.

To demonstrate each of these characteristics, all you need to do is to repeat each characteristic at the end of your recap statement and feedback question. For example:

RECAP STATEMENT. *"In the review of my performance last month, it was pointed out that this project was considered very successful, and a particularly striking example of my ability to work well under heavy pressure, to gain cooperation and commitment from people at all levels, and to deliver quality products on time and under budget."*

FEEDBACK QUESTION: *"Bill, does that give you a fairly accurate picture of how well I work under pressure? Does it give you a fairly accurate picture of how I am able to gain cooperation and commitment from people at all levels? How about delivering quality products on time and under budget?"*

Half a dozen carefully prepared PAR stories should be sufficient for most people. Begin now to make your notes on these stories, and you will be well prepared to get your strengths across memorably, credibly and convincingly during the interview.

Building Rapport And Credibility While Dealing With Concerns

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

Concerns and Objections Mean They are Interested

Very few employers want to waste their time by raising concerns about someone in whom they are not really interested. In other words, if you stop to think about it, the raising of a concern on the part of an employer is really evidence of interest. Accordingly, if someone takes the time to clearly spell out a concern, do not interpret it as a negative sign.

Instead, realize that the very act of raising the concern can be very positive. It may show that the employer is giving you serious consideration 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.

Liabilities And Concerns: How to Deal With Them

By now you should have identified your functional weaknesses and job-related liabilities. It is important that you minimize the impact of any liabilities by shifting the focus from them, and emphasizing your strengths. Following are some common liabilities, and recommendations for possible ways of dealing with them. Completing the "STIF Worksheet" at the end of this chapter, for every concern, perceived or real, in advance of any interviews, will help you minimize their impact on your campaign. Always use PAR's to demonstrate relevant points. Also, see the next chapter, "Preparing for the Tough Questions."

Lack of experience - This is unarguably the most common liability, and the most difficult to overcome. This is because it presents to the employer the greatest risk – that you cannot do the job right away, or that you may never be able to do it. The main emphasis should be placed on your strong interests, relevant experience, education, functional strengths and specific appropriate skills which will be most useful to the prospective employer. You could also point out that you learn and contribute quickly.

It is most important that you be convincing as to your ability to do the job, as well as your interest in the job. If you can convey enough CONFIDENCE and ENTHUSIASM, you will have a good chance of winning the job. If appropriate, consider saying with conviction and sincerity, *"I know I can do the job ... and do it well – my confidence is a 9+. What I may lack in experience, I will more than make up for as a quick study. And, I really want it ... it's a perfect fit ... my enthusiasm is also a 9+. What else would it take to convince you that you should hire me?"*

Unemployed/Employment Gaps - Do not panic and become reactive. If you do, you will lose self-confidence, self-esteem and much needed objectivity about your future. Rather, become proactive. Focus more on what you want out of your career than that you need a job. Consider your job search a full-time job. Thirty to forty hours per week should be devoted as a priority before anything else.

Do not make any negative references to your present or former jobs or employers. One of the quickest ways to win and hold the confidence of others is to apply the rule spoken by one of the world's greatest diplomats, Benjamin Franklin: *"I will speak ill of no man, and speak all the good I know of everybody."* *"If you can't boost, don't knock"* is always a safe rule. It is one of the quickest confidence gainers. Always say something good about the other party.

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When you state your reasons for leaving, or wanting to leave a job, say that you have **GAINED** a great deal from your experience on the job and **CONTRIBUTED** to the organization, but you are now ready to further pursue your personal and professional career goals. You could emphasize that you are a contributor, loyal, ambitious and get along well with others. *"I'm not here because I need a job ... I could have any number of jobs anytime I would like. Nor am I here just because of your ad. I am here because I have a strong interest in working with you."*

Too much a generalist - You could make the point that you are a quick learner, can apply your skills to a variety of specific problems, and can grasp technical subjects quickly.

Too much a specialist - You could emphasize your broader perspective and interests, and that you are flexible, and adapt and learn quickly.

Insufficient/unrelated education - Certain employers are looking for a particular educational background. If you do not meet the requirements, you could emphasize that you are highly intelligent, possess specialized knowledge and/or have showed persistence in gaining required knowledge, and are a quick learner.

Too old - If you feel that your age is considered a liability, you could emphasize that you are flexible, adaptable, hard driving and possess a high energy level. Also emphasize your relevant strengths that would allow you to make an immediate and significant contribution. You should convey an impression of **ENTHUSIASM** for work and life in general.

Too young - If perceived to be too youthful, emphasis should be on sound judgment skills, maturity, stability, decisiveness and ability to deal with people effectively at all levels. You should convey with an impression of **CONFIDENCE** that you are a quick learner.

Instability/job hopping/too many jobs - You could emphasize your determined pursuit of job satisfaction, your interest in a long-term career with good progression and that you are goal-oriented. Additionally, emphasis should be placed on your loyalty and stability.

One job for a long time - You could point out that while you are extremely loyal, you are also very adaptable, flexible and ambitious.

Underqualified/lack of job-related skills - You could put emphasis on your intelligence, your specialized skills and knowledge that are of benefit, and that you are a quick learner.

Overqualified - Emphasis here should be on loyalty, stability, maturity, immediate contribution and why you want the job.

Low earnings - You could emphasize you are a contributor and achiever.

No experience in large firms - You might point out that you function well in sophisticated environments and get cooperation at all levels.

Lack of demonstrated leadership experience - See "lack of experience," "too much a generalist," and "too young" categories.

Lack of major accomplishments - See "lack of confidence," "lack of enthusiasm," "too much a generalist," and "instability/job hopping/too many jobs" categories.

Lack of frequent promotions - See "lack of confidence," "lack of enthusiasm," "too much a generalist," and

“instability/job hopping/too many jobs” categories.

Lack of good references - See “lack of experience,” “lack of confidence,” “too young,” “instability/job hopping/too many jobs,” and “one job for a long time” categories.

Career has peaked - See “lack of enthusiasm,” “too old,” and “overqualified” categories.

Previous earnings too high - See “lack of enthusiasm” and “overqualified” categories.

STIF (Shift-Test-Illustrate-Feedback): a Powerful Strategy For Overcoming Concerns

In order to help you close the credibility gap, and overcome liabilities and concerns, you should use a powerful strategy called "STIF." “STIF” is the shortened form of “AA-UR-STIF,” an acronym that stands for AVOID-AVOID-UNDERSTAND-RECOGNIZE-SHIFT-TEST-ILLUSTRATE-FEEEDBACK. The hyphens only serve to help you remember the acronym, and the AA-UR-STIF concept. Phonetically, it sounds like: “Ah, you are stiff.” It will help you to avoid the trap of becoming defensive, build a more positive personal chemistry with the employer, and win his confidence and enthusiasm. To help you remember, the acronym looks like this:

- A** -- **Avoid** disagreement with the employer’s concern
- A** -- **Avoid** agreement with the employer’s concern
- U** -- **Understand** the employer’s concern
- R** -- **Recognize** the employer’s concern
- S** -- **Shift** the employer’s concern to the real issue
- T** -- **Test** to see if you may illustrate your positive qualities to overcome the real issue
- I** -- **Illustrate** your positive qualities with a PAR story to overcome the real issue
- F** -- **Feedback** to see if you have overcome the employer’s concern

Using The STIF Strategy

This strategy has eight simple steps. Steps 1-4 are based on the recognition that whenever anyone raises a concern, the personal interaction tends to get somewhat tense and emotional. So the first thing you want to do, is to relieve the tension in order to maintain objectivity with a good feeling and rapport.

Step 1 -- Avoid Disagreement with the Employer’s Concern

Job offers are made not because someone gives a 100 percent correct and intellectually valid answer to every question. Rather, it is because somewhere along the way a sense of confidence and a positive personal chemistry are established. Since you are selling yourself in a job search, you will surely agree that you cannot sell anything to anyone while attempting to win an argument.

Liabilities can be addressed on an intellectual basis, and it is important to have an answer which is logical. From the point of view of building positive personal chemistry, however, it is better not to answer right away when someone raises a concern. Jumping immediately to an answer is in itself somewhat defensive. You should therefore never disagree, become defensive, contradictory, or argumentative. Attempting to win an argument will only lose the job.

For example, if the employer were to raise the concern that “*you lack experience,*” avoid a disagreeable response that typically might sound like this: “*With all due respect, sir, I don’t agree. I actually have a lot more experience than my resume indicates. Besides, I don’t believe the amount of experience you require is really necessary to be able to do the job. My qualifications are actually very good for this position, and I really think you*

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should reconsider the experience, education and training that I do have."

Step 2 -- Avoid Agreement with the Employer's Concern

When a valid concern is raised, it will not help simply to placate the other party and agree. This is because that gives the potential employer a very good reason (which you have then reinforced) for not hiring you. You should therefore never placate or be anxious to be agreeable.

Continuing with the same *"you lack experience"* example, you should avoid placating the employer, and do not be anxious to be agreeable. Do not give a typical response that might sound like this: *"Well, you're right. I know I lack experience. But how am I supposed to get experience unless you hire me, and give me a try?"*

Since it is imperative never to disagree or agree to an objection or concern raised by an employer, you may be wondering, *"what other option is there?"* The answer is: understand the employer and his concerns.

Step 3 -- Understand the Employer's Concern

We all need to be understood. It is a basic human need. In fact, it is widely held that being understood is perhaps more important than being loved. This is because when you are understood, you normally feel loved, and respected. But not necessarily is the reverse true. When you are loved, you do not necessarily feel understood. To feel understood is to feel acknowledged and accepted as a worthwhile human being with valid ideas, thoughts, feelings, experiences and beliefs. It reduces negative feelings of tension and stress.

You will not normally feel the need to convince others of their error, or that you are right and they are wrong, when you are truly understood by them. You will become more open to their ideas, thoughts, feelings, experiences and beliefs that may be different from your own. You will begin to see others in a different light — different and acceptable ... rather than wrong and unacceptable.

Being understood is no less important to the employer than it is to you. When he is understood, he will be more open to your ideas, thoughts, feelings, experiences and beliefs that may be different from his own. It is important to note that you should never assume that you understand the employer. Step 3 will not be completed until you ensure that he feels understood.

Continuing with the same *"you lack experience"* example, you should seek to understand the employer's concern with a response that might sound like this:

"I don't know if I'm exactly the right candidate for this position, because it may appear to you that I lack experience. For that matter, I don't know for sure if this is the right opportunity for me either. That is what this meeting is all about ... to explore the possibilities. So help me to understand your position. How much and exactly what kind of experience would the ideal candidate have? And how did you come to the conclusion that that level of experience is necessary? So if I understand you correctly, you feel that unless a candidate has exactly that experience, that he would not be able to contribute quickly ... or at least would require excessive training before he would be able to hit the ground running? In other words, you want someone who can get the job done, done right, and done right now. Is that right?"

Step 4 -- Recognize the Employer's Concern

You can do this simply by making a statement which recognizes the employer's concern, and perhaps even going so far as to indirectly compliment him. The principle then is not to disagree, or agree, but to understand and then recognize the validity of his concern. An example of how this might be done:

"I appreciate your candor ... being up front with me ... and putting your concern on the table. I have been in your shoes ... and I UNDERSTAND YOUR CONCERN. If I were in your position, I would feel the same way."

Step 5 -- Shift the Employer's Concern to the Real Issue

Step 5 is based on the recognition that, if you do in fact really have a liability, there is little that can be done to change it. If it is the opinion of the employer that *"you lack experience,"* then 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 itself would not help you.

Shifting the focus, therefore, takes you away from the negative concern, over which you have no control. Instead, it focuses the conversation on the positive – the "real issue" -- over which you do have control. You can do this by asking yourself, *"What is the real issue here? What positive qualities of the ideal candidate does the employer have in mind when he or she raises this concern?"* You want to shift the focus of the conversation from your liability, to your corresponding positive qualities which would be possessed by the ideal candidate.

For example, if the employer raised the concern that *"you lack experience,"* the negative implication is that you would undoubtedly take a long time to learn the business. The corresponding positive, therefore, would be *"someone who can contribute quickly ... who can hit the ground running immediately,"* or, in a broader sense, *"someone who can get the job done ... done right ... and done right now ... and who really wants the job."* That is precisely where you want to steer the conversation. Shifting the focus, therefore, might go something like this:

"HOWEVER ... when you bring up that concern ... and it is a valid concern ... what you really have in mind, the real issue here, is the fact that you need someone in this position who can come in and hit the ground running ... someone who can get the job done ... done right ... and done right now ... and who really wants the job. Isn't that right? What kind of time frame would be realistic for you to allow to get the job done ... to get the results you want?"
Or ... a shorter version:

"HOWEVER ... Your real concern is that you need someone in this position who can come in and hit the ground running immediately. Isn't that right? What kind of time frame would be realistic for you to allow to get the job done ... to get the results you want?"

Please note that shifting ends with a question, asking if your interpretation is correct. That gives the employer 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, it gives the employer the opportunity to further clarify or correct you. 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 express your concern?"* In most instances, you will probably have refocused the conversation correctly in shifting.

Step 6 -- Test to See if You May Illustrate Your Positive Qualities to Overcome the Real Issue

Step 6 is a simple conditional qualifying question. You ask whether, IF you can illustrate that you possess all the right qualities mentioned in shifting (that you really are someone who can contribute quickly, who can hit the ground running immediately – someone who can get the job done ... done right ... and done right now ... and who really wants it), THEN might that be of enough interest to him to allow you to give an illustration as to why you are so confident. For example:

"IF I could illustrate to you that I am precisely that kind of person ... that I possess those qualities we just

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talked about ... that I can contribute quickly ... that I can hit the ground running immediately ... that I can get the job done ... done right ... and done right now ... and want to do it, THEN would you be interested enough for me to illustrate with a specific example ... why my confidence is so high ... where my confidence comes from?"

Step 7 -- Illustrate Your Positive Qualities with a PAR Story to Overcome the Real Issue

When you get a positive response from the employer, you can then proceed to Step 7. Here you should use a PAR story which helps to illustrate and support your answer. The answer you give may not be 100 percent intellectually perfect. That is not so important as the manner in which you handle the liability. For example:

"While employed by XYZ Company as the new Business Development Director, I was asked to develop a market for a new product to compete with 'Brand X' in an area of low profitability. I identified all the assets of the new product and determined there were broader uses in our potential market. This gave it greater visibility and reduced inventory problems for our dealers. We priced it at a premium, captured 25% of the market the first year, and made 300% more profit than Brand X.

"I always get results. And I can increase your bottom line similarly in your required time frame. My confidence is very high -- a 9. I can do the job."

Step 8 -- Feedback to See if You Have Overcome the Employer's Concern

Then you should end with a feedback question which asks whether the story illustrates the kind of positive qualities the employer is seeking. For example:

"Does this type of marketing approach appeal to you? Does that sound like the kind of qualities and person you are looking for? What kind of time frame would be realistic for you to allow to get the results you want? What is your level of confidence in me now ...how comfortable are you with me ... on a scale of 1-10?"

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 employer more with how you handled the situation on a personal and emotional level, rather than an intellectual level. And that is the very purpose of this strategy. Instead of getting into a defensive or emotionally damaging argument, you have been involved in a friendly conversation, which is essential to building rapport and winning job offers.

Example of AA-UR-STIF

Concern: " ... you lack experience "

Avoid: "With all due respect, sir, I don't agree. I actually have a lot more experience than my resume indicates. Besides, I don't believe the amount of experience you require is really necessary to be able to do the job. My qualifications are actually very good for this position, and I really think you should reconsider the experience, education and training that I do have."

Avoid: "Well, you're right. I know I lack experience. But how am I supposed to get experience unless you hire me, and give me a try?"

Understand: "I don't know if I'm exactly the right candidate for this position, because it may appear to you that I lack experience. For that matter, I don't know for sure if this is the right opportunity for me either. That is what this meeting is all about ... to explore the possibilities. So help me to understand your position. How much and exactly what kind of experience would the ideal candidate have? And how

did you come to the conclusion that that level of experience is necessary? So if I understand you correctly, you feel that unless a candidate has exactly that experience, that he would not be able to contribute quickly ... or at least would require excessive training before he would be able to hit the ground running? In other words, you want someone who can get the job done, done right, and done right now. Is that right?

Recognize: *"I appreciate your candor ... being up front with me ... and putting your concern on the table. I have been in your shoes ... and I UNDERSTAND YOUR CONCERN. If I were in your position, I would feel the same way."*

Shift: *"HOWEVER ... when you bring up that concern ... and it is a valid concern ... what you really have in mind, the real issue here, is the fact that you need someone in this position who can come in and hit the ground running ... someone who can get the job done ... done right ... and done right now ... and who really wants the job. Isn't that right? What kind of time frame would be realistic for you to allow to get the job done ... to get the results you want?"*

Test: *"IF I could illustrate to you that I am precisely that kind of person ... that I possess those qualities we just talked about ... that I can contribute quickly ... that I can hit the ground running immediately ... that I can get the job done ... done right ... and done right now ... and want to do it, THEN would you be interested enough for me to illustrate with a specific example ... why my confidence is so high ... where my confidence comes from?"*

Illustrate: *"While employed by XYZ Company as the new Business Development Director, I was asked to develop a market for a new product to compete with 'Brand X' in a low profit area. I identified all the assets of the new product and determined there were broader uses in our potential market. This gave it greater visibility and reduced inventory problems for our dealers. We priced it at a premium, captured 25% of the market the first year, and made 300% more profit than Brand X.*

"I always get results. And I can increase your bottom line similarly in your required time frame. My confidence is very high -- a 9. I can do the job."

Feedback: *"Does this type of marketing approach appeal to you? Does that sound like the kind of qualities and person you are looking for? What kind of time frame would be realistic for you to allow to get the results you want? What is your level of confidence in me now ...how comfortable are you with me ... on a scale of 1-10?"*

STIF Worksheet

Complete this worksheet for every possible major liability or concern.

Liability/Concern: _____

Avoid: _____

Avoid: _____

Understand: _____

Recognize: _____

Shift: _____

Test: _____

Illustrate: _____

Feedback: _____

Chapter 23

Preparing For The Tough Questions

Most job seekers make two devastating mistakes when they are being questioned. (1) They FAIL TO LISTEN to the question. They proceed to annoy the employer either by answering a question that was not asked, or by giving out a lot of superfluous information. (2) They attempt to answer questions with virtually NO PREPARATION. The glibest person on earth, even the most skilled debater, cannot answer questions off the cuff without damaging the chance of success. Following is a list of eighty frequently asked questions, and answers to the twenty-one most grueling questions you will need to be prepared to answer.

Answers to the 21 Most Grueling Questions

The following “Answers” are excerpted from “One-on-One, Winning the Hiring Decision.” What follows are a number of questions that various surveys have indicated are asked most often, regardless of the job classification. Study them carefully, develop strong responses, and your candidacy will receive prime consideration. Also, see the previous chapter, “Two Powerful Selling Tools — PAR and AA-UR-STIF.”

1. *"Why do you want to work here?"* Because you have done your homework on the organization, you know exactly why you want to work there. All you must do is organize your reasons into several short, hard-hitting sentences: *"You make the best product on the market today." "Your management is farsighted enough to reinvest the organization's profits so that soon you will be the leader in the category."*

2. *"Why should I hire you?"* The employer asking this question does not want a lengthy regurgitation of your resume. He is not yet asking for a barrage of facts and figures. He is interested in testing your poise and confidence. Give him a short, generalized summary: *"I have the qualifications to do the job that has to be done and my track record proves it,"* or, *"I know that this is the job for me and that I will be successful."*

3. *"What interests you most about this position?"* Give a truthful, one- or two-word answer, such as, *"The future." "The challenge." "The competitiveness." "The environment."* This response will force the employer to ask you to explain, giving you yet another opportunity to demonstrate your profound knowledge of the organization.

4. *"Would you like to have your boss's job?"* By all means, *"Yes!"* Ambitious, hungry people are always preferred over those willing to settle for a safe routine. If you sense this answer threatens your employer's security, you might add, *"when I am judged qualified,"* or *"should an opening develop in several years."*

5. *"Are you willing to go where the organization sends you?"* Obviously, this is being asked because they have every intention of shipping you off. If you answer *"no"* you will probably not be hired. If you answer *"yes,"* understand that once you are a trusted employee you may be able to exert the necessary leverage to avoid the less desirable out-of-town assignments.

6. *"What kind of decisions are most difficult for you?"* Be human and admit that not everything comes easily. But be careful what you do admit. *"I find it difficult to decide which of two good men (women) must be let go." "It is difficult for me to tell a client that he is running his business badly."*

7. *"How do you feel about your progress to date?"* Never apologize for yourself. *"I think I've done well,*

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but I need new challenges and opportunities." This is a good time to drop hero stories. *"No one in my organization has advanced as fast as I have." "I think you'll agree. I've accomplished quite a bit in the last five years."*

8. *"How long will you stay with the organization?"* A reasonable response might be: *"As long as I continue to learn and grow in my field."*

9. *"Have you done the best work of which you are capable?"* This is best answered with some degree of self-effacement. *"I would be lying to you if I told you I was perfect, but I have tackled every assignment with all my energy and talents,"* or, *"I'm sure there were times when I could have worked harder or longer, but over the years I've tried to do my best, and I think I've succeeded."*

10. *"What would you like to be doing five years from now?"* To answer this question, make sure you know exactly what can and cannot be achieved by the ideal candidate in your shoes. Too many job hunters butcher this question because they have not done their homework and have no idea where their career will lead them. If you see yourself at another organization, or in another department of the organization you are meeting with, tread lightly. You can't afford to tell your employer that you believe you'll be more successful than he.

11. *"What training/qualifications do you have for a job like this?"* Deliver a short, fact-filled summary of the two or three most important qualifications you have: *"I have a background in accounting." "I've demonstrated proven selling skills." "I'm capable of handling several projects simultaneously."*

12. *"Why do you want to change jobs?"* This is one of the first questions employers ask. Be sure you are ready to answer it satisfactorily. If you're currently in a dead-end position, locked out of advancement opportunities, explain this. The employer will understand. If your job has become a routine, void of learning experiences, he'll accept that. If you feel your present employer is losing ground to competition, through no fault of your own, he'll accept that, too. However, if you say that your salary is too low, he'll become suspicious. If you say you hate your boss, he'll wonder if soon you'll be hating him. If you say you are bored he'll suspect that you're just another "job-hopper."

13. *"Why do you want to change your field of work?"* Before your interview, spend one hour and organize these reasons into a written statement. Memorize this explanation and be prepared to deliver it, because you will certainly be asked. Your explanation should include:

- (a) How your previous work experience will contribute to your new career;
- (b) What excites you most about this new field;
- (c) How you came to make this career change decision.

14. *"Why were you out of work for so long?"* If there is a gap in your resume, you must be prepared to explain what you were doing in that period. Until you have satisfied your employer's curiosity, you will not get hired. If you were fired and have spent the last year looking for a job without success, you will understand an employer's reluctance to hire you. If, on the other hand, you explain what you have learned or accomplished during this hiatus, he will warm to your candidacy. For example: *"I have taken several courses to strengthen my skills in...."* or, *"I used this period to re-examine my goals and have reached this conclusion...."* The employer must have a positive explanation.

15. *"Why have you changed jobs so frequently?"* This question is crucial. In fact, an unsatisfactory answer to this one is among the top reasons why applicants fail to get the jobs they want. You must convince your employer that your job-hopping days are over. If you feel you made a mistake leaving previous jobs tell him so, while at the same time reminding him that your job performance was never in question. He'll appreciate your candor. If something in your personal or business life has recently changed and would affect your stability in the future, come

right out with the facts. He'll be anxious to hear.

16. *"Have you ever hired or fired anyone?"* You're being asked this question for two important reasons. First, to determine whether you are capable of performing these duties. Second, to determine if the previous experience you have described was at a high enough level to include hiring/firing responsibility. If you have had no experience in hiring/firing, you must make a considerable effort to convince the employer that you are capable of performance in this area.

17. *"How have you helped sales/profits/cost reductions?"* Have your hero stories ready and be willing to prove that you have made significant contributions in one or more of these basic areas. Again, keep your explanations short and try to include specific dollar amounts.

18. *"Why aren't you earning more at your age?"* This question can frighten the wits out of an unsuspecting applicant. One of the following suggested responses should cover your situation: *"I have been willing to sacrifice short-term earnings because I felt that I was gaining valuable experience."* *"I have been reluctant to gain a reputation as a job-hopper, preferring instead to build my career on solid, long-term achievement."*

19. *"How many people have you supervised?"* Similar to the "hired and fired" question, the employer is trying to determine the depth of your experience. Be careful not to exaggerate.

20. *"What are the reasons for your success?"* It is best to keep this answer very general, permitting your employer to probe more deeply if he wishes. Offer a short list of positive character traits that describe you: *"I like to work hard,"* or, *"I get along with all kinds of people and I know how to listen,"* or, *"I pay close attention to details, I know how to watch costs and I can keep difficult customers smiling."*

21. *"What kind of experience do you have for this job?"* Summarize several key areas of experience which you can bring to your new job. Demonstrate to the employer specifically how each one helps solve his problems. For example, *"My experience in new-product introductions will be very helpful to your entire marketing effort."* *"My industrial design background will strengthen your sales-force capability in dealing with large clients."*

The foregoing is excerpted from *One-on-One, Winning the Hiring Decision*. Copyright 1979 Focus Press, Box 895, 1990 Broadway, New York, NY 10023. It has since been republished by Random House under a new title: *One-on-One: Win the Interview, Win the Job*. Reprinted by permission of the author, Theodore Pettus. He acquired his interviewing expertise at some of New York's best advertising agencies. He is now a free-lance writer.

Qualify Open-ended Questions

22. *"Tell me about yourself,"* will often be the first remark of a well-intentioned but poorly prepared employer. You do not want to fall into the trap of talking about your childhood and personal life when the employer is really interested in your professional achievements. Nor would you want to talk about professional achievements if the person were primarily interested in personal and psychological factors. Neither would you want to come back directly with a question, because that is usually too abrupt and may be interpreted as hostile.

The solution is to qualify with a statement such as: *"I'd be happy to tell you about myself. I suppose what you are most interested in is my experience of the past few years and how it might relate to your needs. Would that be a good place to start?"* At that point, the employer can either confirm your assumption with a friendly nod, or state more precisely about what he would like to know.

Recognize The "Objection in Disguise"

23. *"What assurances do we have that you would stay with us for any longer than two or three years?"* Some questions are actually objections in disguise, and it will be to your benefit if you can recognize and treat them accordingly. The objection here is that, for whatever reason, you are perceived as someone who may not stay for a long time. Whenever you encounter a concern, use the AA-UR-STIF strategy explained in the previous chapter.

Identify When a Story Would Help

If you are asked whether you have a particular trait or specific experience, you will hardly impress the employer if you merely say "yes." Your answer will be more memorable and credible if you can support your answer with an example. One of the most effective ways is to relate a concise, action-oriented story which demonstrates the point. People might forget concepts, but they remember stories.

The PAR story format is always recommended as most effective. After you are finished with the story, you should ask a feedback question. Use the PAR strategy explained in the previous chapter.

Recognize When You Are Short on Information

24. *"Why should we hire you?"* Often you may be asked a question for which you really do not have information on which to base an answer. You may indeed have five or six skills which would make you a valuable contributor, but until you know what the employer considers to be important, it is unwise to answer. That is because you may state that you have strengths A, B and C, to which the employer says, *"That's fine, but we don't need those strengths."* The solution here is to turn the question around with a statement such as:

"I do have a number of strengths which I believe would allow me to make an immediate and significant contribution. I'd be happy to get specific about them right now if you would like. However, you asked why you should hire me, and I think it would be presumptuous of me to tell you that these strengths are what you need before I've even shown you the courtesy of listening to what you think are your priority concerns here. Could you share some of your thoughts with me?"

OR, *"Well, I don't know yet if you should hire me. But, in order to answer a question like that, I would need to know more about my competition. Could you describe the other candidates, and their qualifications?" "How would you describe the ideal candidate for this position?"*

Additional Frequently Asked Questions

25. What do you know about our company?
26. Do you think you can handle this kind of job? Why?
27. What job in our company would you choose if you were entirely free to do so?
28. What would your boss say are your best qualities?
29. What would your boss say are the areas in which you need to improve?
30. What do you think about your current or most recent boss?
31. How did you get along with your current (or previous) boss?
32. How much supervision do you require? Why?
33. What kind of boss do you prefer?
34. What boss did you like most? Least? Why?
35. Tell me what your most recent job was all about.
36. What do you like least about your current job? Most? Why?
37. What jobs have you held, how were they obtained and why did you leave?

38. Why do you think you lost your job?
39. What gets you most flustered on your present job?
40. Describe a typical day on your job.
41. What kind of work interests you?
42. Of all the jobs you've had, which did you like most? Least? Why?
43. Would you describe a few situations in which your work was criticized?
44. What have you learned from some of the jobs you have held?
45. Can you get recommendations from previous jobs you have had?
46. How much money are you looking for?
47. What do you think determines a person's progress in a good organization?
48. How much money do you hope to earn 3 to 5 years from now?
49. What really motivates you?
50. Are you primarily interested in making money, or is job satisfaction more important?
51. When did you first contribute to family income?
52. Tell me about your skills.
53. What are your strong points? Weak points?
54. What is your major weakness?
55. What are your hobbies and outside interests? Why?
56. What have you done which shows initiative and willingness to work?
57. What are you like as a person? How would you describe your personality?
58. Do you prefer working with others or by yourself?
59. Have you ever had trouble getting along with fellow students, faculty or employees?
60. Do you like routine work? Why?
61. Do you like regular hours? Why?
62. Define cooperation.
63. Will you fight to get ahead?
64. Do you demand attention?
65. What do you do to keep in good physical condition?
66. Is it an effort for you to be tolerant of a person with a different background and interests?
67. What type of books have you read?
68. What types of people seem to rub you the wrong way?
69. What are your special abilities or skills?
70. Do you prefer a large or small company? Why?
71. How about overtime work?
72. In what school activities have you participated? Why? Which did you enjoy most?
73. Which courses did you like most? Least? Why?
74. What extracurricular offices have you held?
75. How interested are you in sports?
76. How did you rank in your graduation class in high school/college?
77. Do you think that your extracurricular activities were worth the time you devoted?
78. Do you feel you have done your best scholastic work of which you were capable?
79. How do you feel about getting additional education? Why?
80. Do you think that grades should be considered by employers? Why or why not?

Chapter 24

Getting Hired When No One Is Hiring

You may mistakenly assume that if an organization is not actively looking for someone to hire, then there is no position available. The experience of consultants, sales professionals and many job seekers indicates otherwise. While there may be no "job" or "position," there is almost always work to be done that is not being done. Or, there is work that is not being done efficiently or quickly enough. This segment of the job market was earlier referred to in Chapter 3, "Understanding the Job Market," as segment 3, "employers without openings and not anticipating any."

Consider this question. How many organizations do you think would not be interested in increasing cash flow? Or, profitability? Or, revenues? Or, market share and penetration? Or, productivity? Or, reducing or controlling costs? Could you contribute in any of these areas? Remember that your marketability is a function of your ability to contribute to the bottom line. There is not an organization in existence without challenges, problems and concerns. And, that spells opportunity.

Some Examples

- An individual with a background in finance and operations, convinced the president of an airport services firm that he needed a number two man. This would be someone who could help him not only in the financial area, but in operations as well. Within six weeks of the first contact, the president, who had not been looking for anyone, hired him.
- An individual with experience in real estate financing and architecture, suggested to the chairman of a construction firm that his talents could be very valuable in helping to secure new business where municipal approval was essential. Within four weeks of the first contact, the chairman hired him. The job not only included the functions suggested, but other responsibilities as well. Until the chairman started thinking in terms of "things which could be accomplished," he did not realize that he actually had concerns which were not being addressed.
- An executive in his late forties persuaded the president of a test equipment manufacturing firm, in his early thirties, to hire him in a financial/administrative role. Although the president had not been looking for anyone, he brought him on board when he realized that the older executive would add maturity to his management team, impress the bankers with his stability, and provide him with the opportunity to devote his own time to cultivating international customers.
- An administrator demonstrated how she achieved dramatic increases in efficiency in a large publishing firm by implementing advanced administrative systems. She was hired by the managing partner of a law firm. He had not been seeking anyone, but neither had he been aware of the productivity increases which she could make possible.

All of these individuals had three things in common:

- Understanding of Job Evolution. They understood the process of how jobs are created and filled; that almost every organization has problems that are not being addressed because no one is assigned to them. (See Chapter 3, "Understanding the Job Market")

- Identify Core Competencies - They identified their core competencies, and listed the ways each one would enable them to help most organizations. (See Chapter 4, “Getting Focused”)
- Direct the Conversation - They directed the conversation to start the organization thinking about those very areas. (See Chapter 21, “The Interview - Winning Confidence and Enthusiasm”)

How to Get Hired When No One Is Hiring

If you would like to obtain consulting or independent contractor work, or create a position that did not before exist, you will have a better-than-even chance if you follow this approach. It will take some time and preparation, but the results will be well worth the effort.

Contact Your Target Organizations

Do not use a cover letter and resume. Your initial approach should be a short introduction letter. It should be addressed to one specific person, and include his appropriate job title. It should demonstrate your interest in the organization, and should indicate that there are specific areas in which you believe you can help the organization. You should close by indicating that you will call for an interview. Three possible letters you could use are found at Appendix J, "Letter Samples." They include “Letter G ... Introduction Letter for Imminent Opportunities,” “Letter H ... Introduction Letter to Primary Employers,” and “Letter J ... Consultant’s Introduction Letter.”

Follow up by Phone

Follow up all letters by phone using the strategies introduced in Chapter 17, “Phone Strategies: Maximizing Interviews.” A follow-up approach to “Letter J” for consultants and independent contractors might sound something like this with the decision-maker:

"I sent you a letter last week. Do you recall receiving it? Well, in the letter I indicated that I believe your firm to be an industry leader with significant growth potential. Since observing your organization, operations and facilities, I thought that you would be interested in our observations.

"Do you have any concerns for improvement in any of these areas: Increasing cash flow? Increasing profitability? Increasing revenues? Increasing market share and penetration? Increasing productivity? Or, reducing or controlling costs? Which of these would be your greatest concern at the present time? That doesn't surprise me at all. That's exactly why I called. I really believe that I can help you in these and other areas. I would like to meet with you personally for 20 to 30 minutes to discuss your concerns in more detail, and explore just exactly how I may be of the greatest help to you. I could meet with you this week or next. When would be the best day and time to get together?"

If the answer is negative, or if you meet any roadblock, it will be necessary for you to develop telephone techniques for dealing with them. Separate guidelines are provided for handling roadblocks and refining your telephone skills in Chapter 17, “Phone Strategies That Win More Interviews.”

The Interview

During the conversation which follows, you should essentially follow the agenda introduced in Chapter 21, “The Interview - Winning Confidence and Enthusiasm”.

After the first few minutes of conversation in the rapport stage, you might expect to be presented with a question such as: *"Well, I was certainly interested in what you had to say in your letter, and it got me to thinking. I really don't have any openings, but I figure I'm never too smart to learn, so I'd like to listen to what you have to say.*

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The floor is yours." Or, "So you're the genius who is going to help me improve my business. Okay, what can you do for me?"

Whether the remark is friendly or challenging, you should start to take control of the conversation. Here is where you begin the process of helping him focus on areas of need where your talents will be valuable.

Define Specific Areas of Contribution

The principle to follow here, is that of introducing three or four areas – the most likely areas to which the organization is devoting a good deal of thought or action. Depending upon the amount of research you have been able to do, these areas will be more or less specific.

To illustrate this principle, let us assume that you are attempting to do some consulting work, or create the position of Director of Marketing Services, with a \$30 million manufacturer of electronic components. You have been unable to do much research, so that you know little more than the name of the organization, the kinds of products it makes and its sales volume. Your approach might sound like:

"Mr. Smith, let me first say that it is a pleasure meeting you in person. Anyone who has built an organization so quickly to this size, especially in a fast-moving industry, has got to be a very busy person. I admire what you have done, and I'm flattered by the opportunity to discuss with you those areas where I might be able to help.

"It wasn't just a matter of picking your name out of the phone book when I wrote you. I had given it some thought, and I had some specific areas in mind. As I see it, there are at least three areas which must be occupying a good deal of your time, where my input could prove very valuable.

"During our phone conversation, you acknowledged concerns for improving cash flow and revenues ... and you were interested in how you could increase your market share and penetration. The first thing that came to my mind involves the sticky business of selecting the right markets in which to grow. An organization in your position has far more options that it can possibly develop, so I felt you would need help in analyzing which market niches are potentially most lucrative.

"A second area where you might be devoting a lot of time is product development and application. In most organizations in this industry, there is room for improvement in coordination between marketing and R&D. No doubt you are looking at ways of improving the methods by which you develop new products and new applications for existing products, with an eye toward cutting both the time and expenses required.

"The third area relates to sales and sales support. At your size, you have no doubt developed a combination of distributor, rep and direct sales force activities. If someone had the time to carefully analyze all of these relationships, and to give more marketing support to the sales effort while getting improved feedback, chances are that you could realize a significant gain in both sales and profit margins.

"Those are the three areas then, marketing direction and positioning, product development and sales support. Would I be right in assuming that at least one of them is an area which you would consider top priority today?"

Notice that the statement ended with a feedback question. Always end with a feedback question. In effect, what has just been done, is to lay out for discussion three areas which logically would be on the mind of anyone running an organization of that nature. Without knowing much about the organization, it is still possible for you to deduce that these are problem or opportunity areas which are taking top priority. While they would apply to almost any organization of that nature, the listener would no doubt feel that you have done some thinking about his organization in particular. By reviewing the three areas briefly at the end of your statement, and then asking the

question, you are setting the stage for Step 4.

Listen for the "Hot Button"

Your main task here is to listen. Listen with intense concentration so that you pick up any hints which may be dropped as to how he feels about specific issues. By giving him a choice of three general areas, rather than just restricting yourself to one, you will have safeguarded against the possibility that he will come back and say, *"None of them is of interest to me."* If that did happen, you could reply with, *"Oh. Perhaps I have made some mistaken assumptions. Tell me, just what do you see as the priority areas which need to be addressed in this organization?"*

Under normal circumstances, he will reply that all three are of interest, but that one or another area is especially critical. This is where attentive listening comes in. Continuing the illustration, let us assume that you get a reply such as:

"Each of them is an important area. It is interesting that you should mention product development. In my opinion, that is where we need to make the biggest strides and we need to make them quickly. I am not at all happy with the time it takes us to bring a product to market, and I'm downright mad about the cost of doing it!"

By listening, you have just found out that of the three areas you laid out for discussion, the second is his "hot button" – the nearest and dearest to his heart. This is where you should now direct your conversation.

Take Off with a Positive Comment

It is important that you do not come back immediately with a question. This would put you in too dominant of a position, which he may resent. Your next step, therefore, is to make a positive statement which takes off from the statement he just made.

If he ended his statement with a question, this would present no problem. Your positive statement in that case would simply be your answer to the question. On the other hand, if he merely ended the statement with a sentence, you will have to be ready to make a positive comment, taking off from what was just said, and that comment should last at least 15 seconds.

This is critical because the exchange of ideas should be within the format of a pleasant conversation, not simply in a question/answer format. In order to become adept at quickly phrasing take-off comments, you might memorize the following roots from which you can develop comments:

1. **IMPLICATION.** An implication of what was said.
2. **RELATED ISSUE.** A related issue, problem or opportunity.
3. **TREND.** The fact that the subject is part of a larger industry trend.
4. **COMPLIMENT.** A compliment to the decision maker on the fact that he recognizes the problem at this stage and is prepared to act on it.
5. **AGREEMENT.** Agreement that this is certainly an important subject.

Your take-off comment may involve just one of those roots, or it may combine some of them. Here is an example of how it might be phrased in the context of the example:

"I'm not at all surprised that this is a top priority for you. As I see it, most of the organizations in the industry have precisely the same problem, but of course many of them just don't realize it. It is fortunate that you do. The implications of the problem are that there will have to be much tighter control over the entire development process, and much greater direction given from the marketing and management functions. Otherwise, no real gains can be

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made. I know from my own experience just how much is at stake, and how much can be accomplished, once the proper talents are focused on the problem."

Having completed your take-off comment, you have maintained the format of a pleasant conversation and you have begun to build rapport. That prepares you for the next step.

Probe with a Question to Develop the Subject

At this stage, you want to find out as much as possible about the subject under discussion. In fact, before you begin to tell him about your past achievements in this area, there are certain things you want to know with respect to how he views the entire subject. These include, but are not limited to:

- Attitudes
- Predispositions
- Expectations
- Degree of knowledge
- Degree of progress made
- Past attempts
- Existing capabilities for handling the problem
- Where the heart of the challenge lies

Depending upon the individual conversation and subject matter, your probing question will vary. A few examples of what it could be in the illustration include:

"Tell me, have you had the opportunity to decide how you will address this problem?"

"Have there been any attempts in the past to solve the problem?"

"Have you formulated your thoughts yet on the best way to attack the problem?"

What you have done at this point is to ask a three- or four-part opening question, listen carefully, make an appropriate take-off comment, and then ask a second question to develop the subject further. Now it is time to listen again, and then to repeat the process.

Remember, if he ended his statement with a question, your positive comment would be your answer. That makes little difference with regard to the overall pattern of the conversation. At the end of your answer, as at the end of the positive comment, there should be a probing question.

Step 7 - Repeat the Process: Listen-Comment-Question

In order for you to get the full picture with respect to how he views the situation, it would normally take 5 to 10 minutes of conversation. The method you should follow is to repeat the process--listen carefully, make a positive take-off comment, then ask another probing question.

When you feel you have gained sufficient information with respect to the categories mentioned earlier, you will want to go on to the next step, which is to let him know that you have the experience and strengths which will enable you to meet the challenge of that opportunity or problem successfully.

It is important that you do not go to that step prematurely. For instance, you may have solved the problem in the past using outside consultants to help you. Before you let him know how you did it, you had better find out whether or not he has a strong bias toward never using outside consultants. If that were the case, regardless of whether you are correct, you will have hit a sore spot and he will not be listening from that point on.

Step 8 - Let Them Know You Have What It Takes

When you reach that point in the conversation where you believe you have sufficiently developed the subject, it is time for you to let him know that you have the experience and strengths required. The best way to do this is by relating a PAR story which demonstrates how you solved the problem in the past, or how you used the required strengths in the past. Your story should follow the PAR format. This is treated in greater detail in Chapter 22, "Two Powerful Selling Tools – PAR and STIF," on how to tell effective supporting stories.

Briefly, the story should tell how you faced a problem or situation which parallels his. Next, you should tell what actions you took in order to improve or change things. Last, talk about the results achieved, and try to be specific, wherever possible, in terms of percentages, dollars or numbers. Your story will be most effective if you make sure that you do the following before and after:

1. Draw a parallel between his situation and yours. (*"If I'm hearing you correctly, what you need is a product development effort which is closely guided and monitored at every step, with go/no-go decisions and cost analyses performed as a matter of course at specific points in the development process. You might be interested to know how I tackled a very similar situation last year."*)
2. Find out whether he is interested in listening. (*"If you have a moment, perhaps I could tell you about it. Might I share it with you?"*)
3. Relate your PAR story.
4. Ask a feedback question. (*"Is that the kind of approach which you think might have application here in your situation?"*)

By drawing the parallel, you make certain that he understands why you are telling the story. By asking whether he might be interested in listening to it, you gain an attentive audience. With your feedback question you encourage him to reinforce your ability to perform. In effect, you are gaining his agreement that you can do the job.

Step 9 - Summarize and Make the Connector

You have just completed the process of identifying a need, and letting him know that you can fill it. Now, you should make a statement which then directs the conversation to the other areas of potential need you mentioned in your opening statement.

In our example, he was interested primarily in the second area, product development. There were two other areas, however: market niches and sales support. It is to your advantage to go through the same process with these as you did with product development. The statement to achieve this might go along these lines:

"For my part, I am quite happy that at least in one area where you have a distinct need, I have a background that would enable me to make immediate contributions. But you know, product development was only one of the areas I had mentioned at the outset. What about the other areas I touched on? Let's take sales support. Is that an area where you feel you already have made quite a bit of progress, or is it another area where significant improvements could be made?"

You have now directed the conversation to a second major area where you know you can contribute. By now your discussion of the first area has built a good deal of rapport, and you may find him quite receptive to discussing the other areas, even if at first he had been hesitant.

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The principle, of course, is to repeat the same process--a directed conversation which follows the positive comment-question-listen format. Using that process, you will again come to the point where you feel the subject is sufficiently defined, and you will proceed to make your match-up.

When that is complete, again summarize and connect the conversation to the third point. You may find that, as the enthusiasm of the conversation grows, he begins to introduce additional areas of need and opportunity.

Step 10 - Put It All Together

When you have finished discussing all of the areas in which you can contribute, you should now tie them together, so that he clearly sees them as a cluster of need areas for which you can be assigned responsibility. When you have done that, congratulations! You have just defined a job! Whether you get hired to do that job, however, is still an open question. To make sure that you do get hired, proceed to the next step.

Step 11 - Propose a No-Charge Consulting Arrangement

Toward the end of the meeting, after you have summarized these areas of need, concern, or opportunity, you might consider making an offer to conduct a study of them on a consulting basis at no charge. This should require no more than a day or two of your time, during which you study material provided by him and, if possible, spend time on location observing the existing operations. When you feel you have sufficient input, put together an executive summary report which includes at least the following major categories:

- * Your understanding of the problems and opportunities covered by the study.
- * A brief description of your methodology in performing the study.
- * Your observations in each area.
- * Specific aspects identified which might be suitable for change or improvement.
- * Recommended action or studies to gain information which will permit action.
- * Results which you would hope to attain by taking such actions.
- * Advantages and disadvantages of any recommended actions.
- * Step-by-step plan of action.

Devote as much time as you need to make certain that the report is concise and hard hitting. Go over it carefully and try to find fault with it. Rehearse your presentation of it and then proceed to the next step.

Step 12 - Present Your Findings

Do not mail your report. Request a personal meeting to review it in person. If appropriate, make up additional charts for presentation. Make certain that at least an hour and a half are allowed for this meeting. Your presentation might take anywhere from 30 minutes to an hour, followed by a give-and-take session.

Step 13 - Define Your Job

When your presentation is concluded, offer to create a complete task description for a consulting assignment, or a job description for the position you believe you should fill in the organization. It should take into account any reaction to your presentation, and should be completed within a few days of that presentation. Make sure that you include a careful description of your responsibility, authority and the budgets required. Also, make certain that reporting relationships are clear, and that expectations are drawn as concretely as possible.

Review this description person-to-person with the decision maker. Agree on a title and starting date, negotiate an appropriate compensation package, and get started on your new job! By doing it this way, you will have a position

which is tailor-made for you!

Summary: 13 Steps to Getting Hired Where There Is No Opening

1. Contact Your Target Organizations
2. Follow Up by Phone
3. Define Specific Areas in Which You Can Help
4. Listen for the "Hot Button"
5. Take-off with a Positive Comment
6. Probe with a Question to Develop the Subject
7. Repeat the Process--Listen/Comment/Question
8. Let Them Know You Have What It Takes
9. Summarize and Make the Connector
10. Put It All Together
11. Propose a No-Charge Consulting Arrangement
12. Present Your Findings
13. Define Your Job

Chapter 25

Negotiating a Better Offer

Your objective has been to get the employer to make you an offer. If you have been successful up to this point, you have an offer from the employer. Now it is time to negotiate for the best possible job at the best possible compensation. This should always be done on a win-win basis, not win-lose or lose-win.

Negotiating Redefinition of a Job

Few people realize it, but the most important thing you can negotiate is not a dollar figure. Far more important is the nature of the job itself. Once the 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, then it is likely you will have less difficulty in negotiating suitable compensation.

In order to fully appreciate the significance of negotiating the nature of the position, you must understand the continually changing nature of any job. By definition, a job is 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 daily.

Just as we do not notice the daily changes in a growing child, neither do we recognize the evolution of a job. However, when we look at a picture of a child at age ten, and then again at age twelve, we are usually surprised by the dramatic changes. If you were to compare many jobs in a progressive organization to what they were just two years ago, you would likewise see significant changes.

It is this factor of evolution which gives you the opportunity to negotiate redefinition of a job which might not be quite to your liking. At any point in your discussions, you are free to suggest the addition or deletion of certain responsibilities which may be associated with the job. After all, the job description is only one person's interpretation of the appropriate responsibilities, at one point in time.

Examples of Situations where People Redefined Jobs

Negotiating to redefine the nature of a job is fairly commonplace today. Following are some examples that will give you an idea of what can be accomplished:

- The President of a \$17 million electronics firm thought he needed three people at Manager level for marketing, engineering and production. The candidate who was considered for the marketing position convinced the President that he would be better off with one executive who had strong general management capabilities. He could fill one of the primary functions himself and work directly with existing personnel in the other functions. A new job was created which commanded a \$40,000 base salary, whereas the original position had a range between \$25,000 and \$28,000.
- A general management executive was made an offer to run one organization for a conglomerate. He did not discuss money. Instead, he continued to negotiate the level of responsibility. When the final offer was made, his job included responsibility for five separate organizations. The compensation, which originally carried a base salary of about \$80,000, was worth \$150,000 during the first year.

- A plastics organization ran an ad for a Plant Manager at \$28,000. The candidate who was ultimately hired convinced the President that the real need was for a VP of Operations, who could address a number of other problems which the organization faced, similar to those he had experienced at another firm. He was hired at a \$40,000 base, with incentive compensation making the job worth more than \$60,000.
- A young woman with a degree in microbiology was originally considered for a Research Assistant post which paid in the \$15,000 range. Over a course of four interviews, she convinced the decision makers that she was superior at writing and other administrative responsibilities, which she saw as logical extensions of the basic job. She received an offer for a position with significantly larger responsibility than originally defined, carrying with it a \$23,000 starting salary.

Introducing the Subject of Redefining the Job

In many instances, the subject of redefining a job can be a very sensitive issue. Here are some suggestions which should prove useful:

1. Start with a positive comment about the job and/or the organization.
2. Suggest that the organization might realize added benefit in slightly changing the nature of the job.
3. Offer to share your thoughts on some of the additions or deletions which might help improve the job's effectiveness.

Following the above suggestions, your opening might go like this: *"Tom, there is no doubt that whoever fills this job is going to play a key role in helping the organization reach its objectives. In many ways, you have an ideal opportunity for the right person to make valuable contributions in a short time. Based on the goals you stated, I believe I could be of most help if the job included other key responsibilities as well. There are three or four specific areas where my past experience could make a big difference. I would like to discuss them with you, with the idea that some of them should be included as 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 you would like to add. This presumes a good deal of homework on your part, with respect to an analysis of the organization's needs and opportunities, matched to your skill areas. See Chapter 24, "Getting Hired When No One Is Hiring ."

Negotiating Compensation

At any point in your conversations where money is discussed, you are negotiating. The purpose of these negotiations is to arrive at a meeting of the minds...a mutual agreement...a win-win solution. Everybody should be satisfied in getting what he wants.

There are a half-dozen common situations where most people fail to negotiate properly. In those few seconds where they might have begun a successful negotiation, they either remained silent or blurted out a number. Had they been prepared, they could have easily avoided these pitfalls, and in most cases, walked away with 10% to 25% more than what they accepted. Incidentally, you should normally plan on negotiating a figure approximately 15% higher than the one offered.

A Step-by-Step Method to Successful Negotiations

In negotiations, just as in initial interviews, there are some essential steps you must take to insure your success. Identified are eight key steps that will help you negotiate for the best job and the best offer, with examples

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of solutions for avoiding the common pitfalls. It will help if you rehearse, reading out loud or shaping each response until you like what you hear.

The wording of the conversation suggested is by no means absolute. If you prefer other phrases, by all means use them. The important thing is for you to feel comfortable with the response you use. You should be so thoroughly prepared that you do not have to think about what you will say in those few crucial seconds of negotiations.

Step 4 - Elicit a Firm OFFER From the Employer

When you feel that the first four elements have been addressed sufficiently, it is time to bring the discussion to a close. It is important that you understand the terms and conditions of employment, as well as any details that will provide a basis for negotiation. Normally, the offer will be verbally stated by the employer in terms of an agreement such as: *"Well, Bill, that settles it then...thirty two thousand starting salary...complete benefits package you received from personnel...your title will be Manager, Customer Relations...and you will start on the twenty first, two weeks from Monday...."*

There will be times when you will not be sure whether you in fact have an offer. It will be necessary, if you have any doubts at all, to get the employer to make an affirmative decision. To elicit an offer, you might say something like: *"Well then, Dave, is the job mine if I want it?" "When would you like me to start?" "Would you like me to start in two weeks, or would the first of the month be soon enough?" "So then, we agree on thirty two thousand starting salary and the title of Manager, Customer Relations? What kinds of benefits accompany your offer?"*

This approach should clarify what the offer consists of, as well as help to tie down any loose ends that may be dangling. Now, you are ready to move on to step six.

Step 5 - Get it in WRITING

This is normally an easy but vital step. You should always get the offer in writing as a safety measure to prevent any future misunderstanding. A short letter is perfectly acceptable. If an employer refuses to put the offer in writing, then you should seriously consider turning it down. Their refusal is tantamount to a lack of commitment which could leave you stranded without recourse. You should always get a favorable reaction to your legitimate request by simply asking: *"I'm flattered at your confidence in me, and excited about the company and the job.... How long would it take your secretary to put it in writing, and drop it to me in the mail?"*

The information you need in writing is simply what the offer consists of, any terms and conditions, if there be any, and the benefits spelled out clearly. This will normally consist of the title, duties, responsibilities, authority, base salary, commissions, bonuses, stock options, increases projected, evaluations, expectations, probation period, etc. If it is all spelled out, there is less chance of misunderstanding or confusion as to what the offer and compensation are. An additional interview (or interviews) may be needed to further discuss the offer, answer questions and resolve any concerns or details.

It may be necessary for you to draft this yourself, however. If it becomes obvious that they are dragging their feet, offer to draft it and get together for a review and agreement. In your draft, just simply state as best you can the terms and conditions, etc. of employment.

Step 6 - NEGOTIATE for Maximum Salary, Perquisites, Benefits and Incentives

In a well-run job campaign, you are likely to receive offers which please you. However, no matter how pleased you are, you are normally better advised not to say "yes" immediately. This is because in most instances, employers rarely make an initial offer that is the maximum they will consider. You can usually negotiate for a higher

base salary, perquisites, benefits and incentives. In fact, employers often expect to negotiate. Always remember to negotiate the base first ... then perquisites ... then benefits ... then incentives.

They may have gone to a great deal of trouble meeting a great number of people before making an offer to you. Chances are, they are willing to go another 10 to 15% if that is what it takes to get you on board ... and make you happy. The danger, of course, is that you might give the impression that you would be a dissatisfied employee, and that you are not really eager to join the organization. The solution is: 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 questions without running the risk of their concluding that you are really not so interested after all.

Rehearse a 30-second statement in which you tell an employer how enthusiastic you are. (Do not rely on your spontaneous ability to express enthusiasm for 30 seconds when you get the offer.) Also, remember when the actual offer comes, you will probably complete an enthusiastic statement in 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 many:

"Phil, I can't tell you how pleased I am to have received this offer from you. As I have told you, to me this job represents almost the ideal situation. The challenge is there ... the commitment of the organization to meet its goals is there ... and my experience is precisely what is needed to make sure that things happen as they should.

"What I'm most excited about, though, is the fact that I will be working with the kind of people I feel comfortable with. For my part, I felt a positive chemistry with all of the people I've met.

"Anyone would be proud to be 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. I feel Jane and I should go out and celebrate!

"The only aspect of the whole thing that surprised me somewhat was the level of the starting salary. I had thought you would come in just a little heavier. I WOULD BE EVEN MORE EXCITED IF YOU WOULD OFFER ME AN ADDITIONAL \$5,000. Can you see your way clear to another \$5,000?"

THEN SHUT UP AND WAIT FOR A RESPONSE! It is extremely important that you not say anything else at this point. You must wait for the next response from the employer. No matter how long the silence (which may seem like hours), and no matter how great the pressure (which may cause you to perspire profusely), you must wait for a response ... while maintaining your composure with a confident and enthusiastic smile. The employer should come back with one of three possible responses:

1. Yes ...
2. No ...
3. Maybe ...

Step 7 - SELL Yourself by Increasing Your Value to the Bottom Line ... ROI

If the response is either of the two latter, you will need to do more selling. You should explain why you will be worth the extra investment by **INCREASING YOUR VALUE**. You should only sell and negotiate on the basis of your ability to positively impact the "bottom line" ... how you will pay for yourself by your contribution ... how you will bring a handsome return on the investment (ROI) made in you. Never negotiate on the basis of personal needs or wants ... that you have not received a promised raise ... that you have children now in college ... and the like.

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Remember, you can impact the "bottom line" ... and give a return on investment in three ways:

1. Increase sales ...
2. Decrease expenses ...
3. Increase productivity ...

You will more likely be successful if you can sell yourself on the basis of convincing an employer that you will prove to be a good return on investment. Use your PAR stories to help you be convincing and credible.

The \$5,000 figure was used above simply as an example. Generally, you might consider naming a figure which is 10 to 15% higher than the base salary offered. When the request is phrased this way, the chances are minimal that the employer would withdraw the offer. When this technique has been used, it has consistently resulted either in increased offers ... or in a willingness to review the compensation package in a short time. The key to your effectiveness is in your ability to convey CONFIDENCE and ENTHUSIASM before you ask for more money.

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, but at the same time aim for what you believe you are worth.

Obviously, if you are unemployed, or otherwise under immediate pressure to make a change, this will affect the posture you take. You will not be in such a good position to be selective, because you do not have enough leverage. 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 percent increase in net annual take-home pay. If you allow yourself to be talked into a 10 percent increase, you may only be fooling yourself. This is particularly significant because there are people from \$20,000 through \$100,000 who have been getting increases with ease. Do not sell yourself short.
2. Before you do any negotiating, you should always make sure that the employer has made an offer ... 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 is not 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 background to 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.
4. 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."
5. 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 would be that they would hold firm on their original offer.

Remember, if you are looking for the maximum, you must be absolutely enthused about everything but the financial aspect. This means being completely outgoing in your excitement about the job ... about your future boss ... about the firm ... and about the future opportunity. In short, everything ... but the money. Make sure that they know you would love to start immediately.

If you do not meet with any success in your negotiations, then you can always shift from negotiations concerning the "present," and focus instead on "futures." For example, a review after six months, a better title, an automatic increase after 12 months, etc. These are easy things for an employer to give.

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 hire attractive candidates. Still, many people allow themselves to be deceived by employers who talk about increases in gross annual dollars.

From a financial standpoint, what you must be concerned with are immediate and potential opportunities for improving your standard of living. In line with this, before accepting an offer, you calculate just what an increase means in terms of "added funds on a weekly basis." This generally puts things into a more meaningful perspective.

Evaluating And Accepting Offers

When you are looking for a new job opportunity, 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. My recommendation is always to put future opportunity over starting salary. If you are an executive, there are very few "rules of thumb." However, 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.

In accepting a job offer, you should always accept it verbally, and then confirm your acceptance in writing. The purpose of your letter will be to restate the terms under which you have agreed to work for the organization. Hopefully, they will do the same.

General Guidelines For Salary Negotiations

The following information will give you a basic understanding of salary systems and provide guidelines, principles and information which you will find helpful in negotiations. Study this material carefully, and read it over again any time you are about to enter into negotiations.

Understanding Salary Systems

In major corporations, the salary for most jobs is usually flexible within a 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 position.

The exceptions to this would be with smaller firms, in top spots and in those cases where an employer wants to hire you, and will be willing to create a new position in order to bring you aboard. Obviously, these situations will present your best opportunity for negotiating something attractive.

The most common salary systems ordinarily have a range established which differs by half the amount of the minimum salary. For example, an organization may have a job which can pay from \$30,000 to \$45,000. 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 of \$30,000 and the mid-point, i.e., \$37,500.

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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 organizations follow a policy which states that the lower a person's salary (within the range), the more frequent the salary review. For example, the policy might state that if an individual is between the minimum and the mid-point, he is eligible for an annual review. However, if he is between the mid-point and the maximum, a review would be possible only on an 18-month basis.

Handling the Question "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 given earlier would also be appropriate here. Another response might be:

"I can appreciate why you might be concerned about that. You want to be sure that the range you have set up would be sufficient to attract someone with my capabilities. From what I know of this organization, we have no problem there. If the job is right, I believe we will work out something that is agreeable to both of us, and I fully expect that I will fall within your normal ranges. 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 comes about when an employer attempts to use present compensation as a basis for the salary offer. This is a common problem.

Telling the Truth about Present Income

When it comes to financial matters in a job search, there can be little doubt that some people are very imaginative fabricators. However, before you exaggerate your present earnings, you should be aware that it is quite easy for an organization to verify your real income.

In actual practice, most firms will not seek a verification of present salary, and if you do claim higher earnings, you probably will survive. Nevertheless, if anyone in a given firm has reason to suspect your claim, they have a number of avenues open to them. Some of these are as follows:

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 form.
3. They may attempt to make a verification (after you have been hired) with your former supervisor and/or personnel department.
4. They may rely on an outside agency for an investigation of your background and earnings. (It's easy to perform an accurate check on any earnings claim.)

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 bonus, be sure to make that level of earnings the basis for your negotiations.

What to Do When Present Compensation is 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 which now enable you to perform at a significantly higher compensation level.

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 matter. 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 think I should explain that the very reason I am here is because my contributions had far outweighed my compensation. I knew that the type of job I could handle, one such as you are offering, commanded a higher salary. Please remember, too, that my total compensation package was [20 percent more than base figure]. Had I remained, I would have been due for a raise, which would have increased it another 10 percent. As a matter of fact, I have also talked to other people in the course of this job search, and when money has been mentioned, it has been more in the range of [name a range which is acceptable to you]."

Conclude your remarks with a request for the employer to reconsider the offer, based more on the value of the job itself, rather than past compensation. Reaffirm your interest and enthusiasm for the opportunity, the organization and the people you have met.

Items For Possible Negotiation

There are many forms of compensation other than base salary. They vary by industry, occupational specialty and even with economic environment. Corporate perks, more properly known as perquisites, frequently include a range of benefits which may or may not offer meaningful value to you. Listed below are certain major items which may be open to negotiation:

Base salary	Sales commissions
Bonus	Profit sharing
Expense accounts	Medical insurance
Life insurance	A.D.& D. insurance
Vacations	Company car or gas allowance
Stock options	Country club membership
Annual physical exam	Luncheon club membership
Athletic club membership	Disability pay
Pension plan	Legal assistance
Executive dining room privileges	Financial planning assistance
Professional outplacement	Consulting fees after termination
Insurance benefits after termination	Overseas travel
CPA and tax assistance	Matching investment program
Short-term loans	Mortgage funds
Company purchase of your home	Deferred compensation
Consumer product discounts	Severance pay
Reimbursement of:	
Moving expense	Mortgage prepayment penalty
Real estate brokerage	Closing costs
Trips to look for a home	Lodging fees while between homes
Shipping of boats and pets	Installation of appliances, drapes, carpets

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 in normal business hours." Employers are guaranteed little, and the individual can usually easily break a contract.

On the other hand, corporations are usually forced into financial settlement if they choose to dismiss an executive under contract. 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 conceive of any firm which 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 package, as are any matters relating to salary, bonuses, stock option participation, etc.

If you can arrange it, a contract will usually be to your advantage. While you can always be dropped, a contract can provide you 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 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, anyone above \$50,000 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 comply with your request. Do not 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 you've indicated. We're also very concerned about your trust in us. If your 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 handle. 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 which 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 organizations with whom you must be very firm in your request for a contract. These would include: organizations in financial trouble; firms that are merger or acquisition candidates, or those which have just been merged or acquired; family-controlled and private organizations; and organizations where one individual personally dominates the environment.

In these unstable situations, you might consider seeking a three-year contract that covers your minimum

compensation, and that also 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, do not treat contract terms lightly, and be sure to review all 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 an irrevocable severance compensation. The idea of these agreements is sound; 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 \$60,000. However, there are also a number of instances where people earning \$40,000 have been successful in negotiating termination agreements. In most cases, they provide for a minimum severance compensation of six months salary, along with relocation and outplacement assistance, and a six-month extension of all insurance benefits.

Any agreement that you accept should explicitly cover any and all situations under which an employer may choose to terminate your services.

Summary: Eight Steps to Successful Negotiations

1. **AVOID** - Avoid premature discussions of money
2. **INDUCE** - Induce the employer to name a figure first
3. **RANGE** - If you are pressed strongly, give a range
4. **FEEDBACK**- Get feedback
5. **OFFER** - Elicit a firm offer from the employer
6. **WRITING** - Get it in writing
7. **NEGOTIATE** - Negotiate for maximum salary, perquisites and benefits
8. **SELL** - Sell yourself on increased value to the bottom line

In order to help you remember this important formula for successful negotiations, here is an acronym: AIRFOWNS.

Chapter 26

The Support Group – For Spouses And Significant Others

Job Hunting Is Tough!

Looking for a job has become increasingly difficult due to the increased competition in the ever changing, evolutionary economy and job market. Consequently, it is one of the most stressful and lonesome activities in which human beings engage. The level of rejection can be overwhelming. This is why so many otherwise capable job seekers become unduly emotional, and lose their objectivity, confidence and enthusiasm. Consequently, job seekers need all the help, support, and encouragement they can get.

The purpose of this chapter is to help you – the spouse or significant other – better understand the job search process, and your role ... how you can be of help to "your" job seeker.

Three Stages of Job Hunting

Most job seekers believe that the job of finding a job is more difficult than doing the work of the job! Perhaps your job seeker has not had to look for a job in years. My experience in working with thousands of clients indicates that the search for a new job typically has three stages:

Stage One - Confidence

In the first stage, they are usually *confident* and optimistic, because they believe they can accomplish anything. They write their resume, usually one or two pages, based on others they have seen in the past. They seek the advice and support of friends who consider themselves knowledgeable on the job search. They contact friends in business and several potential employers. And they pore over the want ads and contact some recruiters. However, want ads and recruiters account for only about twenty percent of the job opportunities. The remaining eighty percent make up what is referred to as the unadvertised job market.

At this point, they have made thirty to fifty contacts, and have probably even considered starting their own business ... or doing some consulting work. They feel well organized, on top of things, in control, and confident that the search is moving forward. Thus, they begin by doing what they know how to do. That makes sense. There is nothing wrong with these techniques ... except that they alone do not get the best results!

Stage Two - Frustration

After one or two months, they move into the *frustration* stage. Interviews are fewer and farther between. The ones they do get are a lot tougher than they thought they might be. Maybe they did not come off as well as they might have expected. Or they got caught "flat-footed" at some of the more probing questions such as: "Why did you get terminated?" "How long have you been unemployed?" "Why are you in the job market?" "What kind of job are you looking for?" "Why should we hire you as opposed to someone else?" "What are your salary needs?"

They might have had a few offers, but they were below their salary expectations, or involved undesirable relocation. Their attitude deteriorates at the same rate as their job-hunting activities. By now, friends have stopped calling regularly, and negative feelings such as hostility, anxiety, depression and loneliness are beginning to set in.

This stage of frustration normally lasts for one or two months.

Stage Three - Doubt

Then they move into the third stage called *doubt*. In contrast to stage one, where they believed anything was possible, now they doubt that anything is possible. They are probably ready to settle for what they can get, even if it means a lesser position. If they are unemployed, they may be considering a part-time or intermediate job to improve cash flow. They may even be considering selling the car, or home, because they really are desperate.

They have fallen victim to the job seeker's myth. They were probably told, and likely believed, that a college degree, experience and good career progression were all that were needed for a successful job campaign. But that is simply not true. Education and experience alone will not get them a job. They will only get hired for what they are able to do – their confidence in their ability to contribute ... and their enthusiasm for the job and company – not for their experience and education. During this stage, most job seekers feel lonesome . . . *really l o n e s o m e*.

Time Frame, Logistics And Quotas

For maximum exposure and activity, job seekers should make 100 contacts for each \$10K of annual income, at the rate of 100 contacts per month. For example, if they are seeking \$50,000, their objective would be to make 500 contacts over a 5-month time period. Additionally, they should schedule their time, effort, priorities, and contacts as follows: 20% ads and recruiters; 40% networking; and 40% direct employer contact. Using the previous example, ads and recruiter contacts would equal 100, and networking and direct employer contacts would equal 200 each.

Please Be Proactive And Generous in Your Encouragement And Support

Please be proactive and very generous in your encouragement and support of your job seeker. You are more important to his/her success than you can possibly realize. Imagine how you would feel if your spouse, or significant other, said the following words of encouragement and support to you. How would you feel? Several job seekers have indicated that it would make all the difference! Just imagine the power of it all. You would be empowering him/her to be more successful. My personal guarantee: if you will say the following frequently, and with sincerity, that he/she will be much more successful. And, you will personally reap rewards that you would never have imagined!

"(John/Mary), I want you to know that you've been on my mind a lot lately. And, I want you to know that I really do love you ... I really care about you ... I believe in you ... and I'm behind you all the way. I support you in your efforts ... and I know that you can do anything you set your mind and heart to do. How can I help you today?"

PART V
APPENDICES

Appendix A
Personal Data

Career Liabilities

Listed below are common factors which can eliminate you from employment consideration. Please check only those items which potential employers might negatively attribute to you in view of your objectives. For example, if you were seeking to become a University President, but did not have post-graduate degrees, potential employers might view you as a candidate with insufficient education. Please be completely forthright. We need to understand the way you view your position, in order to minimize or compensate for any potential negatives.

Lack of well-defined goals/objectives
Don't have enough work experience
Experience is limited to 1 industry
Experience is limited to 1 company
Experience is in other industries
Experience is in other disciplines
Have a record of too many jobs
Made lateral job shifts
Present earnings are relatively low
Presently unemployed
Work history has employment gaps
In a semi-remote location
Not fluent in enough languages
Have insufficient formal education
Education is unrelated
Have uncertain job references
Were terminated from previous job(s)
May be considered too young
May be considered too old
Haven't traveled enough overseas
Haven't traveled enough in the US
Academic record was mediocre
Didn't hold many jobs in college
Had few activities in college
Need more experience in large firms

Need more experience In small firms
Haven't shown much leadership
Have made slow financial progress
Don't have many major accomplishments
Career has peaked out
Haven't been frequently promoted
Too much of a specialist
Too much of a generalist
Have been in your job too long
Previous earnings were too high
Don't know the geographical area
Need more line experience
Need more staff experience
Need more supervisory experience
Need more budgetary experience
Need more creative experience
Need more analytical experience
Need more writing experience
Need more speaking experience
Need more management experience
Need more general management experience
Need more top management experience
Need more civic participation
Haven't published enough
Aren't well enough known

References

List below those most credible and enthusiastic individuals who can give evidence of your qualifications. Indicate your association or relationship if it is not obvious. Employers will want to know why you are using them as a reference. Be sure and call them before you use them.

1. Name, Title
Organization
Industry
Address
City, State, Zip
Phone Number
E-mail address
Association

2. Name, Title
Organization
Industry
Address
City, State, Zip
Phone Number
E-mail address
Association

3. Name, Title
Organization
Industry
Address
City, State, Zip
Phone Number
E-mail address
Association

4. Name, Title
Organization
Industry
Address
City, State, Zip
Phone Number
E-mail address
Association

Employment Record

List each position with every employer. Show current/most recent employer first.

Employment dates:			
Employer:			
Products/services:			
Your title(s):			
Duties:			
Job level:			
# people managed:			
Budget:			
Title of boss:			
Division profits/sales:			
Parent profits/sales:			
# branches/employees:			
Compensation:			
Reason for leaving:			

Appendix B
Functional Skills Identification Menu

Functional Skills Identification Menu

Identify Functional Skills

1. This exercise should prove helpful if you are changing careers, or between entry level and middle management. It will help define your core functional areas of interest and competency, if the previous inventory using the functional organization chart proved a challenge. The following pages provide a comprehensive listing of functional skills. Please review the list of the functional skill areas in which you gain enjoyment, satisfaction and fulfillment, and have expertise. They should be selected based on your enthusiasm for, and your confidence in, each respective functional skills area. In considering your several interests and passions, what are your core functional interests, that would give you the greatest satisfaction and fulfillment, and for which you would have the greatest enthusiasm, over the longest period of time? In considering your abilities, skills, expertise and knowledge, what are your core functional competencies, that would allow you to make the greatest contribution to an employer, in which you have the greatest confidence, over the longest period of time?
2. Using the following list of functional skills, please circle each primary functional skill confidence and enthusiasm = 9-10). Then, underline each secondary functional skill (confidence and enthusiasm = 8). Finally, list all primary and secondary functional skills on the lines below.

3.	Primary Functional Skills	Primary Functional Skills
(1)	_____	(11) _____
(2)	_____	(12) _____
(3)	_____	(13) _____
(4)	_____	(14) _____
(5)	_____	(15) _____
(6)	_____	(16) _____
(7)	_____	(17) _____
(8)	_____	(18) _____
(9)	_____	(19) _____
(10)	_____	(20) _____

4. Secondary Functional Skills	Secondary Functional Skills
(1) _____	(11) _____
(2) _____	(12) _____
(3) _____	(13) _____
(4) _____	(14) _____
(5) _____	(15) _____
(6) _____	(16) _____
(7) _____	(17) _____
(8) _____	(18) _____
(9) _____	(19) _____
(10) _____	(20) _____

Abstracting/Conceptualizing
 parts of a system into a whole
 non-observable physical phenomena
 new spatial relationships

Accounting

taxes
 audits
 bookkeeping
 setting up manual systems
 setting up automated systems
 general ledger
 accounts receivable
 accounts payable
 payroll

Administering

a department of people, programs
 a specific activity, such as a test

Advertising

agency
 industry
 print
 TV
 Radio

Advising

giving expert/professional counsel, advice
 in an educational system
 on business matters

on personal matters
 those who seek your opinion

Advocating

represent and support the goals of an organization or cause

Analyzing

quantitative data, statistical data
 qualitative data
 financial data
 computer systems
 physical or scientific data
 human/social situations
 trends, patterns

Anticipating

staying one step ahead of public moods
 being able to sense what will be fashionable
 expecting a problem before it develops
 seeing first sign

Appraising

evaluating programs or services
 judging the value of property
 evaluating performance of individuals

Arranging

social functions, events
 meetings between specific people
 flowers, furnishings, etc.

Assembling

technical apparatus or equipment
items of information into coherent whole

Auditing

assessing the financial status of an organization

Authoring/Composing

create an original musical or literary work

Brainstorming

unrestrained generation of ideas or possibilities

Budgeting

outlining the cost of a project
assuring that money will not be spent that exceeds
available funds
using money efficiently, economically

Building/Constructing

mechanical apparatus
physical objects, furniture, etc.
houses, roads or similar civil construction

Business Development

marketing
customer relations
public relations
promotion
acquiring new accounts

Calculating/Computing

performing mathematical computations
assessing the risks of an activity that is contemplated

Categorizing

organizing information into classifications

Classifying

sorting information into categories
deciding on personnel placement

Coaching

guiding the activities of an athletic team
tutoring, in academic subjects or other
intensive one-on-one training

Collecting

money or services from people who owe items
from widely scattered sources
information, researching data

Committee Work

attaining objectives through committees
creating and implementing committees

Communications

one-on-one, group
public relations
newsletters
telecommunications print/media

Compiling

gathering numerical, statistical data
accumulating facts in a given topic area

Composing/Authoring

create an original musical or literary work

Computing/Calculating

performing mathematical computations
assessing the risks of an activity that is contemplated

Conceptualizing

form new or creative ideas, theories, or processes

Conflict Resolution/Arbitration

legal matters
civil matters
personal matters

Confronting

obtaining decisions from reluctant others
giving bad news to others
obtaining information from others who are unwilling to
disclose it
resolving personal conflicts with others

Constructing/Building

mechanical apparatus
physical objects, furniture, etc.
houses, roads or similar civil construction

Consulting

internal
external
individuals

business
government
industry expert
functional expert
generalist
seminars/workshops

Contracting

real estate, construction
equipment, machinery
services
parts, supplies

Controlling

exercising financial control
crowd behavior
behavior of children
environmental control operations

Coordinating

numerous events involving different people
great quantities of information
activities in different physical locations
events in time sequence

Corresponding

answering inquiries by mail
initiating letters with others
soliciting business by direct mail

Cost Reduction

labor
production, processing
raw materials
overhead
supplies

Counseling

helping people with personal/emotional concerns
helping people w/life development concerns, career,
finances, etc.

Craft Making

using manual dexterity and design skills to produce
creative objects or products

Creating

artistically (visual arts, performing arts)
new ideas for an organization

new ways of solving problems
inventing new apparatus, equipment

Credit/Collections

policies/procedures
analysis
granting loans/credit
collecting delinquent accounts

Customer Support/Relations

retail
wholesale
manufacturing
services

Data Processing

programming
systems
analysis/integration
operations

Dealing w/Ambiguity/Unknown

making decisions based upon severely limited
information
making hypotheses about phenomena virtually unknown

Dealing w/Pressure

risk toward self (physical or otherwise)
risks toward others
time pressure, deadlines for getting work done
complaints, abuse, etc. from others

Deciding

on the use of money
the physical safety of others
about alternative courses of action
acting in a decisive manner

Delegating

distributing tasks to others
giving responsibility to team members

Demonstrating

products
equipment, machinery
processes

Designing

physical interiors of rooms

exteriors of buildings
plans involving processing of information

Determine Policy

develop guidelines & strategies for carrying out a course of action

Developing Mathematical Models

for scientific phenomena
for behavior phenomena
for economic or business phenomena

Dispensing

information to the public
materials, equipment, medicines

Displaying

ideas in artistic form
pictures or products for public displays
products in store windows or shelves

Distributing

products to people personally
marketing products effectively, making them available to possible customers

Dramatizing

business/commercial ideas (advertising)
social concerns, problems
working behind the scenes for dramatic experience

Editing

newspaper, magazine pieces
book manuscripts, other manuscripts

Enduring

long hours of work
physical danger
people who are "difficult"
periods of being alone
physical hardship
mental or emotional duress
stressful situations

Entertaining

on an in-person basis, to audiences
via electronic media
giving parties, social events

Estimating

the likely costs of an operation
possibilities of future income
physical space accurately
current or future value

Evaluating

an activity, project, program to determine its success
the performance of individuals
goals, objectives

Examining

administering written tests
making a financial assessment
looking for physical/medical symptoms

Exhibiting

showing publicly or demonstrating

Explaining

justifying one's actions to others
making obscure ideas clear to others

Expressing Feelings

on a personal basis, to an individual
emoting powerfully to groups, audiences

Facilitating Groups

supporting or easing interaction for the purpose of reaching an agreement or common goal

Financing

growth, expansion
start up
working capital
assets
equipment, machinery
real estate

Finding

information from obscure, varied sources
people who can be helpful to you or others

Food Preparation

plan, purchase, cook, and serve food or meals with nutritional and aesthetic appeal

Foreseeing

perceiving and anticipating future trends or possibilities

Fund Raising

on a person-to-person basis, such as door-to-door
collecting for charity
from large foundations, organizations
for political candidates
through sale of products
through advertising methods
through debt instruments
through equity instruments

Group Facilitating

facilitating the positive interaction of group members
specific facilitation involving therapy
seminars/workshops

Handling Complaints

from customers of retail stores
from stockholders of corporation
from citizens of government agencies
from parents of students

Handling Detail Work

doing small tasks within a short period of time
ensuring that small details are not left unattended

Hosting

providing hospitality
welcoming guests or strangers with warmth and
generosity

Hurrying

working at a fast pace
moving quickly from one place to another

Imagining

new ways of dealing with old problems
theoretical relationships
artistic ideas or perspectives

Implementing/Executing

business plan
marketing plan
project, program
idea, concept

Improvising

acting and preparing on the spur of the moment

using materials at hand to fill an immediate need

Influencing/Persuading

influencing others to your point of view
influencing others where money is involved
influencing others to take action
convincing others to adopt a belief, change an attitude

Initiating

personal contacts with strangers
new ideas, ways of doing things, approaches

Inspecting

physical objects, to meet standards
people, to detect information

Instructing/Training

teaching or explaining specialized information to others
by demonstration, explanation or practice

Interpreting

other languages
obscure phrases or passages in English
meaning associated with statistical data

Interviewing

applicants to an organization
obtaining information from others

Intuiting

relying on insight or hunches beyond the reach of the
senses or experience
looking for possibilities and relationships not based on
facts or experience

Invent

originate or devise a new product or process through
experimentation

Investigating/Researching

seeking information which individuals may attempt to
keep secret
seeking the underlying causes for a problem

Laboratory Work

setting up scientific equipment
obtaining results from controlled experiments

Leading/Guiding

individuals
groups
departments
companies
industries
public opinion

Liaison

between individuals
between groups
between departments
between companies

Listening

to extended conversation between others
to extended conversation from one person in order to help
to recording devices, or other monotonous listening situations

Locating

finding people who are missing
detecting missing information
identifying sources of help for others

Maintaining/Repairing

real property
equipment, machinery
automobiles

Making Layouts

for printed media, newspapers, etc.
diagrams, charts, other symbols

Managing

responsible for the work of others
responsible for sales or operations activities of a territory or office
responsible for processing of data
guiding the activities of a team
responsible for meeting the planned objectives of an organization
materials, inventories
budgets
profit and loss
programs, projects

Manual Dexterity

use hands with skill and precision with objects, tools, and machines, or create arts and crafts

Mapping

geographical, physical boundaries and space
putting sequences of events into graphic form

Marketing

increasing market share
increasing market penetration
opening new markets
research, analysis
sales, promotion
strategic planning
pricing
packaging
positioning

Measuring

obtaining accurate scientific measurements
applying standards to evaluate data or performance

Mediating

resolving or settling differences by acting as an intermediary between two or more conflicting parties

Meeting the Public

receptionist, greeter, tour guide
public representative of an agency
selling products in a public place
dealing with public in a service capacity
marketing research
conducting surveys

Memory Use

the power or process of recalling to mind facts, faces or patterns from the past

Monitoring

following the progress of another person
observing progress on equipment or activity

Motivating

others for peak physical performance
others for psychological efforts, helping them to overcome their inertia
peers or inferiors (leadership)

Moving w/Dexterity

agile, able to move athletically, w/speed and grace
able to use hands/fingers with speed and accuracy

Negotiating

financial, business contracts
between individuals or groups in conflict
responsibilities, relationships
being a peacemaker between parties
acting as a liaison between competing interests or
differing constituencies

Observing

small details in physical objects
small details in written materials
physical phenomena with great accuracy
behavior of human beings social/historical changes

Obtaining Information

from written sources, documents
from unwilling individuals

Operating

scientific equipment
mechanical devices, vehicles, etc.
electronic equipment, computers

Organizing

bringing people together for certain tasks
gathering information and arranging it in clear,
interpretable form
arranging political activity
rousing public to action
arranging objects in an orderly fashion

Outdoor Work

involvement with land and resources
involvement with animal life
testing oneself against physical challenge
conservation
collecting scientific data
recasting land for commercial use

Perform

the unique expression of an inner ideal into an artistic or
entertaining form as in singing, dancing, acting, or
playing an instrument

Persuading/Influencing

influencing others to your point of view

influencing others where money is involved
influencing others to take action, to help you
convincing others to adopt a belief, change an attitude

Planning

anticipating future needs of an organization
scheduling a sequence of events
arranging an itinerary for a trip

Politicking

generating support for one's ideas within an organization
generating support from another organization
influence policy within an organization

Presiding

meetings, committees
organizations

Predicting

physical phenomena
psychological/social events
results, the final outcome

Preparing

scientific equipment or specimens
written materials for a presentation

Printing

using mechanical printing equipment
printing letters carefully by hand

Problem Solving

personal affairs
financial
legal
mechanical
business

Processing

the orderly flow of electronic data
introducing an individual to the procedures of an
organization
identifying the human interaction taking place in a group
channeling information through a system
manufacturing a product

Producing Events

planning, arranging, and carrying out artistic displays or
theatrical events

Programming

computer systems
computer software
developing and arranging events

Promoting

through written media
on a personal basis, one-to-one

Proposal Writing

for government funding
for revising in-house publications
for solicitation of business contracts

Protecting

protecting people from physical harm
protecting property from people
building protecting devices or equipment

Public Relations

lobbying
promotion
stockholder relations
media relations
public opinion

Purchasing

supplies
machinery, equipment
real estate
businesses

Questioning

obtaining evidence in legal situations
asking creative questions in fluid situations

Reading

large amounts of material
written materials with great care
numbers/symbols at great distance
illegible or very small writing

Record Keeping

orderly keeping of numerical data
records keeping log of sequential information
creating and maintaining files
clear and accurate financial records
orderly record of services rendered

Recording

numerical, quantitative data
scientific data, using instruments
electronic data equipment, computers

Recruiting

hiring people for an organization
acquiring students/clients for an institution

Rehabilitating

helping people to resume use of limbs
working with patients through non-physical media, such as art, music, etc.

Remembering

large quantities of information for immediate recall
names, faces, places, etc.
long sequences of events or instructions

Repairing/Restoring

mechanical devices, equipment
furniture, doors, walls, etc.

Repeating

the same procedures many times
many attempts to obtain a difficult result

Representing

an employer to the public
an individual to an organization or official
acting as an agent or broker

Researching/Investigating

extracting information from library
obtaining information directly from people
obtaining information for physical data
pure research
applied research

Restoring/Repairing

mechanical devices, equipment
furniture, doors, walls, etc.

Reviewing

reassessing the effects of a program
reassessing the performance of an individual
evaluating a play, movie, etc.

Revitalization

programs
neighborhoods
organizations committees

Rewriting

technical language into popular
revising articles, manuscripts, scripts

Scheduling

interviews, meetings
flights, travel
accommodations
milestones, production

Selling

tangible products
intangible products/services
ideas to others verbally
ideas to others in writing
products or services to consumers
products or services to business
government policies to public
business/private interests to government (lobbying)

Serving

providing a service to an individual
a product (e.g., food) to individuals

Setting Up

arranging for a demonstration of some physical
apparatus
getting people and things ready for a show, an exhibit, or
such

Speaking

publicly to an audience
individually to many people
on electronic media (radio, TV)
with clear diction

Supervising

directly overseeing work of others
in white-collar setting
laborers, industrial workers
overseeing physical plant, building, etc.

Synthesizing

combine separate parts or elements to form a new whole,

as in a concept or theory

Systematizing

data information, work flow

Systems Analysis

computers
production processes
manual systems

Taking Care of Others

caring about and taking specific action to improve
attitude, health or welfare of others

Talking

for long periods of time, uninterrupted
able to sustain social chatter

Teaching/Training

in the school or college classroom
individuals to perform certain tasks (training)
tutoring individuals in certain subjects
conducting seminars, workshops

Timing

organizing time efficiently so that many tasks are
completed in finite time period
arranging an event so that it occurs precisely at the right
moment

Tolerating

misbehavior, lack of follow-through, or mistakes of those
you supervise
lack of support for work you are doing
misunderstanding of work you are doing
anonymity, no public rewards or recognition for your
work

Training/Instructing

teaching or explaining specialized information to others
by demonstration, explanation or practice

Translating

expressing the words of one language in the words of
another
reducing sophisticated language to simpler terms

Treating

physical ailments of humans, animals
mental, emotional problems or disorders

Troubleshooting

finding sources of difficulty in human relations
detecting sources of difficulty in physical apparatus
detecting sources of difficulty in a process/activity

Turnaround

troubled organizations
inactive/ineffective committees, activities

Updating

keeping a file of information up to date
completing historical record of a person
acquiring new information on an old topic

Using Instruments

of a scientific nature
of a medical nature
related to motion, transportation

Visualizing

forming mental pictures or images
receptive to an inner vision

Working w/Precision

on physical materials
with numerical data
in time and space situations calling for little error

Writing

copy writing for sales
creative writing (prose, poetry)
expository writing (essays)
technical, report
memo writing
for a popular audience (journalism)

Appendix D

Personality Types and Work Preferences

Holland Six Personality Types and Work Preferences

Research shows that work preferences are essentially expressions of personality. John L. Holland developed the widely used theory that both people and their preferred work environments can be generally classified into six types, which he labeled *Realistic*, *Investigative*, *Artistic*, *Social*, *Enterprising* and *Conventional*. The *Strong-Campbell Interest Inventory*, published by Consulting Psychologists Press in Palo Alto, California, assesses personality and interests based on these six types. A brief overview of the six personality types with examples of corresponding work preferences is provided below. Included are additional descriptors to facilitate your understanding of each type and category.

Realistic (Mechanical-Operative): Technical and Athletic

Personality type: These people are mechanically, technically or athletically inclined and prefer manual labor, or working with their hands, machines, and/or tools to build, repair or grow things, often outdoors. They enjoy physical activities and working on concrete problems.

Work preferences: Military, mechanic, engineer, police officer, fire fighter, professional athlete, the building trades, manufacturing, fish and wildlife management or landscaping.

Investigative (Analytic-Scientific): Abstract Problem Solver

Personality type: Scientific types like to use their minds to solve abstract problems. They prefer to work on their own researching, observing, investigating, analyzing, evaluating and solving problems of a business, cultural, scientific or social nature that requires the use of ideas, words and symbols.

Work preferences: Data-related careers in academia, computer science, engineering, the sciences, criminology, economics, journalism, medicine, psychology or research.

Artistic (Creative-Self Expressive): Ideas and Imagination

Personality type: Creative, artistic, innovative, and intuitive, these people like to use imagination with a good degree of self-expression via physical or verbal means that results in the creation of art forms and literature or innovation of products and services.

Work preferences: Idea-related careers such as creative or performing arts, music, drama, writing, journalism, advertising, architecture, design engineering, painting, or product and service design and development.

Social (Nurturing-Altruistic): People Helper

Personality type: Social types enjoy group activities, and helping, guiding, and giving service to others. They prefer opportunities to be near or at the center of group endeavors and solving problems through discussions with others or by encouraging relationships between people so as to inform, enlighten, help, serve, train, develop or cure them. Good communicators with good interpersonal skills, they seek to improve the quality of life for others and are cooperative, helpful, understanding and sociable.

Work preferences: Counseling, health care, education, training, social work, psychology or religion.

Enterprising (Venturous-Influential): People Influencer

Personality type: Enterprising people like to work with people by influencing, persuading, leading, or managing them. They enjoy holding positions of leadership or power with recognition and like to help decide important questions that affect others. They prefer working out ways for accomplishing and doing things by convincing, directing or persuading others to attain organizational goals and/or economic gain.

Work preferences: Self-employment or people-related careers such as business management, public administration, politics, law, marketing, merchandising, sales or consulting.

Conventional (Procedural-Systematic): Data and Detail

Personality type: People in this category do not prefer leadership roles but may be found working in large organizations carrying out detailed instructions. They enjoy data-related activities that require attention to detail and accuracy. They are structured, orderly, well-organized, self-controlled, and like to use verbal and numerical skills to organize data and information according to prescribed plans and well-established procedures.

Work preferences: Data-related occupations such as in banking, finance, accounting, bookkeeping, secretarial, data processing, computer programming, clerking or other administrative office practices.

Myers-Briggs Sixteen Personality Types and Work Preferences

Based on Carl Jung's psychological types, Isabel Briggs Myers and her mother Katheryn Briggs, devised the Myers-Briggs Type Indicator, also published by Consulting Psychologists Press. It is a psychological assessment tool for identifying sixteen different personality types, based on preferences. The four preference scales that constitute the assessment are: Extraversion-Introversion; Sensing-INtuition; Thinking-Feeling; and Judging-Perceptive. The sixteen personality types are represented by four letters – the first letter of each preference type (with the exception of intuition which uses "N" because "I" is already used by introversion).

Extraversion means a preference for the outer world of people and things. Introversion means a preference for the inner world of ideas and concepts. Sensing means a preference for the tangible world of experience with the five senses, facts, and detail. INtuition means a preference for the intangible world of possibilities, relationships, and the big picture. Thinking means a preference for objective decisions based on impersonal analysis, facts, and logic. Feeling means a preference for subjective decisions based on personal values. Judging means a preference for being well planned, decided, and organized. Perceptive means a preference for being spontaneous, flexible, and adaptable.

An understanding of personality types in general, and your own type in particular, can help you get better focused in choosing a more appropriate career path. It can also help you deal with the problems and people in your life. My personal observation and experience with thousands of clients, is that there is a correlation between personality type, as reported by the Myers-Briggs, and appropriate "job function" and "industry" suitability. The sixteen personality type descriptions provide a number of ways for you to explore your own preferences and personality type. Each of the Myers-Briggs 16 personality types is listed below, with its "descriptor," and appropriate career related activities. The types are reported by the four letters that define the four preferences.

ENFJ (Teacher)

Personality type: Likely to be the best teachers, instructors, and trainers of all types. Catalyst of the growth process, with uncanny ability to bring out the best in others, to activate the differentiation, or unfolding process in the learner. Can present a proposal or lead a group discussion with ease and tact. Charismatic leaders, sociable, popular, sympathetic. Responsive and responsible. Feel real concern for what others think and want, and try to handle things with due regard for other people's feelings. Responsive to praise and criticism. Altruistic people lovers.

Work preferences: Teaching, instructing, training, communication director, dean of students, entertainer, writer/journalist, housing director, artist, recreation director, program designers, recruiter, advertising account executive, social worker, newscaster, public relations manager, non-profit director, politician, sales trainer, career counselor, TV producer, psychologist, sales manager, librarian, personal counselor, executive (small business), fundraiser, holistic health advisor, outplacement counselor, facilitator, clergy/ministry, college professor (humanities), teacher (art/drama/English), human resource trainer, and personalized sales...sustained personal contact.

ENFP (Counselor)

Personality type: Likely to be the most altruistic, hyperalert, and hypersensitive of all types. Unusually skilled in handling people. Quick with a solution for any difficulty, and ready to help anyone with a problem. Good problem solvers, especially people problems. Warmly enthusiastic, high-spirited, ingenious, imaginative. Good at initiating meetings and conferences, but may not be good at details. Often rely on their ability to improvise instead of preparing in advance. Can always find compelling reasons for whatever they want. Dedicated to a cause or meaning in life. Able to do almost anything that interests them. Remarkable latitude for career choices and succeed in many fields.

Work preferences: People jobs, teaching (liberal arts/special education), counseling, social work, sales (intangibles/ideas/services), advertising, politics, screen and playwright, interpretive arts, character acting, reporter/editor, musician/composer, psychologist, interior decorator, social scientist, housing director, rehabilitation worker, preschool teacher, public relations specialist, marketing consultant, strategic planner/researcher, conference planner, pastoral counselor, speech pathologist, employee assistant specialist, human resource development trainer, journalist, columnist, newscaster, copywriter, publicist, cartoonist, artist, clergy, consultant, inventor, ombudsman.

ENTJ (Field Marshal)

Personality type: Likely to be the most intimidating and demanding of all types. Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are well-informed and keep adding to their fund of knowledge. May sometimes be more positive and confident than their experience in an area warrants. Itches to get hands on several armies so that he can marshal his forces and conduct the war as it should be conducted. Has an eye to long-term strategies and their derivative tactics, logistics, and consequences.

Work preferences: Must be in charge, line management versus staff. Executive, management consultant, senior manager, economic analyst, office manager, mortgage broker, sales manager, administrator, credit investigator, stock broker, personnel manager, business consultant, program designer, marketing manager, management trainer, investment broker, educational consultant, attorney, personal financial planner, labor

relations, judge, teacher (science/social studies), psychologist, employment development worker, engineer.

ENTP (Entrepreneur)

Personality type: Likely to be the most innovative and entrepreneurial of all types. Quick, ingenious, good at many things. Stimulating company, alert and outspoken, argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Turn to one new interest after another. Can always find logical reasons for whatever they want. Bent on replacing whatever tool, operation, or enterprise with a better one – iconoclastic. Exercises ingenuity in bettering things.

Work preferences: Entrepreneur, engineer, inventor, innovator, politician, strategic planner, investment broker, political manager, real estate agent, computer analyst, political analyst, real estate developer, social scientist, public relations specialist, design manager, management consultant, photographer, systems designer, venture capitalist, literary agent, special projects developer, marketing researcher, journalist, advertising director, restaurant/bar owner, actor.

ESFJ (Seller)

Personality type: Likely to be the most sociable of all types. Caring, nurturing, always doing something nice for someone. Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Work best with plenty of encouragement and praise. Main interest is in things that directly and visibly affect people's lives. Like a balloon filled with hydrogen, may not always be realistic and down to earth. Little interest in abstract thinking or technical subjects.

Work preferences: Selling, persuading, providing value, host/hostess, service-oriented occupations, sales management, teaching, preaching, supervision, coaching, administration, people-oriented, family physician, medical secretary, nurse, medical/dental assistant, optometrist, dentist, speech pathologist, child care provider, social worker, exercise physiologist, athletic coach, counselor, elementary school teacher, speech pathologist, telemarketer, special education teacher, religious educator, personal banker, home economics teacher, professional volunteer, office manager, community welfare worker, minister/priest/rabbi, receptionist, real estate agent/broker, retail owner/operator, funeral home director, cosmetologist, public relations specialist, flight attendant, customer service representative, bookkeeper, caterer, office machine operator, secretary/typist, fundraiser.

ESFP (Entertainer)

Personality type: Likely to be the most generous of all types. Outgoing, easygoing, accepting, friendly, fond of a good time. Free-wheeling, spontaneous, fun-loving, energetic, hankering to put on a show of some kind. Yearns for bright lights, the party, the excitement of gatherings. The life of the party. Low tolerance for anxiety. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things. Good at working with people in crisis.

Work preferences: Active jobs, sports activities, making things, public relations, tangible sales, nursing, performing arts, social work, teacher (pre and elementary), athletic coach, child care provider, veterinarian, photographer, emergency room nurse, veterinary technician, musician, special events producer, dog obedience trainer, promoter, performer (dance/comedian), film producer, fundraiser, travel agent/tour operator, retail merchandiser, receptionist, real estate agent, labor relations mediator, secretary, flight attendant, waiter/waitress, floral designer, host/hostess.

ESTJ (Administrator)

Personality type: Likely to be the most responsible of all types. Practical realists, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. Tend to run things well, especially if they remember to consider other people's feelings and points of view when making their decisions. Most enjoyable and satisfying is in preserving the establishment, keeping it healthy, steady, balanced, well insured. Like detail, rules, and regulations. Very stable and loyal.

Work preferences: Administrator, executive, manager, supervisor, police officer/probation officer, funeral director, cook, technical sales, military officer, security guard, teacher (trade/technical), insurance agent, auditor, engineer (mechanical/applied), clinical technician, farmer, general contractor, computer analyst, pharmacist, factory supervisor, construction worker, officer manager, bank officer/loan officer, project manager, purchasing manager, data base manager, credit analyst, physician, stockbroker, dentist, judge.

ESTP (Promoter)

Personality type: Likely to be the most resourceful and action oriented of all types. Handle pressure and stress well. Matter-of-fact, do not worry or hurry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. May be a bit blunt or insensitive. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart or put back together. Wheeler-dealer, charismatic, charming, suave, urbane, humorous, witty, fantastically easy to approach, venturesome, even reckless. Need excitement, risk seekers. To succeed, has to be, in the best sense of the word, a con artist, because he must be able to get peoples' confidence (e.g., J.F. Kennedy, L.B. Johnson, T. Roosevelt, F.D. Roosevelt).

Work preferences: Promoter, tangible sales, entrepreneur, international diplomat, conciliator, negotiator, personal financial planner, police officer, paramedic, insurance sales person, fire fighter, detective, sportscaster, paramedic, pilot, news reporter, investigator, banker, tour agent, stock broker, investor, athlete/coach, auditor, fitness instructor/trainer, bartender, dancer, general contractor, craftsman, artisan, auctioneer, construction worker, real estate broker/agent.

INFJ (Author)

Personality type: Likely to be the most psychic, intuitive, and decisive of all types. A very intuitive meaning-giver, wanting to help others find their soul and significance in the scheme of things. Succeed by perseverance, originality and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.

Work preferences: Composers – music, mathematical systems, poems, plays, and novels – doctor, psychiatrist, psychologist, counselor, teacher, writing, ministry, therapist, public relations, director social services, artist, EAP coordinator/counselor, librarian, job analyst, playwright, health care administrator, social scientist, novelist, mediator/conflict-resolver, social worker, educational consultant, mental health worker, designer, priest/clergy/monk/nun, human resource manager, consultant, religious worker, marketing (ideas/services), director of religious education, organizational consultant.

INFP (Quester)

Personality type: Likely to be the most idealistic and caring of all types. Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Hard to get to know. Care about learning, ideas, language, and independent projects of their own. Apt to be on yearbook staff, perhaps as editor. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable or notice much. Tend to be a crusader and/or monastic, in pursuit of an ideal cause, and tendency to take life too seriously.

Work preferences: Oriented toward the professions and away from business. Ministry, missionary work, psychiatry, psychology, entertainer, journalist, architect, researcher, social scientist, college professor (humanities/arts), social worker, educational consultant, speech pathologist, religious educator, human resource development worker, employee development specialist, artist, poet, novelist, actor, editor, musician, counselor.

INTJ (Scientist)

Personality type: Likely to be the most self-confident of all types. Excellent builder of systems and applier of theoretical models. Have original minds and great drive, which they use only for their own purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through, with or without help. Skeptical, critical, independent, determined, often stubborn. Must learn to yield less important points in order to win the most important. Wishes to control nature. Rational, objective, methodical, loyal and stable.

Work preferences: Scientist, scientific researcher, development in physical sciences, curriculum building, engineering, accounting, manager, astronomer, computer systems analyst, judge, computer, computer programmer, news writer, news analyst, technician (electrical/electronic), psychologist, design engineer, environmental planner, psychiatrist, administrator, university professor, neurologist, architect, investment/business analyst, cardiologist, engineer, biomedical pharmacologist, writer/editor, attorney (litigator/commercial), inventor, artist, management consultant, strategic planner, designer.

INTP (Architect)

Personality type: Likely to be the most coherent and precise in thought and language of all types. Quiet, reserved, impersonal. Especially enjoy theoretical or scientific subjects. Logical to the point of hair-splitting. Interested mainly in ideas, with little liking for parties or small talk. Tend to have very sharply defined interests. Designer of buildings, ideas (philosopher), number systems (mathematician), computer languages (programmer). Abstract design is the forte of the architect.

Work preferences: Choose careers where some strong interest can be used and useful. Architect, logistician, scientist, college professor, computer software designer, computer programmer, systems analyst, research/development specialist, data base manager, strategic planner, new market/product designer, scientist, chemist, biologist, physicist, neurologist, psychologist/psychoanalyst, financial analyst, economist, plastic surgeon, archaeologist, lawyer, pharmacist, college professor, investigator, inventor, mathematician, historian, creative writer, researcher, philosopher, entertainer/dancer, photographer, logician, musician, agent, artist.

ISFJ (Conservator)

Personality type: Likely to be the most loyal, and the least hedonistic, of all types. Quiet, friendly, responsible and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. May need time to master technical subjects, as their interests are not often

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technical. Patient with detail and routine. Considerate, concerned with how other people feel. Morally bound to ensure the material and the legal welfare of others. Traditions and conservation of resources are highly valued. Like routine.

Work preferences: Enjoys ministering, nurturing, nursing, helping kinds of activities, teaching, secretarial/clerical, medical practice, librarian, middle management administrative jobs, family physician, dental hygienist, medical technologist, physical therapist, dietician, medical equipment sales person, speech pathologist, curator, health care administrator, guidance counselor, preschool/elementary teacher, personal counselor, bookkeeper, religious educator, electrician, educational administrator, probation officer, inn keeper, retail sales, fashion merchandiser, guard, personnel administrator, clerical supervisor, social worker, customer service representative, interior decorator, computer operator.

ISFP (Artist)

Personality type: Likely to be the most unconditionally kind and sympathetic of all types. Exceptionally sensitive to the pain and suffering of others. Retiring, quietly friendly, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. May be rather relaxed about assignments or getting things done, because they enjoy the present moment, and do not want to spoil it by undue haste or exertion. Pursuit of two themes – closeness to nature and artistic activity – places him/her at a distance from the utilitarian outlook. A pacifist, environmentalist, likely to "let be" whoever and whatever.

Work preferences: Very inclined to fine arts, composer, painter, fashion designer, carpenter, jeweler, tapestry worker, visiting nurse, gardener, interior designer, physical therapist, potter, landscape designer, massage therapist, radiology technologist, dental hygienist, dancer, medical assistant, computer operator, chef, veterinary assistant, surveyor, forester, animal groomer/trainer, botanist, geologist, cleaning service operator, police officer, mechanic, crisis hotline operator, waiter/waitress, storekeeper, teacher, bookkeeper, legal secretary, clerical supervisor, beautician, typist.

ISTJ (Trustee)

Personality type: Likely to be the most dependable of all types – a strong desire to be trusted. Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions. Decisive in practical affairs, the paragon of insurance, preparation, and consolidation.

Work preferences: Accounting, banking, securities broker, auditor, tax examiner, good supervisor of library or business operations, high school teacher of business, home economics, physical education, physical sciences, office manager, word processing specialist, military officer, efficiency expert/analyst, bank examiner, IRS agent, insurance underwriter, estate planner, government employee, school principal, police officer/detective, law researcher, administrator, corrections officer, legal secretary, electrician, technical writer, engineer, general surgeon, mechanic, computer programmer, veterinarian, dentist, nursing administrator, lab technologist, pharmacist, health care administrator.

ISTP (Artisan)

Personality type: Likely to be the most impulsive and action-oriented of all types. Cool onlookers, quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually

interested in impersonal principles, cause and effect, or how and why mechanical things work. Exert themselves no more than they think necessary, because any waste of energy would be inefficient. Fearless, risk seeker, adventurous, explorer, likes to take off for parts unknown on motorcycles, surfboards, airplanes, hang-gliders. Not as interested in results/product of efforts, but rather the action and the process.

Work preferences: Mastery of tools of any kind – from the microscopic drill to the supersonic jet – police officer, race car driver, pilot, intelligence agent, weapons operator, hunter, chiropractor, fire fighter, banker, medical technician, computer programmer, office manager, dental hygienist, electrical engineer, economist, purchasing agent, legal secretary, farmer, securities analyst, coach/trainer, mechanic, computer repair person, commercial artist, carpenter, automotive products retailer, private detective, forest ranger.

Appendix E
Industry Options Menu

Identify Your Target Industries

For your convenience, this information is repeated from Chapter 4, “Getting Focused.” All employer organizations in our economy are classified into business or industry categorical niches, based on their type of activity such as their product or service provided and who their vendors and customers are. These categories have several layers of subcategories. This system is commonly known as the Standard Industry Classification (SIC) System, or more currently the North American Industry Classification System (NAICS). A code number has been assigned to every business organization delineating their primary business activities. For a complete listing and descriptions of corresponding codes for both systems, see <http://www.census.gov/epcd/www/naicstab.htm>.

For your convenience, the following pages provide a comprehensive listing of each business/industry category with the corresponding SIC Code. This menu is a comprehensive listing of the different kinds of possible employer organizations. Highly specialized and miscellaneous categories are often indicated by the term "not elsewhere classified" (nec).

Careful review of this menu of industry options will help you define your primary and secondary target industries. They should be selected based on your confidence in your ability to contribute to, and your enthusiasm for, each respective industry. On the pages that follow, please circle each primary industry (confidence and enthusiasm = 9-10). Then, underline each secondary industry (confidence and enthusiasm = 7-8). Finally, list all primary and secondary industries below with the corresponding SIC or NAICS code.

Primary Target Industries	Code	Primary Target Industries	Code
(1) _____		(11) _____	
(2) _____		(12) _____	
(3) _____		(13) _____	
(4) _____		(14) _____	
(5) _____		(15) _____	
(6) _____		(16) _____	
(7) _____		(17) _____	
(8) _____		(18) _____	
(9) _____		(19) _____	
(10) _____		(20) _____	

Secondary Target Industries	Code	Secondary Target Industries	Code
(1) _____		(11) _____	
(2) _____		(12) _____	
(3) _____		(13) _____	
(4) _____		(14) _____	
(5) _____		(15) _____	
(6) _____		(16) _____	
(7) _____		(17) _____	
(8) _____		(18) _____	
(9) _____		(19) _____	
(10) _____		(20) _____	

Industry Options Menu

Agriculture, Forestry, Fishing		0761	Farm Labor Contractors
01 C E	Agricultural Production-Crops	0762	Farm Management Svcs
0111	Wheat Farm	0781	Landscape Svcs
0112	Rice Farm	0782	Lawn & Garden Svcs
0115	Corn Farm	0783	Ornamental Shrub & Tree Svcs
0116	Soybean Farm		
0119	Cash Grains, nec	08 C E	Forestry
0131	Cotton Farm	0811	Timber Tracts
0132	Tobacco Farm	0831	Forest Nurseries and Products
0133	Sugarcane & Sugar Beet Farm	0851	Forestry Svcs
0134	Irish Potato Farm		
0139	Field Crops, Except Cash Grains, nec	09 C E	Fishing, Hunting & Trapping
0161	Vegetable and Melon Farm	0912	Finfish
0171	Berry Crop Farm	0913	Shellfish
0172	Grapes	0919	Misc Marine Products
0173	Tree Nuts	0921	Fish Hatcheries & Preserves
0174	Citrus Fruits	0971	Hunting/Trapping/Game Propagation
0175	Deciduous Tree Fruits		
0179	Fruits & Tree Nuts, nec	Mining	
0181	Grow Flowers/Nursery Products	10 C E	Metal Mining
0182	Food Crops Grown Under Cover	1011	Iron Ore
0191	General Farms	1021	Copper Ore
		1031	Lead and Zinc Ores
02 C E	Agricultural Production-Livestock	1041	Gold Ores
0211	Beef Cattle Feedlots	1044	Silver Ores
0212	Beef Cattle, Except Feedlots	1061	Ferroalloy Ores, Except Vanadium
0213	Hogs	1081	Metal Mining Exploration & Dev
0214	Sheep and Goats	1094	Uranium-Radium-Vanadium Ores
0219	General Livestock, exc dairy/poultry	1099	Misc Metal Ores, nec
0241	Dairy Farms		
0251	Broiler, Fryer & Roaster Chickens	12 C E	Coal Mining
0252	Chicken Eggs	1221	Bit Coal & Lignite Surface Mining
0253	Turkeys & Turkey Eggs	1222	Bituminous Coal Underground Mining
0254	Poultry Hatcheries	1231	Anthracite Mining
0259	Poultry & Eggs, nec	1241	Coal Mining Svcs, nec
0271	Fur-Bearing Animals & Rabbits		
0272	Horses & Other Equines	13 C E	Oil & Gas Extraction
0273	Animal Aquaculture	1311	Crude Petrol & Natural Gas Prdts
0279	Animal Specialties, nec	1321	Natural Gas Liquids
0291	Livestock and Animal Farms	1381	Drilling Oil & Gas Wells
		1382	Oil & Gas Exploration Svcs
07 C E	Agricultural Services	1389	Oil & Gas Field Svcs, nec
0711	Soil Preparation Svcs		
0721	Crop Planting and Cultivating	14 C E	Nonmetallic Minerals
0722	Crop Machine Harvesting Svcs	1411	Dimension Stone
0723	Crop Prep Svcs for Mkt	1422	Crushed & Broken Limestone
0724	Cotton Ginning	1423	Crushed & Broken Granite
0741	Veterinary Svcs for Livestock	1429	Crushed & Broken Stone, nec
0742	Veterinary Svcs for Animals	1442	Construction Sand and Gravel
0751	Livestock Svcs, Exc Vet	1446	Industrial Sand
0752	Animal Breeding/Boarding/Training	1455	Kaolin & Ball Clay

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1459 Clay & Related Minerals, nec
 1474 Potash, Soda & Borate Minerals
 1475 Phosphate Rock
 1479 Chemical & Fertilizer Mining, nec
 1481 Nonmetallic Mineral Svcs
 1499 Misc. Nonmetallic Mineral Mining, nec

Construction

15 C E General Building Contractors
 1521 Single Family Housing Construction
 1522 Hotel/Motel/Multi-Family Home Const
 1531 Operative Builders
 1541 Industrial Bldgs & Warehouses
 1542 Nonresidential Construction, nec

16 C E Heavy Construction
 1611 Highway & Street Construction
 1622 Bridge, Tunnel & Elevated Hwy
 1623 Water, Sewer & Utility Lines
 1629 Heavy Construction, nec

17 C E Special Trade Contractors
 1711 Plumbing, Heating, A/C
 1721 Painting & Paper Hanging
 1731 Electrical Work
 1741 Masonry & Other Stonework
 1742 Plastering, Drywall & Insulation Work
 1743 Terrazzo, Tile, Marble Mosaic
 1751 Carpentry Work
 1752 Floor Laying & Floor Work, nec
 1761 Roofing, Siding & Sheetmetal
 1771 Concrete Work
 1781 Water Well Drilling
 1791 Structural Steel Erection
 1793 Glass & Glazing Work
 1794 Excavation Work
 1795 Wrecking & Demolition Work
 1796 Installing Building Equip
 1799 Special Trade Contractors, nec

Manufacturing

20 C E Food & Kindred Products
 2011 Meat Packing Plants
 2013 Sausages & Other Prepared Meats
 2015 Poultry Slaughtering & Processing
 2021 Creamery Butter
 2022 Cheese, Natural & Processed
 2023 Dry, Condensed, Evaporated Milk Prdts
 2024 Ice Cream & Frozen Desserts
 2026 Fluid Milk
 2032 Canned Specialties
 2033 Canned Fruits & Specialties
 2034 Dehydrated Fruits, Vegetables, Soups

2035 Picked Fruits/Veg/Seasons/Sauces Exc Tom
 2037 Frozen Fruits/Veg/Juices
 2038 Frozen Specialties, nec
 2041 Flour & Other Grain Mill Products
 2042 Cereal Breakfast Foods
 2043 Cereal Breakfast Foods, nec
 2044 Rice Milling
 2045 Prepared Flour Mixes & Doughs
 2046 Wet Corn Milling
 2047 Dog & Cat Food
 2048 Prepared Feeds, nec
 2051 Bread, Cake & Related Products
 2052 Cookies & Crackers
 2053 Frozen Bakery Products Except Breads
 2061 Raw Cane Sugar
 2062 Cane Sugar Refining
 2063 Beet Sugar
 2064 Candy & Other Confectionery Products
 2066 Chocolate & Cocoa Prdts
 2067 Chewing Gum
 2068 Salted & Roasted Nuts & Seeds
 2074 Cottonseed Oil Mills
 2075 Soybean Oil Mills
 2076 Vegetable Oil Mills, nec
 2077 Animal & Marine Fats & Oils
 2079 Margarine & Edible Fats & Oils
 2082 Malt Beverages
 2083 Malt
 2084 Wines, Brandy & Brandy Spirits
 2085 Distilled & Blended Liquors
 2086 Bottled & Canned Soft Drinks/Water
 2087 Flavoring Extracts & Syrups, nec
 2091 Canned & Cured Fish & Seafood
 2092 Fresh or Frozen Packaged Fish
 2095 Roasted Coffee
 2096 Potato/Corn Chips & Similar Snacks
 2097 Manufactured Ice
 2098 Macaroni & Spaghetti
 2099 Food Preparations, nec

21 C E Tobacco Products
 2111 Cigarettes
 2121 Cigars
 2131 Chewing & Smoking Tobacco
 2141 Tobacco Stemming & Redrying

22 C E Textile Mill Products
 2211 Broadwoven Fabric Mills, Cotton
 2221 Broadwoven Fabric Mills, Manmade
 2231 Broadwoven Fabric Mills, Wool
 2241 Narrow Fabric Mills
 2251 Women's Hosiery, Except Socks
 2252 Hosiery, nec

2253	Knit Outerwear Mills	2421	Sawmills & Planing Mills, General
2254	Knit Underwear Mills	2426	Hardwood Dimension & Flooring Mills
2257	Weft Knit Fabric Mills	2429	Special Product Sawmills, nec
2258	Lace & Warp Knit Fabric Mills	2431	Millwork
2259	Knitting Mills, nec	2434	Wood Kitchen Cabinets
2261	Finishing Plants, Cotton	2435	Hardwood Veneer & Plywood
2262	Finishing Plants, Manmade	2436	Softwood Veneer & Plywood
2269	Finishing Plants, nec	2439	Structural Wood Members, nec
2273	Carpets & Rugs	2441	Nailed Wood Boxes & Shook
2281	Yarn Spinning Mills	2448	Wood Pallets & Skids
2282	Throwing & Winding Mills	2449	Wood Containers, nec
2284	Thread Mills	2451	Mobile Homes
2295	Coated Fabrics, Not Rubberized	2452	Prefabricated Wood Bldgs
2296	Tire Cord & Fabrics	2491	Wood Preserving
2297	Nonwoven Fabrics	2493	Reconstituted Wood Prdts
2298	Cordage & Twine	2499	Wood Products, nec
2299	Textile Goods, nec		
23 C E	Apparel & Other Textile Products	25 C E	Furniture & Fixtures
2311	Men's & Boys Suits & Coats	2511	Wood Household Furniture
2321	Men's, Boys Shirts/Furnishings	2512	Upholstered Wood Furniture
2322	Men's, Boys Underwear/Nightwear	2514	Metal Household Furn
2323	Men's & Boys Neckwear	2515	Sleep Furniture/Mattresses/Bedsprings
2325	Men's & Boys Trousers & Slacks	2517	Wood TV/Stereo/Sewing Cabinets
2326	Men's & Boys Work Clothing	2519	Household Furniture, nec
2329	Men's, Boys Clothing, nec	2521	Wood Office Furniture
2331	Women's & Misses Blouses & Shirts	2522	Office Furniture, Exc Wood
2335	Women's, Juniors & Misses Dresses	2531	Public Building & Related Furniture
2337	Women's & Misses Suits & Coats	2541	Wood Partitions & Fixtures
2339	Women's & Misses Outerwear, nec	2542	Partitions & Fixtures, Except Wood
2341	Women's & Children's Underwear	2591	Drapery Hardware & Blinds & Shades
2342	Bras, Girdles & Allied Garments	2599	Furniture & Fixtures, nec
2353	Hats, Caps & Millinery	26 C E	Paper & Allied Products
2361	Girls & Children's Dresses, Blouses	2611	Pulp Mills
2369	Girls & Children's Outerwear, nec	2621	Paper Mills
2371	Fur Goods	2631	Paperboard Mills
2381	Fabric Dr & Work Gloves	2652	Setup Paperboard Boxes
2384	Robes & Dressing Gowns	2653	Corrugated & Solid Fiber Boxes
2385	Waterproof Outerwear	2655	Fiber Cans, Drums & Similar Products
2386	Leather & Sheep-lined Clothing	2656	Sanitary Food Containers
2387	Apparel Belts	2657	Folding Paperboard Boxes
2389	Men's Misc Accessories	2671	Paper, Coated & Laminated Packaging
2391	Curtains & Draperies	2672	Paper, Coated & Laminated, nec
2392	Household Furnishings, nec	2673	Bags, Plastic, Laminated & Coated
2393	Textile Bags	2674	Bags, Uncoated Paper & Multiwalled
2394	Canvas & Related Products	2675	Die-Cut Paper & Board
2395	Decorative & Novelty Stitching, Trade	2676	Sanitary Paper Products
2396	Automotive & Apparel Trimmings	2677	Envelopes
2397	Schiffli Machine Embroideries	2678	Stationery Products
2399	Fabricated Textile Products, nec	2679	Converted Paper Prdts, nec
24 C E	Lumber & Wood Products, Exc Furniture	27 C E	Printing & Publishing
2411	Logging	2711	Newspapers, Publishing & Printing

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2721	Periodicals, Publishing & Printing	3011	Tires & Inner Tubes
2731	Books, Publishing & Printing	3021	Rubber & Plastics Footwear
2732	Books, Printing & Binding	3952	Rubber & Plastics Hose & Belt
2741	Misc Publishing	3053	Gaskets/Packing & Sealing Devices
2752	Commercial Printing, Lithographic	3061	Mechanical Rubber Goods
2754	Commercial Printing, Gravure	3069	Fabricated Rubber Products, nec
2759	Commercial Printing, nec	3081	Plastics Film & Sheets
2761	Manifold Business Forms	3082	Plastics Profile Shapes
2771	Greeting Cards	3083	Laminated Plastics Plate & Sheet
2782	Blankbooks & Looseleaf Binders	3084	Plastic Pipe
2789	Bookbinding & Related Work	3085	Plastic Bottles
2791	Typesetting	3086	Plastic Foam Products
2796	Platemaking Svcs	3087	Custom Compound Purchased Resins
		3088	Plastic Plumbing Fixtures
		3089	Plastic Products, nec
28 C E	Chemicals & Allied Products	31 C E	Leather & Leather Products
2812	Alkalies & Chlorine	3111	Leather Tanning & Finishing
2813	Industrial Gases	3131	Footwear Cut Stock/Findings
2816	Inorganic Pigments	3142	House Slippers
2819	Industrial Inorganic Chemicals, nec	3143	Men's Footwear, except Athletic
2821	Plastics Materials & Resins	3144	Women's Footwear, except Athletic
2822	Synthetic Rubber	3149	Footwear, except Rubber, nec
2823	Cellulosic Manmade Fibers	3151	Leather Gloves & Mittens
2824	Noncellulosic Manmade Org Fibers	3161	Luggage
2833	Medicinals & Botanicals	3171	Women's Handbags & Purses
2834	Pharmaceutical Preparations	3172	Personal Leather Goods, nec
2835	In Vitro/Vivo Diagnostic Substances	3199	Leather Goods, nec
2836	Biological Products, Exc Diagnostic		
2841	Soap & Other Detergents	32 C E	Stone, Clay, Glass, Concrete Products
2842	Cleaning Preparations & Related	3211	Flat Glass
2843	Surface Active/Finish Agents	3221	Glass Containers
2844	Cosmetic/Toiletry Preparations	3229	Pressed & Blown Glass, nec
2851	Paints & Allied Products	3231	Products of Purchased Glass
2861	Gum & Wood Chemicals	3241	Cement, Hydraulic
2865	Cyclic Organic Crudes/Dyes	3251	Brick & Structural Clay Tile
2869	Industrial Organic Chemicals, nec	3253	Ceramic Wall & Floor Tile
2873	Nitrogenous Fertilizers	3255	Clay Refractories
2874	Phosphatic Fertilizers	3259	Structural Clay Products, nec
2875	Fertilizers, Mixing Only	3261	Vitreous Plumbing Fixtures
2879	Agricultural Chemicals, nec	3262	Vitreous China Table & Kitchenware
2891	Adhesives & Sealants	3263	Semivitreous Table & Kitchenware
2892	Explosives	3264	Porcelain Electrical Supplies
2893	Printing Ink	3269	Pottery Products, nec
2895	Carbon Black	3271	Concrete Block & Brick
2899	Chemicals/Preparations nec	3272	Concrete Products, nec
29 C E	Petroleum and Coal Products	3273	Ready-Mixed Concrete
2911	Petroleum Refining	3274	Lime
2951	Asphalt Paving Mixtures & Blocks	3275	Gypsum Products
2952	Asphalt Felts & Coatings	3281	Cut Stone & Stone Products
2992	Lubricating Oils & Greases	3291	Abrasive Products
2999	Petroleum & Coal Products, nec	3292	Asbestos Products
		3295	Minerals, Ground or Treated
30 C E	Rubber & Misc Plastics		

3296	Mineral Wool	3465	Automotive Stampings
3297	Nonclay Refractories	3466	Crowns & Closures
3299	Nonmetallic Mineral Products, nec	3469	Metal Stampings, nec
33 C E	Primary Metal Industries	3471	Plating & Polishing
3312	Blast Furnaces & Steel Mills	3479	Metal Coating & Allied Svcs, nec
3313	Electrometallurgical Products	3482	Small Arms Ammunition
3315	Steel Wire/Nails/Spikes & Related	3483	Ammunition, except for Small Arms
3316	Cold Finishing of Steel Shapes	3484	Small Arms
3317	Steel Pipe & Tubes	3489	Ordinance & Accessories, nec
3321	Gray & Ductile Iron Foundries	3491	Industrial Valves
3322	Malleable Iron Foundries	3492	Fluid Power Valves & Hose Fittings
3324	Steel Investment Foundries	3493	Steel Springs, Except Wire
3325	Steel Foundries, nec	3494	Valves & Pipe Fittings, nec
3331	Primary Copper	3495	Wire Springs
3334	Primary Aluminum	3496	Misc Fabricated Wire Products
3339	Primary Nonferrous Metals, nec	3497	Metal Foil & Leaf
3341	Secondary Nonferrous Metals	3498	Fabricated Pipe & Fittings
3351	Copper Rolling & Drawing	3499	Fabricated Metal Products, nec
3353	Aluminum Sheet, Plate & Foil	35 C E	Industrial/Commercial Machinery/Equip
3354	Aluminum Extruded Products	3511	Turbines & Turbine Generator Sets
3355	Aluminum Rolling/Drawing, nec	3519	Internal Combustion Engines, nec
3356	Nonferr Rolling/Drawing exc Copper	3523	Farm Machinery & Equip
3357	Nonferrous Wiredrawing & Insulating	3524	Lawn & Garden Equip
3363	Aluminum Die-Castings	3531	Construction Machinery
3364	Nonferr Die-Castings Exc Aluminum	3532	Mining Machinery
3365	Aluminum Foundries	3533	Oil & Gas Drilling Rigs & Equip
3366	Copper Foundries	3534	Elevators & Moving Stairways
3369	Nonferrous Foundries, nec	3535	Conveyors & Conveying Equip
3398	Metal Heat Treating	3536	Hoists, Cranes & Monorails
3399	Primary Metal Products, nec	3537	Industrial Trucks & Tractors
34 C E	Fabricated Metal Products	3541	Machine Tools, Metal Cutting Type Equip
3411	Metal Cans	3542	Machine Tools, Metal Forming Type Equip
3412	Metal Shipping Barrels/Drums	3543	Industrial Patterns
3421	Cutlery	3544	Special Dies, Tools, Jigs & Fixtures
3423	Hand & Edge Tools, nec	3545	Machine Tool Accessories
3425	Saw Blades & Handsaws	3546	Power-Driven Handtools
3429	Hardware, nec	3547	Rolling Mill Machinery
3431	Enameled Iron/Metal Sanitary Ware	3548	Welding Apparatus
3432	Plumbing Fixture Fittings & Trim	3549	Metalworking Machinery, nec
3433	Heating Equipment, except Electrical	3552	Textile Machinery
3441	Fabricated Structural Metal	3553	Woodworking Machinery
3442	Metal Doors, Sash & Trim	3554	Paper Industries, Machinery
3443	Fabricated Plate Work (Boiler Shop)	3555	Printing Trades Machinery
3444	Sheet Metalwork	3556	Food Products Machinery
3446	Architectural Metalwork	3559	Special Industry Machinery, nec
3448	Prefabricated Metal Bldgs/Compnts	3561	Pumps & Pumping Equip
3449	Misc Structural Metalwork	3562	Ball & Roller Bearings
3451	Screw Machine Products	3563	Air & Gas Compressors
3452	Bolts, Nuts, Screws, Rivets & Washers	3564	Blowers & Fans
3462	Iron & Steel Forgings	3565	Packaging Machinery
3463	Nonferrous Forgings	3566	Speed Changers, Drives & Gears
		3567	Industrial Furnaces, Ovens, & Heaters

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3568	Power Trans Equip, nec	3692	Primary Batteries, Dry & Wet
3569	General Industrial Machinery, nec	3694	Internal Combust Eng Electrical Equip
3571	Electronic Computers	3695	Magnetic & Optical Recording Media
3572	Computer Storage Devices	3699	Electrical Equip & Supplies, nec
3575	Computer Terminals		
3577	Computer Peripheral Equip, nec	37 C E	Transportation Equipment
3578	Calculating & Accounting Equip	3711	Motor Vehicles & Car Bodies
3579	Office Machines, nec	3713	Truck & Bus Bodies
3581	Automatic Vending Machines	3714	Motor Vehicle Parts & Accessories
3582	Commercial Laundry Equip	3715	Truck Trailers
3585	Refrigeration & Heating Equip	3716	Motor Homes
3586	Measuring & Dispensing Pumps	3721	Aircraft
3589	Service Industry Machinery, nec	3724	Aircraft Engines & Engine Parts
3592	Carburetors, Pistons, Rings & Valves	3728	Aircraft Parts & Equip, nec
3593	Fluid Power Cylinders & Actuators	3731	Shipbuilding & Repairing
3594	Fluid Power Pumps & Motors	3732	Boatbuilding & Repairing
3596	Scales & Balances, Except Lab	3743	Railroad Equipment
3599	Industrial Machinery, nec	3751	Motorcycles, Bicycles & Parts
		3761	Guided Missiles & Space Vehicle Equip
36 C E	Elect Equip & Components	3764	Space Propulsion Units & Parts
3612	Transformers, Except Electrical	3769	Space Vehicle Equip, nec
3513	Switchgear & Switchboard Apparatus	3792	Travel Trailers & Campers
3621	Motors & Generators	3795	Tanks & Tank Components
3624	Carbon & Graphite Prdts	3799	Transport Equip, nec
3625	Industrial Elec Relays & Controls		
3629	Electrical Industrial Apparatus, nec	38 C E	Instruments and Related Products
3631	Household Cooking Equip	3812	Search & Navigation Equip
3632	Household Refrigerators & Freezers	3821	Laboratory Apparatus & Furniture
3633	Household Laundry Equip	3822	Automatic Regulating Controls
3634	Elec Housewares & Fans	3823	Display/Process Control Instruments
3635	Household Vacuum Cleaners	3824	Fluid Meters & Counting Devices
3639	Household Appliances, nec	3825	Instruments to Measure Electricity
3641	Electric Lamps	3826	Analytical Instruments
3643	Current-Carrying Wiring Devices	3827	Optical Instruments & Lenses
3644	Noncurrent-Carrying Wiring Devices	3829	Measuring & Controlling Devices, nec
3645	Residential Lighting Fixtures	3841	Surgical & Medical Instruments
3646	Commercial Lighting Fixtures	3842	Surgical Appliances & Supplies
3647	Vehicular Lighting Equip	3843	Dental Equip & Supplies
3648	Lighting Equipment, nec	3844	X-Ray Apparatus & Tubes
3651	Household Audio & Video Equip	3845	Electromedical/Therapy Equip
3652	Prerecorded Records/Tapes/Discs	3851	Ophthalmic Goods
3661	Telephone & Telegraph Apparatus	3861	Photographic Equip & Supplies
3663	Radio & TV Communications Equip	3873	Watches, Clocks & Rel Equip
3669	Communications Equip, nec		
3671	Electron Tubes	39 C E	Misc Manufacturing Industries
3672	Printed Circuit Boards	3911	Jewelry, Precious Metal
3674	Semiconductors & Related Devices	3914	Silverware & Plated Ware
3675	Electronic Capacitors	3915	Jeweler's Materials & Lapidary Equip
3676	Electronic Resistors	3931	Musical Instruments
3677	Electronic Coils & Transformers	3942	Dolls & Stuffed Toys
3678	Electronic Connectors	3944	Games, Toys & Children's Vehicles
3679	Electronic Components, nec	3949	Sporting & Athletic Goods, nec
3691	Storage Batteries	3951	Pens & Mechanical Pencils

3952 Lead Pencils & Art Goods
 3953 Marking Devices
 3955 Carbon Paper & Inked Ribbons
 3961 Costume Jewelry/Novelties
 3965 Fasteners, Buttons, Needles & Pins
 3991 Brooms & Brushes
 3993 Signs & Ad Specialties, nec
 3995 Burial Caskets
 3996 Hard Surface Floor Coverings, nec
 3999 Mfg Industries, nec

Transportation, Communications, Utilities

40 C E Railroad Transportation

4011 Railroads, Line-Haul Operating
 4013 Switching & Terminal Svcs

41 C E Local/Interurban Passenger Transit

4111 Local & Suburban Transit
 4119 Local Passenger Transportation, nec
 4121 Taxicabs
 4131 Intercity & Rural Bus Transportation
 4141 Local Bus Charter Svc
 4142 Bus Charter Svc, Except Local
 4151 School Buses
 4173 Bus Terminal & Svc Facilities

42 C E Motor Freight Transportation

4212 Local Trucking without Storage
 4213 Trucking, except Local
 4214 Local Trucking w/Storage
 4215 Courier Svcs, except by Air
 4221 Farm Product Warehousing & Storage
 4222 Refrigerated Warehousing & Storage
 4425 General Warehousing & Storage
 4226 Special Warehousing & Storage, nec
 4231 Trucking Terminal Facilities

44 C E Water Transportation

4412 Deep Sea Foreign Transport of Freight
 4424 Deep Sea Domestic Transport of Freight
 4432 Freight Transport on the Great Lakes
 4449 Water Transportation of Freight, nec
 4481 Deep Sea Passenger Transportation
 4482 Ferries
 4489 Water Passenger Transportation, nec
 4491 Marine Cargo Handling
 4492 Towing & Tugboat Svc
 4493 Marinas
 4499 Water Transport Svcs, nec

45 C E Transportation by Air

4512 Air Transportation, Scheduled
 4513 Air Courier Svcs

4522 Air Transportation, Nonscheduled
 4581 Airports, Flying Fields & Svcs

46 C E Pipelines, Except Natural Gas

4612 Crude Petroleum Pipelines
 4613 Refined Petroleum Pipelines
 4619 Pipelines, nec

47 C E Transportation Svcs

4724 Travel Agencies
 4725 Tour Operators
 4729 Passenger Trans Arrangement Svcs, nec
 4731 Freight Transportation Arrangement Svcs
 4741 Rental of Railroad Cars
 4783 Packing & Crating
 4785 Inspection/Weighing Facilities
 4789 Transportation Svcs, nec

48 C E Communications

4812 Radiotelephone Communications
 4813 Telephone Comm, except Radiotelephone
 4822 Telegraph & Other Communications
 4832 Radio Broadcasting Stations
 4833 TV Broadcasting Stations
 4841 Cable & Other Pay TV Svcs
 4899 Communication Svcs, nec

49 C E Electric, Gas & Sanitary Svcs

4911 Electric Svcs
 4922 Natural Gas Transmission
 4923 Gas Transmission & Distribution
 4924 Natural Gas Distribution
 4925 Gas Production and/or Distribution
 4931 Electric & Other Svcs Combined
 4932 Gas & Other Svcs Combined
 4939 Combination Utilities, nec
 4941 Water Supply
 4952 Sewerage Systems
 4953 Refuse Systems
 4959 Sanitary Svcs, nec
 4961 Steam & Air Conditioning Supply
 4971 Irrigation Systems

Wholesale Trade

50 C E Wholesale Trade-Durable Goods

5012 Automobiles & Other Motor Vehicles
 5013 Motor Vehicle Supplies & New Parts
 5014 Tires & Tubes
 5015 Motor Vehicle Parts, Used
 5021 Office & Public Bldg Furniture
 5023 Home Furnishings
 5031 Lumber, Plywood & Millwork
 5032 Brick, Stone & Related Materials

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5033	Roofing, Siding & Insulation Materials	5171	Petrol Bulk Stations & Terminals
5939	Construction Materials, nec	5172	Petroleum Products, nec
5043	Photo Equip & Supplies	5181	Beer & Ale
5044	Office Equipment	5182	Wine & Distilled Beverages
5045	Computers, Peripherals, & Software	5191	Farm Supplies
5046	Commercial Equip, nec	5192	Books, Periodicals & Newspapers
5047	Medical/Dental Equip & Supplies	5193	Flowers & Florists' Supplies
5048	Ophthalmic Goods	5194	Tobacco & Tobacco Products
5049	Professional Equip/Supplies nec	5198	Paints, Varnishes & Supplies
5051	Metals Svc Center & Offices	5199	Nondurable Goods, nec
5052	Coal & Other Minerals & Ores		
5063	Electrical Apparatus/Equip/Wiring	Retail Trade	
5064	Electrical Appliances, Television	52 C E Bldg/Hardware/Garden Supplies	
5065	Elec Parts & Equip, nec	5211	Lumber & Other Bldg Materials
5072	Hardware	5231	Paint, Glass & Wallpaper Stores
5074	Plumbing/Heating Equip/Supplies	5251	Hardware Stores
5075	Heating & Air Conditioning Equip	5261	Lawn & Garden Supplies
5078	Refrig Equip & Supplies	5271	Mobile Home Dealers
5082	Construction & Mining Machinery		
5083	Farm & Garden Machinery	53 C E General Merchandise Stores	
5084	Industrial Machinery & Equip	5311	Department Stores
5085	Industrial Supplies	5331	Variety Stores
5087	Svc Establishment Equip	5399	Misc General Merchandise
5088	Transportation Equipment & Supplies		
5091	Sporting & Recreation Goods/Supplies	54 C E Food Stores	
5092	Toys & Hobby Goods & Supplies	5411	Grocery Stores
5093	Scrap & Waste Materials	5421	Meat & Fish Markets
5094	Jewelry & Precious Stones	5431	Fruit & Vegetable Markets
5099	Durable Goods, nec	5441	Candy, Nut & Confectionery Stores
		5451	Dairy Products Stores
		5461	Retail Bakeries
		5499	Misc Food Stores
51 C E Wholesale Trade-Nondurable Goods		55 C E Auto Dealers & Service Stations	
5111	Printing & Writing Paper	5511	New & Used Car Dealers
5112	Stationery & Office Supplies	5521	Used Car Dealers
5113	Industry/Personal Svc Paper Products	5531	Auto & Home Supply Stores
5122	Drugs, Proprietaries & Sundries	5541	Gasoline Svc Stations
5131	Piece Goods & Notions	5551	Boat Dealers
5136	Men's & Boy's Clothing	5561	Recreational Vehicle Dealers
5137	Women's & Children's Clothing	5571	Motorcycle Dealers
5139	Footwear	5599	Automotive Dealers, nec
5141	Groceries, General Line		
5142	Packaged Frozen Goods	56 C E Apparel & Accessory Stores	
5143	Dairy Products, Except Dried/Canned	5611	Men's & Boys' Clothing Stores
5144	Poultry & Poultry Products	5621	Women's Clothing Stores
5145	Confectionery	5632	Women's Accessory & Specialty Stores
5146	Fish & Seafood	5641	Children's & Infants' Wear Stores
5147	Meats & Meat Products	5651	Family Clothing Stores
5148	Fresh Fruits & Vegetables	5661	Shoe Stores
5149	Groceries & Related Products, nec	5699	Misc Apparel & Accessories
5153	Grain & Field Beans		
5154	Livestock	57 C E Home Furniture, Furnishings	
5159	Farm-Products Raw Materials, nec		
5162	Plastics Materials & Basic Shapes		
5169	Chemicals & Allied Products, nec		

5712	Furniture Stores	6099	Functions Related to Deposit Bank, nec
5713	Floor Covering Stores		
5714	Drapery & Upholstery Stores	61 C E	Nondepository Credit Institutions
5719	Misc Home Furnishings	6111	Fed & Fed Sponsored Credit Agencies
5722	Household Appliance Stores	6141	Personal Credit Institutions
5731	Radio, Television & Electronics	6153	Short-Term Business Credit
5734	Computer & Software Stores	6159	Misc Business Credit Inst
5735	Record & Prerecorded Tape/Disc Stores	6162	Mortgage Bankers & Correspondents
5736	Musical Instrument Stores	6163	Loan Brokers
58 C E	Eating & Drinking Places	62 C E	Security & Commodity Brokers, Dealers
5812	Eating Places	6211	Security Brokers & Dealers
5813	Drinking Places	6221	Commodity Brokers, Dealers
		6231	Security & Commodity Exchanges
59 C E	Miscellaneous Retail	6282	Investment Advice
5912	Drug & Proprietary Stores	6289	Security & Commodity Svcs, nec
5921	Liquor Stores	63 C E	Insurance Carriers
5932	Used Merchandise Stores	6311	Life Insurance
5941	Sporting Goods & Bicycle Shops	6321	Accident & Health Insurance
5942	Book Stores	6324	Hospital & Medical Svc Plans
5943	Stationery Stores	6331	Fire, Marine & Casualty Ins
5944	Jewelry Stores	6351	Surety Insurance
5945	Hobby, Toy & Game Shops	6361	Title Insurance
5946	Camera & Photographic Supply Stores	6371	Pension, Health & Welfare Funds
5947	Gift, Novelty & Souvenir Shop	6399	Insurance Carriers, nec
5948	Luggage & Leather Goods Stores		
5949	Sewing, Needlework & Piece Goods	64 C E	Insurance Agents, Brokers & Svcs
5961	Catalog & Mail-Order Houses	6411	Insurance Agents, Brokers & Svcs
5962	Vending Machine Operators		
5963	Direct Selling Establishments	65 C E	Real Estate
5983	Fuel Oil Dealers	6512	Nonresidential Bldg Operators
5984	Liquefied Petroleum Gas Dealers	6513	Apartment Building Operators
5989	Fuel Dealers, nec	6514	Dwelling Operators, Exc Apartment
5992	Florists	6515	Mobile Home Site Operators
5933	Tobacco Stores & Stands	6517	Railroad Property Lessors
5994	News Dealers & Newsstands	6519	Real Property Lessors, nec
5995	Optical Goods Stores	6531	Real Estate Agents & Managers
5999	Misc Retail Stores, nec	6541	Title Abstract Offices
		6552	Subdividers & Developers, nec
		6553	Cemetery Subdividers & Developers
Finance, Insurance & Real Estate		67 C E	Holding & Other Investment Offices
60 C E	Depository Institutions	6712	Bank Holding Companies
6011	Federal Reserve Banks	6719	Holding Companies, nec
6019	Central Reserve Depository, nec	6722	Management Investment, Open-Ended
6021	National Commercial Banks	6726	Investment Offices, nec
6022	State Commercial Banks	6732	Trusts: Educational/Religious/Charitable
6029	Commercial Banks, nec	6733	Trusts, nec
6035	Federal Savings Institutions	6792	Oil Royalty Traders
6036	Savings Institutions, Exc Federal	6794	Patent Owners & Lessors
6061	Federal Credit Unions	6798	Real Estate Investment Trusts
6062	State Credit Unions	6799	Investors, nec
6081	Foreign Banks & Branches & Agencies		
6082	Foreign Trade & International Banks		
6091	Nondeposit Trust Facilities		

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Services

70 C E

Hotels & Other Lodging Places

7011	Hotels & Motels
7021	Rooming & Boarding Houses
7032	Sporting & Recreational Camps
7033	Trailer Parks & Campsites
7041	Membership-Basis Organization Hotels

72 C E

Personal Svcs

7211	Power Laundries, Family & Commercial
7212	Garment Pressing & Cleaners' Agents
7213	Linen Supply
7215	Coin-Op Laundries & Cleaners
7216	Drycleaning Plants, Except Rugs
7217	Carpet & Upholstery Cleaning
7218	Industrial Launderers
7219	Laundry & Garment Svcs, nec
7221	Photographic Studios, Portrait
7231	Beauty Shops
7241	Barber Shops
7251	Shoe Repair & Shoeshine Parlors
7261	Funeral Service & Crematories
7291	Tax Return Preparation Svcs
7299	Misc Personal Svcs, nec

73 C E

Business Services

7311	Advertising Agencies
7312	Outdoor Advertising Svcs
7313	Radio, Television, Publisher Reps
7319	Advertising, nec
7322	Adjustment & Collection Svcs
7323	Credit Reporting Svcs
7331	Direct Mail Advertising Svcs
7334	Photocopying & Duplicating Svcs
7335	Commercial Photography
7336	Commercial Art & Graphic Design
7338	Secretarial & Court Reporting
7342	Disinfecting & Pest Control Services
7349	Building Maintenance Services, nec
7352	Medical Equipment Rental
7353	Heavy Construction Equip Rental Svcs
7359	Equipment Rental & Leasing, nec
7361	Employment Agencies
7363	Help Supply Svcs
7371	Custom Computer Programming Svcs
7372	Pre-Packaged Software
7373	Computer Integrated Systems Design
7374	Data Processing & Preparation
7375	Info Retrieval Svcs
7376	Computer Facilities Management
7377	Computer Rental & Leasing
7378	Computer Maintenance & Repair
7379	Computer Related Svcs, nec

7381

Detective & Armored Car Svcs

7382

Security Systems Svcs

7383

News Syndicates

7384

Photofinish Laboratories

7389

Business Svcs, nec

75 C E

Automotive Repair, Svcs & Parts

7513	Truck Rental & Leasing, Without Drivers
7514	Passenger Car Rental
7515	Passenger Car Leasing
7519	Utility Trailer/RV Rental
7521	Automobile Parking
7532	Top & Body Repair & Paint Shops
7533	Auto Exhaust System Repair Shops
7534	Tire Retreading & Repair Shops
7536	Automotive Glass Replacement Shops
7537	Automotive Transmission Repair Shops
7538	General Automotive Repair Shops
7539	Auto Repair Shops, nec
7542	Carwashes
7549	Automotive Svcs, nec

76 C E

Miscellaneous Repair Svcs

7622	Radio & TV Repair
7623	Refrigeration Svc & Repair
7629	Electrical Repair Shops, nec
7631	Watch, Clock & Jewelry Repair
7641	Reupholstery & Furniture Repair
7692	Welding Repair
7694	Armature Rewinding Shops
7699	Repair Svcs, nec

78 C E

Motion Pictures

7812	Motion Picture & Video Production
7819	Svcs Allied to Motion Pictures
7822	Motion Picture & Tape Distribution Svcs
7829	Motion Picture Distribution Svcs
7832	Motion Picture Theaters
7833	Drive-In Motion Picture Theaters
7841	Video Tape Rental

79 C E

Amusement & Recreation Svcs

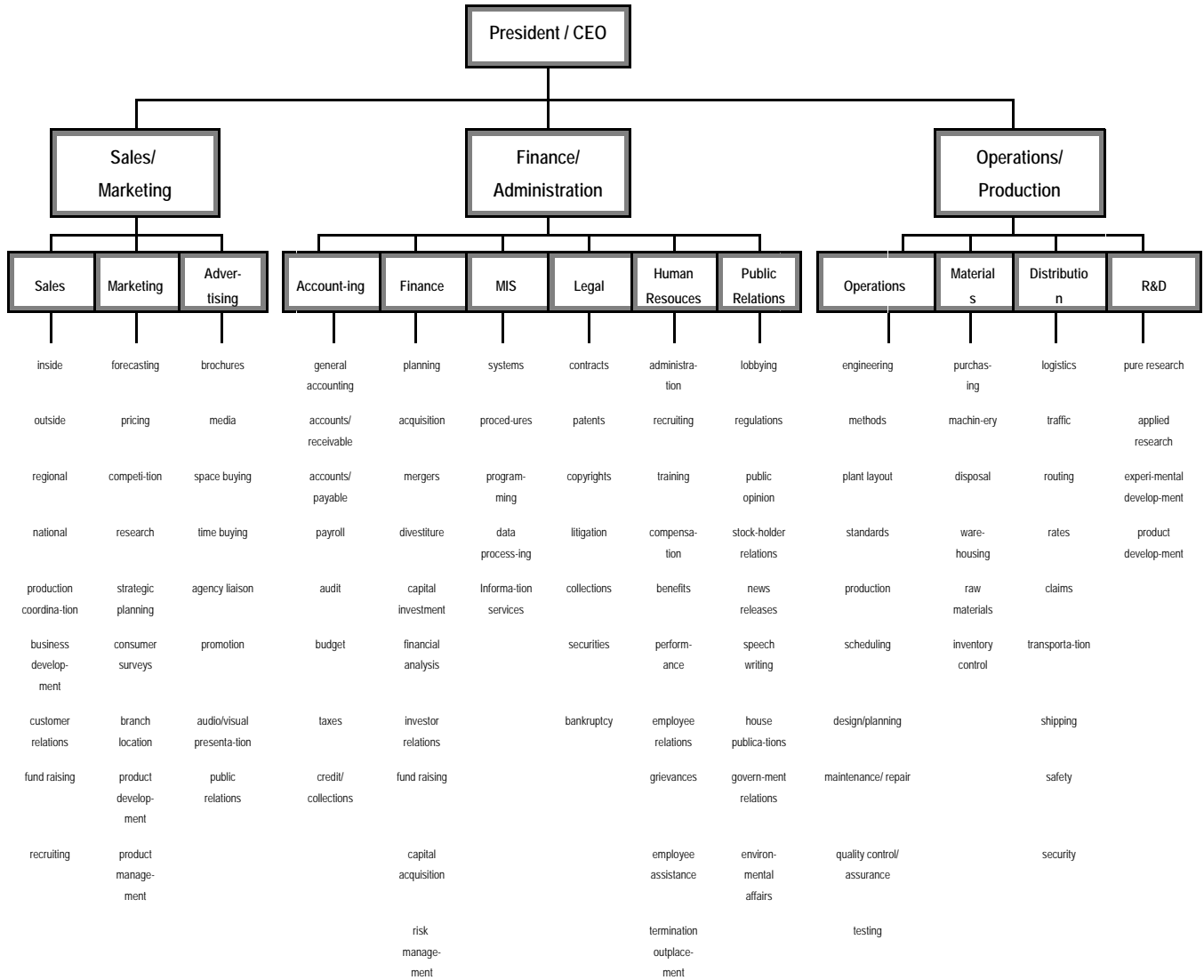
7911	Dance Studios, Schools & Halls
7922	Theatrical Producers & Svcs
7929	Entertainers & Entertainment Groups, nec
7933	Bowling Centers
7941	Sports Clubs, Managers & Promoters
7948	Racing, Including Track Operation
7991	Physical Fitness Facilities
7992	Public Golf Courses
7993	Coin-Operated Amusement Devices
7996	Amusement Parks
7997	Membership Sports & Recreation Clubs

7999	Amusement & Recreation, nec	8661	Religious Organizations
		8699	Membership Organizations, nec
80	C E Health Svcs	87	C E Professional Services
8011	Offices & Clinics of Medical Doctors	8711	Engineering Services
8021	Offices & Clinics of Dentists	8712	Architectural Svcs
8031	Offices & Clinics of Osteopaths	8713	Surveying Services
8041	Offices & Clinics of Chiropractors	8721	Accounting, Auditing & Bookkeeping Svcs
8042	Offices & Clinics of Optometrists	8731	Commercial Physical Research Svcs
8043	Offices & Clinics of Podiatrists	8732	Commercial Nonphysical Research
8049	Offices of Health Practitioners, nec	8733	Noncommercial Research Organizations
8051	Skilled Nursing Care Facilities	8734	Testing Laboratories
8052	Intermediate Care Facilities	8741	Management Svcs
8059	Nursing & Personal Care, nec	8742	Management Consulting Svcs
8062	General Medical & Surgical Hospitals	8743	Public Relations Svcs
8063	Psychiatric Hospitals	8744	Facilities Support Svcs
8069	Specialty Hospitals, Exc Psychiatric	8748	Business Consulting, nec
8071	Medical Laboratories		
8072	Dental Laboratories	89	C E Services, nec
8082	Home Health Care Svcs	8999	Services, nec
8092	Kidney Dialysis Centers		
8093	Specialty Outpatient Clinics, nec		
8099	Health & Allied Svcs, nec		
81	C E Legal Services		
8111	Legal Services		
82	C E Educational Svcs		
8211	Elementary & Secondary Schools		
8221	Colleges & Universities		
8222	Junior Colleges		
8231	Libraries		
8243	Data Processing Schools		
8244	Business & Secretarial Schools		
8249	Vocational Schools, nec		
8299	Schools & Educational Svcs		
83	C E Social Svcs		
8322	Individual & Family Svcs		
8331	Job Training & Related Svcs		
8351	Child Day Care Svcs		
8361	Residential Care		
8399	Social Svcs, nec		
84	C E Museums, Botanical Gardens		
8412	Museums & Art Galleries		
8422	Botanical & Zoological Gardens		
86	C E Membership Organizations		
8611	Business Associations		
8621	Professional Organizations		
8631	Labor Organizations		
8641	Civic & Social Assns		
8651	Political Organizations		

Appendix F
Functional Organization Chart

Functional Organization Chart

Classic Manufacturing Model



Appendix G
Career Options Menu

Career Options Menu

Following is a menu listing of major careers and occupations. If you are in the process of choosing a new career, place a check mark to the left of those occupations of interest. Then, indicate on a scale of 1-10 your level of interest in those you have checked. This list will also prove helpful if you are selecting an entry-level position in any occupation as you position yourself for the future.

Executives, Administrators, Managers

Accountants and Auditors
Administrative Services Managers
Budget Analysts
Communications, Transportation, Utilities Mgrs
Construction and Building Inspectors
Construction Contractors and Managers
Cost Estimators
Credit Analysts
Education Administrators
Employment Interviewers
Engineering, Science, and Data Processing Managers
Financial Managers
Funeral Directors and Morticians
General Managers and Top Executives
Government Chief Executives and Legislators
Health Services Managers
Hotel Managers and Assistants
Industrial Production Managers
Inspectors and Compliance Officers, exc Construction
Loan Officers and Counselors
Management Analysts and Consultants
Marketing, Advertising, and Public Relations Managers
Personnel, Training, Labor Relations Specialists/Mgrs
Property and Real Estate Managers
Purchasing Agents and Managers
Restaurant and Food Service Managers
Tax Examiners, Collectors, Revenue Agents
Underwriters
Wholesale/Retail Buyers and Merchandise Managers

Engineers

Aerospace Engineers
Chemical Engineers
Civil Engineers
Electrical and Electronics Engineers
Industrial Engineers
Mechanical Engineers
Metallurgical, Ceramic, and Materials Engineers
Mining Engineers
Nuclear Engineers
Petroleum Engineers

Architects and Surveyors

Architects
Landscape Architects
Surveyors

Computers, Mathematics, Operations Research

Actuaries
Computer Engineers
Computer Systems Analysts
Mathematicians
Operations Research Analysts
Statisticians

Life Scientists

Agricultural Scientists
Biological Scientists
Foresters and Conservation Scientists
Medical Scientists

Physical Scientists

Chemists
Geologists and Geophysicists
Meteorologists
Physicists and Astronomers

Lawyers and Judges

Social Scientists and Urban Planners

Economists and Marketing Research Analysts
Psychologists
Sociologists
Urban and Regional Planners

Social Work and Recreation Specialties

Human Services Specialists
Social Workers
Recreation Specialists
Scouting

Religious Activities

Directors of Religious Activities
Directors of Religious Education
Protestant Ministers

Rabbis
Roman Catholic Priests

Teachers, Librarians, Counselors

Adult Education Teachers
Archivists and Curators
College and University Faculty
Counselors
Kindergarten and Elementary School Teachers
Librarians
Secondary School Teachers

Health Diagnosing Practitioners

Chiropractors
Dentists
Optometrists
Physicians
Podiatrists
Veterinarians

Health Assessment and Treating Specialties

Dietitians and Nutritionists
Occupational Therapists
Pharmacists
Physical Therapists
Physician Assistants
Recreational Therapists
Registered Nurses
Respiratory Therapists
Speech-Language Pathologists and Audiologists

Communications Specialties

Public Relations Specialists
Radio and Television Announcers and Newscasters
Reporters and Correspondents
Writers and Editors

Visual Arts Specialties

Designers
Photographers and Camera Operators
Visual Artists

Performing Arts

Actors, Directors, and Producers
Dancers and Choreographers
Musicians

Amateur/Professional Sports and Recreation

Athletes

Coaches
Instructors
Judges
Managers
Referees
Trainers
Umpires

Home and Farm Management Advisors

Health Technologists and Technicians

Clinical Laboratory Technologists and Technicians
Dental Hygienists
Dispensing Opticians
EEG Technologists
EKG Technicians
Emergency Medical Technicians
Licensed Practical Nurses
Medical Record Technicians
Nuclear Medicine Technologists
Radiologic Technologists
Surgical Technicians

Technologists, except Health

Aircraft Pilots
Air Traffic Controllers
Broadcast Technicians
Computer Programmers
Drafters
Engineering Technicians
Library Technicians
Paralegals
Science Technicians
Title Examiners and Searchers
Tool Programmers, Numerical Control

Sales and Marketing

Cashiers
Counter and Rental Clerks
Insurance Agents and Brokers
Manufacturers' and Wholesale Representatives
Real Estate Agents, Brokers, Appraisers
Retail Sales
Securities and Financial Services Representatives
Services Sales Representatives
Travel Agents

Administrative Support Specialties

Adjusters, Investigators, and Collectors

Advertising Clerks
Bank Tellers
Clerical Supervisors and Managers
Computer and Peripheral Equipment Operators
Correspondence Clerks
Court Clerks
Credit Clerks and Authorizers
Customer Service Representatives for Utilities
Duplicating, Mail, and Other Machine Operators
General Office Clerks
Information Clerks
 Hotel and Motel Clerks
 Interviewing and New Accounts Clerks
 Receptionists
 Reservation/Transportation Ticket Agents/Clerks
Mail Clerks and Messengers
Material Recording, Scheduling, Dispatching,
Distribution
 Dispatchers
 Stock Clerks
 Traffic, Shipping, and Receiving Clerks
Municipal Clerks
Postal Clerks and Mail Carriers
Proofreaders and Copy Markers
Real Estate Clerks
Record Clerks
 Billing Clerks
 Bookkeeping, Accounting, and Auditing Clerks
 Brokerage Clerks
 Statement Clerks
 File Clerks
 Library Assistants and Bookmobile Drivers
 Order Clerks
 Payroll and Timekeeping Clerks
 Personnel Clerks
Secretaries
Statistical Clerks
Stenographers and Court Reporters
Teacher Aides
Telephone, Telegraph, and Teletype Operators
Typists, Word Processors, and Data Entry Keyers

Protective Service Specialties

Corrections Officers
Firefighters
Guards
Police, Detectives, and Special Agents
Private Detectives

Food and Beverage Preparation and Services

Chefs, Cooks, and Other Kitchen Workers
Food and Beverage Service Specialists

Health Service Specialties

Ambulance Drivers and Attendants
Dental Assistants
Medical Assistants
Nursing Aides and Psychiatric Aides
Occupational Therapy Assistants and Aides
Pharmacy Assistants
Physical and Corrective Therapy Assistants and Aides

Personal Service, Building and Grounds

Amusement and Recreation Attendants
Animal Caretakers, except Farm Animals
Baggage Porters and Bellhops
Barbers and Cosmetologists
Crossing Guards
Flight Attendants
Gardeners and Groundskeepers
Homemaker-Home Health Aides
Institutional Cleaning Supervisors
Janitors
Pest Controllers and Assistants
Preschool Workers
Private Household Workers
Ushers, Lobby Attendants, and Ticket Takers

Agriculture, Forestry, Fishing

Farm Workers, Operators, and Managers
Fishers, Hunters, and Managers
Forest and Conservation Workers
Nursery Workers
Timber Cutting and Logging Workers

Mechanics, Installers, and Repairers

Aircraft Mechanics and Engine Specialists
Automotive Body Repair Technicians
Automotive Mechanics
Bicycle Mechanics and Technicians
Camera and Photographic Equipment Technicians
Diesel Mechanics
Electric Meter Installers and Repair Technicians
Electromedical and Biomedical Equipment Repair
Techs
Electronic Equipment Repair Technicians
 Commercial/Industrial Electronic Equipment
 Communications Equipment

Computer and Office Machines and Equipment
Consumer Electronics Equipment
Telephone Installation and Repair
Elevator Installation and Repair Technicians
Farm Equipment Mechanics
General Maintenance Mechanics/Technicians
Heating, Air-Conditioning, Refrigeration Technicians
Home Appliance and Power Tool Repair Technicians
Industrial Machinery Repair Technicians
Line Installers and Cable Splicers
Millwrights
Mobile Heavy Equipment Mechanics
Motorcycle, Boat, and Small-Engine Mechanics
Musical Instrument Tuners and Repair Technicians
Precision Instrument Repair Technicians
Riggers
Tire Repair Mechanics
Vending Machine Repair Technicians
Watchmakers

Construction Trades and Extractive Specialties

Bricklayers and Stonemasons
Carpenters
Carpet Installers
Concrete Masons and Terrazzo Workers
Drywall Workers and Lathers
Electricians
Glaziers
Highway Maintenance Workers
Insulation Workers
Mining, Quarrying, and Tunneling Workers
Painters and Paperhangers
Paving, Surfacing, and Tamping Equipment Operators
Pipelayers and Pipelaying Fitters
Plasterers
Plumbers and Pipefitters
Roofers
Roustabouts
Sheet-Metal Workers
Structural and Reinforcing Ironworkers
Tilesetters

Production Specialties

Assemblers
Bakers
Boiler Operators and Tenders
Butchers and Meat, Poultry and Fish Cutters
Cannery Workers
Cementing and Gluing Machine Operators and

Tenders
Chemical Equipment Controllers, Operators, Tenders
Coil Winders, Tapers, Finishers
Cooking and Roasting Machine Operators and Tenders
Crushing and Mixing Machine Operators and Tenders
Cutting and Slicing Machine Setters, Operators,
Tenders
Dairy Processing Equipment Operators
Electrical and Electronic Assemblers
Electronic Semiconductor Processors
Extruding and Forming Machine Setters
Foundry Mold Assembly and Shakeout Workers
Furnace, Kiln, Oven, Drier, Kettle Operators
Grinders and Polishers
Inspectors, Testers, and Graders
Laundry and Drycleaning Machine Operators
Machine Assemblers
Metal Pourers and Casters
Motion Picture Projectionists
Packaging and Filling Machine Operators
Painting, Coating, and Decorating Workers
Paper Goods Machine Operators
Separating and Still Machine Operators
Shipfitters
Shoe Sewing Machine Operators
Solderers and Brazers
Supervisors

Metalworking and Plastics

Boilermakers
Jewelers
Machinists
Metalworking and Plastics Machine Operators
Numerical-Control Machine-Tool Operators
Tool and Die Makers
Welders, Cutters, and Welding Machine Operators

Plant and Systems Operators

Chemical Plant and System Operators
Electric Power Plant Operators
Electric Power Distributors/Dispatchers
Gas and Petroleum Plant and Systems Operators
Stationary Engineers
Water and Waste-Water Treatment Plant Operators

Printing Specialties

Prepress Workers
Printing Press Operators
Bindery Workers

Textile, Apparel, and Furnishings Specialties

Apparel Workers
Shoe and Leather Workers and Repair Technicians
Textile Machinery Operators
Upholsterers

Woodworking Specialties

Miscellaneous Production Specialties

Dental Laboratory Technicians
Ophthalmic Laboratory Technicians
Painting and Coating Machine Operators
Photographic Process Workers

Transportation and Material Moving Specialties

Bus Drivers
Chauffeurs
Material Moving Equipment Operators
Rail Transportation Workers
Taxi Drivers
Truck Drivers
Water Transportation Workers

Military

Air Force
Army
Coast Guard
Marine Corps
Navy

Appendix H
Geographical Preference Menu

Geographical Preference Menu

This section is used to help determine geographical parameters which will be used in selecting target organizations for your campaign. First, review the following list of metropolitan areas and select your preferences. Then indicate below, in order of preference, those metropolitan areas (along with their codes) you wish to consider.

City/State Name	Code	City/State Name	Code	City/State Name	Code
1. _____		7. _____		13. _____	
2. _____		8. _____		14. _____	
3. _____		9. _____		15. _____	
4. _____		10. _____		16. _____	
5. _____		11. _____		17. _____	
6. _____		12. _____		18. _____	

<u>ALABAMA</u>	Napa	622	Hartford	241	Pensacola	439	
Anniston	038	Oakland	526	Holyoke, MA	571	Sarasota	539
Birmingham	076	Ontario	488	Meriden	358	St Petersburg	589
Columbus, GA	133	Oxnard	434	New Britain	394	Tallahassee	588
Florence	194	Porterville	624	New Haven	397	Tampa	589
Gadsden	211	Redding	482	New London	400	Titusville	354
Huntsville	253	Riverside	488	Norwalk	418	West Palm Beach	637
Mobile	373	Sacramento	499	Norwich	400	Winter Haven	290
Montgomery	379	Salinas	510	Springfield, MA	571		
Tuscaloosa	613	San Bernardino	488	Stamford	574	<u>GEORGIA</u>	
		San Diego	523	Waterbury	631	Albany	016
<u>ALASKA</u>		San Francisco	526	West Haven	397	Athens	042
No codes		San Jose	529			Atlanta	043
		Santa Ana	034	<u>DELAWARE</u>		Augusta	049
<u>ARIZONA</u>		Santa Barbara	535	Wilmington	652	Chattanooga, TN	115
Phoenix	448	Santa Cruz	536			Columbus	133
Tucson	607	Santa Rosa	537	<u>DIST OF COLUMBIA</u>		Macon	343
		Simi Valley	434	Washington	628	Savannah	538
<u>ARKANSAS</u>		Stockton	580				
Fayetteville	189	Tulare	624	<u>FLORIDA</u>		<u>HAWAII</u>	
Fort Smith	199	Vallejo	622	Boca Raton	637	Honolulu	244
Little Rock	322	Ventura	434	Bradenton	083		
Memphis, TN	355	Visalia	624	Cape Coral	197	<u>IDAHO</u>	
N Little Rock	322	Yuba City	666	Cocoa	354	Boise City	079
Pine Bluff	449			Daytona Beach	149		
Springdale	189	<u>COLORADO</u>		Fort Lauderdale	196	<u>ILLINOIS</u>	
Texarkana	595	Boulder	154	Fort Myers	197	Bloomington	077
		Colorado Springs	127	Ft Walton Beach	201	Champaign	103
<u>CALIFORNIA</u>		Denver	154	Gainesville	212	Chicago	118
Anaheim	034	Fort Collins	195	Hollywood	196	Decatur	151
Bakersfield	055	Greeley	224	Jacksonville	265	Kankakee	275
Chico	119	Pueblo	472	Lakeland	290	Normal	077
Fresno	208			Melbourne	354	Peoria	442
Long Beach	328	<u>CONNECTICUT</u>		Miami	361	Rockford	496
Los Angeles	328	Bridgeport	085	Ocala	420	Rock Island	145
Modesto	374	Bristol	086	Orlando	433	Springfield	562
Monterey	510	Danbury	143	Panama City	435	St Louis, MO	508

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Urbana	103	Alexandria	023	Muskegon	385	Manchester	349
		Baton Rouge	061	Muskegon Heights	385	Nashua	386
<u>INDIANA</u>		Lafayette	286	Norton Shores	385	Portsmouth	462
Anderson	035	Lake Charles	289	Portage	274	Rochester	462
Bloomington	078	Monroe	376	Saginaw	502		
East Chicago	217	New Orleans	403	Toledo, OH	598	<u>NEW JERSEY</u>	
Elkhart	171	Shreveport	547			Asbury Park	323
Evansville	181			<u>MISSISSIPPI</u>		Atlantic City	046
Fort Wayne	202	<u>MAINE</u>		Biloxi	072	Clifton	436
Gary	217	Auburn	310	Gulfport	072	Jersey City	268
Hammond	217	Bangor	060	Jackson	262	Long Branch	323
Indianapolis	256	Dover, NH	462	Moss Point	438	Millville	623
Kokomo	284	Lewiston	310	Pascagoula	438	New Brunswick	395
Lafayette	287	Portland	460			Newark	409
Louisville, KY	331	Portsmouth, NH	462	<u>MINNESOTA</u>		New York, NY	406
Muncie	382	Rochester, NH	462	Fargo, ND	187	Paterson	436
South Bend	556			Grand Forks	218	Passaic	436
Terre Haute	592	<u>MARYLAND</u>		Minneapolis	370	Perth Amboy	395
West Lafayette	287	Baltimore	058	Moorhead	187	Philadelphia, PA	445
		Cumberland	141	Rochester	491	Trenton	604
<u>IOWA</u>		Hagerstown	234	St Cloud	503	Vineland	623
Davenport	145			St Paul	370		
Cedar Rapids	100	<u>MASSACHUSETTS</u>				<u>NEW MEXICO</u>	
Des Moines	157	Boston	082	<u>MISSOURI</u>		Albuquerque	022
Dubuque	163	Brockton	088	Columbia	128		
Omaha, NE	430	Fall River	184	Joplin	273	<u>NEW YORK</u>	
Sioux City	550	Fitchburg	190	Kansas City	277	Albany	019
Waterloo	634	Haverhill	304	Springfield	565	Binghamton	073
		Lawrence	304	St Joseph	505	Buffalo	094
<u>KANSAS</u>		Leominster	190	St Louis	508	Elmira	173
Kansas City	277	Lowell	334			Glens Falls	216
Lawrence	302	New Bedford	391	<u>MONTANA</u>		Middletown	411
Topeka	601	Pittsfield	454	Billings	070	Nassau	389
Wichita	643	Providence, RI	466	Great Falls	223	New York	406
		Worcester	658			Newburgh	411
<u>KENTUCKY</u>				<u>NEBRASKA</u>		Poughkeepsie	464
Ashland	250	<u>MICHIGAN</u>		Lincoln	319	Rochester	493
Clarksville, TN	122	Ann Arbor	037	Omaha	430	Rome	619
Fayette	313	Battle Creek	062	Sioux City, IA	550	Schenectady	019
Hopkinsville, TN	122	Bay City	064			Suffolk	389
Huntington, WV	250	Benton Harbor	069	<u>NEVADA</u>		Syracuse	583
Johnson City, TN	269	Detroit	160	Las Vegas	301	Troy	019
Kingsport, TN	269	East Lansing	295	Reno	484	Utica	619
Lexington	313	Flint	193				
Louisville	331	Grand Rapids	220	<u>NEW HAMPSHIRE</u>		<u>NORTH CAROLINA</u>	
Owensboro	432	Jackson	259	Dover	462	Asheville	040
		Kalamazoo	274	Haverhill, MA	304	Burlington	095
<u>LOUISIANA</u>		Lansing	295	Lawrence, MA	304	Charlotte	112

Geographical Preference Menu

Concord	512	Oklahoma City	427	<u>TENNESSEE</u>		<u>UTAH</u>	
Durham	478	Tulsa	610	Chattanooga	115	Ogden	511
Fayetteville	188			Clarksville	122	Provo	469
Gastonia	112	<u>OREGON</u>		Davidson	388	Orem	469
Greensboro	229	Eugene	178	Hopkinsville	122	Salt Lake City	511
Hickory	243	Medford	356	Johnson City	269		
Jacksonville	264	Portland	463	Kingsport	269	<u>VERMONT</u>	
Norfolk, VA	415	Salem	509	Knoxville	283	Burlington	096
Portsmouth, VA	415	Springfield	178	Nashville	388		
Raleigh	478					<u>VIRGINIA</u>	
Salisbury	512	<u>PENNSYLVANIA</u>		<u>TEXAS</u>		Charlottesville	113
Wilmington	653	Allentown	025	Abilene	010	Hampton	412
Winston-Salem	229	Altoona	028	Amarillo	031	Lynchburg	340
		Bethlehem	025	Austin	052	Newport News	412
<u>NORTH DAKOTA</u>		Easton	025	Beaumont	067	Norfolk	415
Bismark	075	Erie	175	Brownsville	091	Petersburg	443
Fargo	187	Harrisburg	238	Bryan	092	Portsmouth	415
Grand Forks, MN	218	Hazleton	416	College Station	092	Richmond	487
Moorhead, MN	187	Johnstown	271	Corpus Christi	139	Roanoke	490
		Lancaster	292	Dallas	142	Virginia Beach	415
<u>OHIO</u>		NE Pennsylvania	416	Denison	545		
Akron	013	Philadelphia	445	Edinburg	353	<u>WASHINGTON</u>	
Ashland	250	Pittsburgh	451	El Paso	172	Bellingham	068
Canton	097	Reading	481	Fort Worth	142	Bremerton	084
Cincinnati	121	Scranton	416	Galveston	214	Everett	544
Cleveland	124	Sharon	543	Harlingen	091	Kennewick	485
Columbus	136	State College	575	Houston	247	Olympia	429
Dayton	148	Wilkes-Barre	416	Killeen	281	Pasco	485
Elyria	325	Williamsport	650	Laredo	298	Portland, OR	463
Hamilton	235	York	661	Longview	324	Richland	485
Huntington	250			Lubbock	337	Seattle	544
Middletown	235	<u>RHODE ISLAND</u>		Marshall	324	Spokane	559
Lima	316	Fall River, MA	184	McAllen	353	Tacoma	586
Lorain	325	Providence	466	Midland	364	Yakima	659
Mansfield	350	Pawtucket	466	Odessa	421		
Marietta	437			Pharr	353	<u>WEST VIRGINIA</u>	
Newark	410	<u>SOUTH CAROLINA</u>		Port Arthur	067	Ashland	250
Parkersburg	437	Anderson	036	San Angelo	514	Charleston	109
Springfield	568	Charleston	106	San Antonio	517	Cumberland	141
Steubenville	577	Columbia	130	San Benito	091	Huntington	250
Toledo	598	Florence	192	Sherman	545	Marietta	437
Warren	664	Greenville	232	Temple	281	Parkersburg	437
Weirton	577	Rapid City	479	Texas City	214	Steubenville	577
Wheeling	640	Rock Hill	495	Tyler	616	Weirton	577
Youngstown	664			Victoria	621	Wheeling	640
		<u>SOUTH DAKOTA</u>		Waco	625		
<u>OKLAHOMA</u>		Sioux Falls	553	Wichita Falls	646	<u>WISCONSIN</u>	
Lawton	307					Appleton	039

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Beloit	266	Kenosha	280	Oshkosh	039	<u>WYOMING</u>	
Eau Claire	167	La Crosse	285	Racine	475	Casper	098
Green Bay	226	Madison	346	Sheboygan	546		
Janesville	266	Milwaukee	367	Wausau	635		

Appendix I

Resume Samples

Summarized here are the resume samples provided on the pages that follow. These resumes are provided to guide you in your resume preparation.

1. Chief Executive Officer/Administrator, MHA - Health Care
2. International Liaison Manager/Consultant - Former Foreign Naval Officer
3. Manufacturer's Rep/Sales Manager, MBA - Manufacturing
4. Trainer/Training Consultant, PhD - Business, Industry, Education
5. Nurse's Aide - College Nursing Student
6. Office Manager/Accountant
7. Senior Computer Engineer, MSEE, MBA
8. Sales/Marketing Manager, MBA - Manufacturing/Wholesale
9. Operations/Production Manager - Retired Air Force
10. Senior Executive - Manufacturing - Marketing, Finance, Operations, International
11. Financial/Market Analyst, MBA - Recent College Grad

Chief Executive Officer/Administrator

A professional executive with 5 years experience as Hospital Chief Executive Officer and 12 years over-all experience in hospital/medical administration. A profit-oriented manager with demonstrated expertise in turn-around situations and start-up operations. A proven motivator able to derive maximum results from financial, personnel and material resources. Now seeking a challenge that will test my experiences and educational background while offering the opportunity for personal, professional and financial growth.

EMPLOYMENT HIGHLIGHTS

As Chief Executive Officer/Administrator for Metropolitan Hospital (a subsidiary of Amerihealth, Inc.), I was responsible for P&L and the over-all management of \$25,000,000 expense budget for a 180-bed medical/surgical facility with 310 FTE's and a medical staff of 450:

- **Produced** record profits during my tenure.
- **Joint** Ventured Sports Medicine Institute with the Medical College of Virginia.
- **Established** a 24-hour Emergency Room resulting in 700-800 visits and 80 admissions per month.
- **Achieved** full JCAH Accreditation and other necessary certifications.
- **Implemented** centralized personnel and marketing functions at hospital.
- **Recruited** ten major admitting physicians to the hospital staff.

As Chief Executive Officer for Port St. Lucie Hospital (Hospital Corporation of America), I was responsible for the start-up of a 150-bed hospital from the beginning of the \$25,000,000 construction project through the first year of operation:

- **Recruited** and was responsible for training 250 employees and a medical staff of 180.
- **Sold** 75,000 square feet of medical office space to local physicians.
- **Initiated** several joint ventures, such as a medical office building outpatient surgical suite, sports medicine complex, and a stand-alone NMR on the hospital campus.
- **Produced** a profit margin of 24.2%, or \$2,900,000, for the hospital in its first full year of operation.
- **Obtained** JCAH, CAP, AABB and other necessary accreditations for the hospital within fifteen months.

As Administrator for South Lake Memorial Hospital (H.C.A.), I was responsible for this 68-bed facility:

- **Increased** profitability resulting in record margins and cash flow.
- **Established** new services which included ultra-sonography, nuclear medicine, and CT scanning.
- **Improved** progress in community services. Success was documented in HCA's annual report.

As Assistant Administrator for Raleigh General Hospital (H.C.A.), I was responsible for 9 hospital departments in this 266-bed facility and served as complete medical staff liaison:

- **Supervised** 100-bed construction addition.
- **Authored** certificates of need for CT Scanner, Nuclear Medicine Unit and Renal Dialysis Unit.
- **Formulated** extensive hospital public relations program.
- **Supervised** the staffing, purchasing and operation of nuclear medicine and CT departments.

EMPLOYMENT

1987-1995 Administrator - Metropolitan Hospital (subsidiary of Amerihealth, Inc.) - Richmond, VA
1977-1987 Hospital Corporation of America:
1982-1987 Chief Executive Officer - Port St. Lucie Hospital (H.C.A.) - Port St. Lucie, FL
1979-1982 Administrator - South Lake Memorial Hospital (H.C.A.) - Clermont, FL
1977-1979 Assistant Administrator - Raleigh General Hospital (H.C.A.) - Berkley, WV
1976-1977 Assistant Administrator - Jefferson Memorial Hospital/Shenandoah Home - Ranson, WV
1975-1976 Administrative Resident (M.C.V.) - Virginia Baptist Hospital - Lynchburg, VA

EDUCATION

1976 MHA - Medical College of Virginia, Virginia Commonwealth University - Richmond, VA
1973 BA, History - Washington and Lee University - Lexington, VA

PROFESSIONAL ORGANIZATIONS

Member, The American College of Health Care Executives
Virginian Hospital Association - Committee on Trustees
Central Virginia Hospital Council
Board of Trustees - Virginia Blood Bank

HONORS AND AWARDS

Adjunct Faculty, M.B.A. Program, Florida Institute of Technology
Guest Speaker - Kentucky Hospital Association - 1984
Preceptor - Hospital Administration Program, Medical College of Virginia
Rotary 4-Way Test Award

CIVIC, FRATERNAL AND RELIGIOUS ORGANIZATIONS

Beta Theta Pi Social Fraternity
Board of Trustees - Tuckahoe Football Little League
All Saints Episcopal Church
Board Member - Richmond Civil War Roundtable
Sons of Confederate Veterans
Director - Hospital Division of United Way of Richmond

ARTICLES PUBLISHED

"Educational Program at RGH Improves Maintenance Skills," HCA Interchange Magazine
"Hospitals and the Use of Donated Commodities," Hospitals Magazine
"How One Hospital Provides Spiritual Services for Its Patients," Southern Hospitals

WILLIAM R. ROBERTSEN

3399 South Boyers Lane
Salt Lake City, UT 84117
(801) 277-0001
(801) 466-5300
williamrobertsen@yahoo.com

International Liaison Manager/Consultant

A strong, innovative, people-oriented executive with proven success in the international arena. Very skillful and quick in analyzing problem situations and organizing available resources for immediate and the most profitable results. A quick study able to adapt and contribute to new and changing situations rapidly. Have produced results within as short a time period as a few weeks with no prior knowledge or experience. Long and short-term assignments are of equal interest. Breadth of skills and experience:

- International Liaison
- Regulatory Affairs
- Business Development
- Marketing/Sales
- Contract Negotiations
- Project/Program Management
- Strategic Planning
- Public Relations
- Recruiting/Training
- Chairing International Conferences

CAREER HIGHLIGHTS

As Production Manager/Technical Affairs/Liaison Manager with EINSKO Ltd., a \$12 million manufacturer of fully automated fuel dispensing pumps and related equipment:

- **Organized** assembly line and re-motivated personnel.
- **Established** presence in regulatory affairs bodies such as the National Conference of Weights and Measures, Underwriters Laboratories, Canadian Standards Organization.
- **Redesigned** European models to fit US market and US safety regulations.

As Chief Exercise and Support Communications for the Supreme Allied Commander Atlantic, Norfolk, VA:

- **Saved** several millions of dollars annually by convincing NATO of necessity of encryption computerization by a USA appropriate body. This took two years of hard work, research and negotiations to overcome 25 years of systematized tradition and the veto power of 15 member nations.
- **Chaired** several international conferences per year making presentations to high level international groups. Traveled extensively with an international briefing team. Dealt with the media extensively.
- **Ironed Out** international differences as a member of an international planning staff. Brought order and definition to unstructured situations.

As Commander of a ship at sea, turned around morale and productivity upon change of command. Convinced the crew they could be the best ship in the squadron. The ship was selected to represent the Royal British Navy as unit of the first NATO Minesweeping Squadron. Showed the flag in many countries on the occasion of a special cruise to commemorate 10 years NATO.

EMPLOYMENT

- 1993-present Manager Technical Affairs/Liaison - EINSCO, Ltd. - Salt Lake City, UT
- 1988-1993 Production Manager - EINSCO, Ltd. - Salt Lake City, UT
- 1984-1987 Manager Inert Gas Systems - The Stanwick Corp - Dallas, TX
- 1979-1984 Sales Executive - Industrial Presentations Inc - Houston, TX
- 1952-1979 Various assignments of increasing responsibility including command at sea as well as national and international staffs worldwide - Royal British Navy

EDUCATION

- 1972 MA equivalent in International Affairs - Royal British Naval Postgraduate School
- 1960 MS, Communications Management and Technology - London Postgraduate Communications School
- 1952 BS, Naval Sciences (Physics and Math related courses) - Royal British Naval Academy

PERSONAL

Married, excellent health. Love to travel. Willing to relocate. US citizen.

Manufacturing Representative / Sales Manager

A results-oriented professional with documented successes in sales, marketing, product management, financial analysis and planning. A dynamic individual with an M.B.A. on the fast-track to upper management. Major Achievements:

- **Ranked #1** in sales of 75 Account Managers nationally for 1993; established company all-time performance records. Ranked #2 in 1994.
- **Introduced** successfully, as Marketing Specialist/Product Manager, several new electronics products while eliminating others from the product line.
- **Created** the company's first long-range financial planning model and corporate plan stressing accountability at various significant levels.
- **Developed** International Marketing Plan which was implemented, with some minor modifications, resulting in the achievement of 135% of forecast.

Now seeking a position as Sales Manager; immediately, or after a brief orientation period. Desire strong challenge and the opportunity to demonstrate superior ability. The opportunity for substantial career advancement, based upon performance, is of major importance.

CAREER HIGHLIGHTS

With Diebold Incorporated, a major manufacturer of automation and electronic banking equipment located in Canton, Ohio, from 1987 to present:

As Account Manager, calling on major financial holding companies within the state of California, from 1993 to present:

- **Ranked #1** in sales nationally of 75 Account Managers for 1993 and established a new sales volume record of \$4.3 million which was 225% of quota. In 1994 ranked #2 nationally exceeding last year's production and all quotas despite the cancellation of \$1.0 million in business due to acquisitions and mergers. Won every sales award in 1993 and 1994.
- **Developed** major new accounts with bank holding companies after solving logistical and service problems. Convinced company to modify existing service personnel allocations so as to best satisfy customer needs resulting in substantial new sales. Recommended product design changes to company which resulted in significant sales volume.
- **Elected** to New Product Design Committee for 1995.

As Corporate Marketing Specialist/Electronic Products Division from 1992 to 1993:

- **Managed** and **Coordinated** the release of a new automatic banking line which included conducting all the necessary market research, pricing, forecasting, production scheduling, product introduction/training to sales force, and demonstration to prospective customers.
- **Convinced** management to assemble 300 automatic teller units from parts inventory. Conducted sales promotion to reduce inventory. Sales promotion successfully covered production cost and sales expense, thus eliminating the \$300,000 write-off while keeping the competition off balance on sensitive deals.

As Product Manager of Electronic Terminal Systems from 1990 to 1992:

- **Conducted** product-planning research resulting in design specifications for engineering and software. Convinced management to allocate funds for product development. Managed the development of several new products.

As Manager, Financial Analysis and Planning (Domestic and International), 1987 to 1990:

- **Developed** first-ever financial models for the forecasting of sales and profits. Created studies for the phase-out of products and manufacturing facilities. Prepared and wrote monthly and quarterly reports explaining the company's progress and performance against the Corporate Plan.
- **Created** new software planning system to incorporate sales/product forecasts with accountability via quotas, budgets, or allowances at all operating levels. Created Finance Group to monitor performance of foreign sales and profits.

EMPLOYMENT

1987-Present	Various positions of increasing responsibility - Diebold, Incorporated - San Francisco, CA
1985-1987	Project Administrator - McDermott, Inc. (formerly the Nuclear Division of Babcock & Wilcox) - Oakland, CA
1982-1983	Technical Design Analyst - Davy McKee Co. - San Jose, CA

EDUCATION

1986	M.B.A. (Major in Marketing) University of Akron - Akron, OH. Authored case study for International Marketing Program that is still used in the University of Akron's masters program for International Marketing. Elected to National Marketing Honor Society.
1978	B.A. Business Administration (Major in Finance) - Kent State University - Kent, OH
1975	A.S. Civil Engineering - University of Akron - Akron, OH

Trainer/Training Consultant

An expert trainer and training consultant with a Ph.D. and over 20 years combined experience in business, industry and education. Proven track record as a learning facilitator in designing and conducting training programs for adults and young people. An articulate speaker with the ability to quickly establish rapport with trainees by utilizing motivational teaching techniques and imparting a genuine concern for individuals.

- Ph.D. (Adult Ed and HRD)
- Who's Who of Emerging Leaders
- Who's Who of American Women
- Employee Relations
- Productivity Enhancement
- Troubleshooting/Problem Solving

CAREER HIGHLIGHTS

As a Trainer and Consultant, 1988-Present:

- **Ascertained** client goals and objectives.
- **Assessed** training needs and personnel characteristics.
- **Designed, implemented and conducted** training programs tailored to meet client needs.
- **Wrote** and **produced** training materials.
- **Conducted** follow-up sessions and evaluations.

As Adjunct Faculty, Virginia Commonwealth University and University of Virginia, 1992-1995:

- **Developed** and **taught** graduate level courses for administrators, supervisors and teachers which resulted in documented desirable behavioral changes.
- **Designed** courses based on the principles of adult learning, leadership and management.

As State Education Supervisor, 1988-1992:

- **Consulted** with school divisions on a variety of topics.
- **Planned** and **implemented** training institutes for administrators and supervisors.
- **Organized** conferences, seminars and workshops.

SELECTED TRAINING TOPICS

- Situational Leadership
- Thinking Styles
- Stress Management
- Creative Thinking
- Business Etiquette
- Interpersonal Communication
- Making Effective Presentations
- Problem Solving
- Productivity Enhancement
- Training the Trainer
- Communication for Managers
- Self-Image Enhancement
- Writing Performance Objectives
- Assertiveness Training
- Writing Skills
- The Change Process
- Conflict Resolution
- Employee Relations

EMPLOYMENT

- 1992-Present Training Consultant - Denver, CO
- 1991-1992 Associate Director of Middle Schools and Special Projects - Idaho Dept. of Education - Boise, ID
- 1988-1991 Supervisor, Middle School Education - Utah Department of Education - Salt Lake City, UT
- 1982-1988 Principal - Parksley Middle School - Accomack County Schools - Denver, CO
- 1977-1981 Assistant Principal - South Accomack Elementary School - Accomack County Schools - Denver, CO
- 1967-1977 Classroom Teacher - Various School Districts - Colorado and Utah

EDUCATION

- 1985 Ph.D. in Urban Services - Virginia Commonwealth University - Richmond, VA (Concentration in Adult Education/Human Resource Development - 3.9 GPA)
- 1974 MEd. in Reading - University of Montana - Missoula, MT - 4.0 GPA
- 1967 B.S. in Education - Salisbury State College - Salisbury, MD - (Deans List 4 years)

SPECIAL RECOGNITION

- 1987 Listed in Who's Who of Emerging Leaders
- 1986 Listed in Who's Who of American Women
- 1986 Letter of Recognition for Quality Research, Virginia Educational Research Association
- 1979 Distinguished Service Award, Virginia Education Association
- 1973 Listed in Outstanding Educators of America

PERSONAL

Married, two grown children. Enjoy traveling. Leisure activities include reading, writing, theater and classical music.

Robyn E. Merrill
477 South Way
Mesa, AZ 87508

Home (602) 488-3226
Service (602) 244-8798

Nurse's Aide

Recent high school graduate beginning a two-year scholarship in Nursing in the fall. My immediate career goal is to graduate with a degree in Nursing. My strengths described by superiors include: "...very organized, conscientious, hard working, and persevering... energetic and enthusiastic...confident, capable, and intelligent...logical and analytical...creative and innovative with an original mind...a possibility thinker...very perceptive...independent and goal oriented...sympathetic, gentle, and warm...charismatic leader...can motivate others...naturally concerned about others...even tempered and diplomatic...decisive with natural leadership ability...engenders confidence in others through natural warmth and leadership...." Seeking an opportunity to contribute and learn in nursing while completing my formal education.

WORK EXPERIENCE

1994-present Habilitation Trainer (assist mentally retarded and developmentally disabled with living skills to become more independent) - Mesa Vista - Phoenix, AZ
1994 Kitchen Assistant (food preparation and service) - Seville - Mesa, AZ
1993-present Mother's Assistant (chauffeur, cooking, cleaning, shopping) - Mesa, AZ
1990-present Babysitter and Housekeeper - Various homes

VOLUNTEER SERVICE

1994-1995 Youth Organization Presidency, 1st and 2nd Counselor - plan weekly activities.
1994 Youth Camp Leader - represent ward youth in planning summer camp activities.
1993-1994 Volunteer at Rest Home - visit the elderly weekly, and entertain them by singing.
1992-1993 Sophomore Class President - conduct meetings, plan/oversee activities.
1992-1993 Youth Council Member - plan firesides, social activities, and conferences.
1992 Candy Striper (food preparation, cash register) - Utah Valley Medical Center - Provo, UT

EDUCATION

1995 Diploma - Skyline High School - Mesa, AZ
3.9 GPA, National Honor Society, Presidential Scholarship to Ricks College, Accepted to BYU and Ricks; Member, 1993 Cross Country Team; Member, 1993 and 1994 Track Team; Member, HOSA 1994-1995; Member, FHA 1994-1995

REFERENCES

James and Susan Brown
474 Salty Road
Mesa, AZ 87508
(602) 261-6122

Vern and Deanna Poultree
926 Westerly Way
Phoenix, AZ 80859
(602) 889-2188

Dean and Julie Morton
5590 Alter Way Road
Salt Lake City, UT 84435
(801) 225-8997

WENDY M. LARSEN
8031 Emerson Road
Seattle, WA 23455
(804) 440-6642
wmlarsen@hotmail.com

Accounting/Office Management

A mature, self-motivated administrator with over 20 years experience in all aspects of administration, with expertise in general accounting and office management.

- Financial Analysis
- Internal/External Audits
- Forecasting/Planning
- Budgeting
- Manual/Automated Systems
- Financial Statements
- Receivables/Payables
- Payroll
- General Ledger
- Credit/Collections

EMPLOYMENT

1992-1995 Controller for The Mellon Group, consultants in Seattle, WA:

- **Organized** and brought current all financial statements, accounts payable, accounts receivable and general ledger.
- **Created** ledgers, set up balance sheets and distributed costs between two offices.
- **Managed** all payroll for commissioned and salaried personnel.

1990-1992 Controller for National Research and Marketing in Seattle, WA:

- **Managed** payroll for 60 employees weekly, both salaried and commissioned.

1987-1989 Controller and Office Manager for Bayshore Realty, Rocky Beach, OR.

1982-1987 Auditor for Baymark Development Corporation, Portland, OR.

- **Set Up** accounts for projects, identified construction draws and applied to correct project.
- **Figured** closing cost statements for sales on each unit sold, cash distribution for replacements of draws and profit margins.

1970-1981 Controller and Office Manager for Southern Beauty Supply, Tacoma, WA:

- **Reduced** loss in accounts receivable by 15%, after converting system from manual to mini-computer. Hired, trained and supervised accounting staff, office and warehouse personnel.
- **Managed** a promotion program in scheduling flights, cruises and lodging for overseas travel. Saved over \$300,000 within 5 years.

EDUCATION

Rockhurst College - Kansas City, MO - Majored in Accounting, Auditing and Taxes.

Stephen R. Gibson
4894 Orchard Avenue
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(201) 245-2382
srgibson@yahoo.com

Senior Computer Engineer

Over 30 years experience in computer/electronic engineering. My career has evolved from circuit design of digital systems to systems development. Experience includes application and system software development, system programming, computer system simulation, communication networks, computer security, information retrieval, and database design. My strengths described by superiors include: "...conscientious...confident expert...self-reliant...very productive and resourceful...rational, objective, logical, analytical...practical and realistic...good natured, friendly, respected...sense-of-humor..." Currently seeking an opportunity in product/systems development. Preference would be client/server software development in a windows-based environment.

LANGUAGES

- Many Assemblers (27 yrs)
- BASIC (14 yrs)
- C (10 yrs)
- FORTRAN (4 yrs)

OPERATING SYSTEMS SOFTWARE

- Windows 3.1 (3 yrs)
- MSDOS (10 yrs)
- VM (2 yrs)
- Windows for Workgroups 3.11 (1 yr)
- UNIX (4 yrs)
- MVS (2 yrs)

PC APPLICATIONS SOFTWARE

- WordPerfect (6 yrs) and Word (1 yr)
- Drawperfect and Harvard Graphics (1 yr)
- PCXWARE (2 yrs)
- Lotus 1-2-3 (8 yrs) and Excel (1 yr)
- Dbase III+/IV (5 yrs) and Access (1 yr)
- CYMA Accounting Software (4 yrs)

TOOLS/PROTOCOLS

- TCP/IP (2 yrs)
- BISYNC (8 yrs)
- IBM QuickC Development
- IBM Programmers Workbench (3 yrs)
- IBM SNA/SDLC (8 yrs)
- Asynchronous Communications (10 yrs)
- CTOOLS (1 yr)

HARDWARE

- IBM PC (10 yrs)
- IBM 370/155, 360/75, 360/50, 7040 (8 yrs)
- IBM ES/9000 (2 yrs)
- Intel 8080/8085 (12 yrs)
- DEC VAX 11/780 (2 yrs)
- Honeywell 6000 (2 yrs)
- Many Unix work stations (2 yrs)
- Zylog Z80 (4 yrs)

SELECTED ACHIEVEMENTS

- **Awarded** Outstanding Performance Certificate and Bonus for designing the database system for the first automated United States Customs import/export system.
- **Developed** the software for an IBM compatible terminal cluster controller with an extensive on-line configuration utility.
- **Developed** a special accounting system for a credit union. The system included accounts receivable, inventory control, general ledger, and some management information functions.
- **Designed** new software and integrated with existing software in a new hardware platform. Verified hardware design. As a result, four new products were brought to market.
- **Completed** the sale of a mini-computer hardware and software system to a credit union. This was a "take-over project" and was accomplished with no prior knowledge of the computer system, its programming facilities, or the accounting system. The work was completed within 3 months on-site with the customer.

EMPLOYMENT

1992-present Software Engineer - OpenConnect Systems, Inc. (interconnectivity soft/hardware) - NYC, NY
1989-1992 Software Engineer Consultant - Terminal Connexions, Inc. - New York City, NY
1989 Software Engineer - Terminal Connexions, Inc. (IBM compatible terminals) - Roseland, NJ
1976-1988 Software Engineer - Beehive International, Inc. (computer terminal manufacturing) - Roseland, NJ
1975-1976 Principal Systems Programmer - UNISYS - Salt Lake City, UT
1972-1975 Computer Specialist - U.S. Customs Service - Washington, D.C.
1969-1972 Technical Staff - Mitre Corporation (systems engineering/analysis) - McLean, VA
1961-1969 Electronic Engineer/Mathematician (geophysical data analysis/computer software design) -U.S. Air Force Active Duty
1959-1961 Electrical Engineer (circuit design) - R.C.A. Corporation - Camden, NJ

EDUCATION

1989 M.B.A. - University of Utah - Salt Lake City, UT
1963-1965 Ph.D. in Computer Science requirements completed except the dissertation - University of Pennsylvania - Philadelphia, PA
1961 M.S., Electrical Engineering - University of Pennsylvania - Philadelphia, PA
1959 B.S., Electrical Engineering - University of Pennsylvania - Philadelphia, PA
Graduated with Distinction. Tau Beta Pi and Eta Kappa Nu engineering honorary societies.

PROFESSIONAL AFFILIATIONS/PUBLICATIONS

Member, Association for Computing Machinery. Member, New York City PC User's Group. Numerous seminars on computer related topics. "Developing a Comprehensive System Program Database to Improve the Management of Software Resources" presented to the VII International Congress on Cybernetics (1973) and American Management Association Seminar (1972).

James (Jim) R. Andreasen, MBA
11427 Willowview Way
Boca Raton, FL 89204

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Work (514) 468-6544
E-mail jra@comcast.net

Sales/Marketing Management

Over 12 years successful experience in Sales and Marketing Management with Frito-Lay and Dreyer's Grand Ice Cream, two of the nation's top marketers of consumer products. Ability to teach, train and motivate others in sales and management skills. Certified instructor for Frito-Lay Selling Skills course. My skills and strengths described by superiors include: "...visionary natural leader...respected as well as liked because of his natural warmth...works best in organizations where opportunity exists to rise to the top...ambitious and hardworking...honest and direct...good complex problem solver...able to make logical decisions...able to keep long and short term goals in mind...able to develop immediate rapport...promotes harmony and builds cooperation around him...respects variety of opinions and input...good public speaker and facilitator of group discussions...productive, decisive, well-organized team player...."

- Sales/Marketing Management
- Recruiting/Training/Motivating
- Merchandising/Space Allocation
- Communications
- Product Management
- Distribution
- Displays
- Results-oriented

Currently seeking an opportunity in Sales/Marketing Management. I will make a difference!

CAREER HIGHLIGHTS

As Division Sales Manager for XYZ Ice Cream, my original objective was to turn around the company's lagging sales and reputation from #4 position and 4% market share, to become the leading ice cream distributor in Florida, by 1995:

- **Hired** and trained the best route salesmen available. Challenged and motivated them to increase sales and market share. Motivated them with better compensation and incentives than our competitors.
- **Developed** more impacting presentations which have become market standards. We have become known by our customers as "the category experts."
- **Increased** selling space by +330% and +350% at Albertson's and Smith's respectively. Gained 100% distribution on all major brands in all supermarkets by the fall of 1994. Gained "set captain" status in all major accounts.
- **Achieved** sales volumes of +7% and +15% over annual sales objectives for 1993 and 1994 respectively.
- **Increased** sales volume +96% from 1992 to 1994.
- **Increased** average sales from \$22,000 per week in 1991 to \$141,000 per week in 1994.
- **Increased** market share from 2.3% to 11.7% by 1993.
- **Increased** market share to 24% by 1994 year end to make XYZ the top distributor. We are currently fighting to stay on the cutting edge of top quality service.

As Region Manager for Frito-Lay:

- **Reduced** overall expenses by 25%. This was the greatest expense reduction of any region in our division.
- **Proposed** an exclusive account relationship to 7-11, our largest convenience store account. This resulted in a 35% increase in sales, and over \$250,000 in incremental volume. This was one of the first divisions of 7-11 to implement such a program.
- **Achieved** convenience store segment growth of over 36% for the year and ranked the region #1 in the entire U.S.

EMPLOYMENT

1991-present	Division Sales Manager - XYZ Ice Cream - Boca Ratan, FL
1990-1991	Regional Sales Manager - Borden, Inc. Clover Club Foods - Richmond, VA
1986-1989	Region Manager - Frito-Lay, Inc. - Richmond, VA
1984-1986	Trade Development Manager - Frito-Lay, Inc. - Richmond, VA
1983-1984	District Sales Manager - Frito-Lay, Inc. - Richmond, VA
1984-1986	Route Salesman - Frito-Lay, Inc. - Richmond, VA

EDUCATION/TRAINING

1982	M.B.A. - University of Utah - Salt Lake City, UT
1981	B.S., Marketing - Brigham Young University - Provo, UT

PERSONAL

Married with 5 children. Excellent health. Willing to relocate. Leisure activities include: basketball, volleyball, softball; camping, hiking, golf; active leader in church service and Boy Scouts of America.

Operations/Production Management

Over 20 years service in the Air Force culminating as Master Sergeant. Excelled in every job function and management role. Adapted to diverse environments despite many job changes (without prior experience), family separations, relocations, changing political climates and budget fluctuations. Guided and coached young people to excel where they had no prior experience, and convinced colonels and generals I had the best idea. Managed people, money, equipment and aircraft in meeting deadlines to ensure successful mission objectives. Conceptualized and refined new ways for the Air Force to fly quality aircraft. Strengths include:

- Visionary/Results Oriented
- Recruiting/Training/Motivating
- Commitment to Learn/Improve
- Loyal/Dependable/Reliable/Hard Working
- Conscientious/Detail Oriented
- Quick Study
- Initiative/Goal Oriented/Proactive
- Excellent People Skills/Well Liked
- Enthusiastic/Confident
- Accountable/Responsible

Currently seeking to apply my skills in different and exciting ways in Operations and/or Production Management. You can count on me...I will make a difference.

CAREER HIGHLIGHTS

- **Consolidated**, rewrote and taught seven new courses, all within six months, saving the Air Force \$250,000. This was necessary due to a merger between two major command organizations.
- **Reorganized** training staff and lesson plans and reduced training time by more than 50% – from over eighteen, to less than nine months. Wrote new policy and procedure guidelines.
- **Organized** a conference of all European US Air Force Base key aircraft technical management personnel. Set and maintained an effective conference agenda for dialogue and training. The conference was so successful, that aircraft flight readiness and condition improved immediately and significantly. Aircraft in-commission increased 15%, non-flyable rate dropped by 20%, and a 30% drop in repeat malfunction rates.
- **Rewrote** within six weeks an out-of-date Air Force maintenance policy regulation at the critical beginning of the Persian Gulf War. Got it published and distributed within 58 days.
- **Recommended** a revolutionary new quality assurance methodology that will be implemented throughout the Air Force in January of 1995. My idea was based on the writings of W. Edward Deming and Joseph Juran. It increased quality assurance by 10% and reduced required manpower of a typical organization by 3%.
- **Awarded** a medal for solving a chronic problem with an aircraft Navigational System. Increased the Mean Time Between Failure rate by 400%, from 5 to over 20 hours; and decreased the Repeat Rate by 1500%, from 30% to only 2%.
- **Improved** rapport between quality assurance inspectors and maintenance personnel. This was done by requiring inspectors to coach and assist, rather than find fault and condemn.

- **Named** Non-Commissioned Officer of the Year at Nellis Air Force Base in 1985 for solving a chronic fuel quantity indicator problem on the F-16.
- **Trained** 18 new personnel, without any prior experience or training, with on-the-job-training, to be qualified on certain tasks without supervision within one month. All 18 were completely trained within 9 months. Awarded an Air Force Commendation Medal for this accomplishment.
- **Motivated** my understaffed crew, under "alert" and extreme hardship conditions, to maintain zero defects on radar for F-4 aircraft. For 2 years running, we were rated the best radar shop in the Air Force. This was my very toughest and best assignment.

EMPLOYMENT HISTORY

1991-1994 Assistant Chief, Air Combat Command Academic Aircraft Maintenance Training; Interactive Video Development Supervisor and Quality Improvement Facilitator - 388th Maintenance Training Flight - Hill Air Force Base, Utah

1989-1991 Quality Assurance Functional Manager and Superintendent, Aircraft Maintenance Policy - Headquarters United States Air Forces Europe - Ramstein Air Base, Germany

1986-1989 Production Superintendent/Section Superintendent/Chief Quality Assurance Inspector - 48th Tactical Fighter Wing - Royal Air Force Lakenheath, England

1983-1986 Production Superintendent/Maintenance Expediter/Shift Supervisor/Electronics Technician - 474th Tactical Fighter Wing - Nellis Air Force Base, Nevada

EDUCATION/TRAINING

1994 BA, Business Administration - Columbia College - Columbia, MO

1994 Occupational Instructor Certificate - Community College of the Air Force - Maxwell Air Force Base, Alabama

1991 AA, Business Administration (Dean's List) - University of Maryland - College Park, Maryland

1988 AAS, Avionic System Technology - Community College of the Air Force - Maxwell Air Force Base

- Total Quality Management, Process Improvement Facilitator, Quality Performance Measurement, Malcolm Baldrige National Quality Award Assessment.
- Various courses including: Electronic Theory and Troubleshooting, Radar Theory, Display System Theory, Flight Control Theory.
- Selected for all Senior Non-Commissioned Officer Academies and Leadership Schools. Commandant's Award for Outstanding Leadership, 1988.

AWARDS

- Air Force Meritorious Service Medal for sustained superior performance.
- Three awards of the Air Force Commendation Medal for sustained outstanding performance.
- Two awards of the Air Force Achievement Medal for outstanding contributions.
- Non-Commissioned Officer of the Year, 1985, at Nellis Air Force Base, Nevada.

PERSONAL

Married with 2 children. Excellent health. Willing to relocate.

Joseph M. I. Walsh, III
295 Southwest Painer Rd.
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josephmiwalsh@msn.com

General Management Executive **Marketing • Finance • Operations • International**

Over 15 years experience in strategic planning, international development and general management of large and small manufacturing, wholesale and retail operations. My skills and strengths described by superiors include: "...experienced leader in a fast growth environment...knows how to recruit, train and lead a growing work force...knowledgeable in manufacturing, distribution, and customer service issues...solid track record in building market share...knows how to balance market share with profitability...understands the promotional issues...take charge decision-maker...loves challenges...ingenious complex problem solver...strives to perfect systems...values truth above all else...honest, frank, direct and hearty style...hardworking... innovative, visionary strategic planner...able to keep long and short-term goals in mind..." Currently seeking an opportunity to manage a challenging growth or turnaround company.

- Fortune 500 experience
 - Open new markets
 - Launch new products
 - Build sales forces
 - P&L responsibility
 - Manage high growth
 - Manufacturing operations
 - International experience
 - Increase market share
 - Strategic planning
 - Mergers/Acquisitions
 - Network marketing experience
 - Entrepreneurial start-ups
 - Distribution operations
-
-

CAREER HIGHLIGHTS

As President of the International Division of Kaiser International, a \$800MM sales/8% profit manufacturer and distributor of machines, equipment and supplies for the mining and construction industries:

- **Restructured** the "illegal" and unprofitable Malaysian business with declining sales and no local credibility. Hired new marketing and financial managers. Solicited and obtained Ambassador's support. We quickly reached breakeven and, as a competitive advantage, we were the first to have products licensed and to achieve "Presidential Distributor" status.
- **Restructured** overstaffed, under performing, noncompliant Mexican business. Provided direction and goals, replaced managers, reduced costs, recruited and trained leaders, and implemented policies and procedures. Breakeven was substantially reduced, sales increased, business became immediately cash self-sufficient, and we experienced emerging successes.
- **Reorganized** the division staff which was ineffective and expensive. Established goals, training programs, and a different method for opening new countries. Staff overhead cost was reduced by \$700,000 (lean but very capable), and we were ready for opening Argentina, Uruguay, Chile, New Zealand, Australia, and Hong Kong.
- **Realigned** corporate staff and strengthened the board of directors. Focused on US growth to accelerate cash flow, established operating budgets, and persuaded owners to delay initial public offering. As a result, cash flow and staff communications improved.

As Vice President of Special Projects for ZimeriCare Industries Inc., a \$744MM sales/\$83MM profit manufacturer and marketing distributor of personal care products:

- **Restructured** the Worldwide Direct Selling Group. Profit margins had declined from 13% to 8% on flat sales. Developed a "next generation" business plan. Developed a test market in Spain. Turned around sales and returned profits to historical margin levels. Increased the credibility of the strategic planning process.

As General Manager for the Inconso Division of ZimeriCare Industries Inc.:

- **Designed**, staffed, and managed a new start-up subsidiary business. Reduced product costs to users by 50%. Realized internal and external sales of \$6MM and 13% pre-tax margin within 2 years.
- **Acquired** a large company and merged with the Inconso Division. Established Hong Kong subsidiary that absorbed both activities and improved overall cash management.

As General Manager for ZimeriCare Industries Inc. Chile S.A.:

- **Proposed**, planned, launched, and managed a new business in Chile. Prior to this, no successful new business had been started or acquired, and no one would risk trying new operating techniques. Business was profitable within 9 months. Returned all start-up funds within 18 months and initiated a mini-mart concept in the industry.

As Manager of Corporate Planning for Mohasco Corp., a \$700MM manufacturer and distributor of furniture and carpeting:

- **Set up** an econometric model to predict sales/profits with varied economic scenarios and competitive actions.
- **Researched**, acquired and blended six companies into the corporate structure. As a result, we realized a very strong new source of Return On Investment.

As General Manager of the Skycenter Hotels/Manager of Planning for Hertz, a subsidiary of RCA Corp.:

- **Turned around** an unprofitable hotel property and then sold it.
- **Turned around** unprofitable Canadian operations by purchasing the most profitable franchise in Toronto and franchising the unprofitable losers. As a result, we became profitable.
- **Turned around** unprofitable operations in Europe. Sold chauffeur drive business in England. Closed truck rental business in France. Franchised car rental businesses in Portugal, Norway and Greece. Used Spain to aid ingenious rescue of the Portuguese business and its general manager. As a result, no more losses in Europe.
- **Turned around** truck rental division and franchised it to Penske.

As Manager of the Treasury for the \$500MM Computer Division of RCA Corp.:

- **Closed** the division and sold installed customers to Sperry Rand. Liquidated remnants. Terminated 11,000 employees and sold spare parts. Reduced \$500MM write-off to only \$300MM.

EMPLOYMENT

- 1995-present President, International Division - Kaiser International - Houston, TX
- 1979-1993 Various Positions - ZimeriCare Industries Inc.- Houston, TX
- 1993-1993 Vice President, Special Projects
 - 1989-1993 Group Vice President, Strategic Planning
 - 1985-1989 Director, Market Development
 - 1983-1985 General Manager, Inconso Division
 - 1982-1983 Director, International Planning
 - 1980-1982 General Manager, ZimeriCare Industries Inc. Chile S.A.
 - 1979-1980 Manager, International Planning
- 1977-1979 Manager, Corporate Planning - Mohasco Corp. - Amsterdam, NY
- 1969-1977 Various Positions - Hertz (subsidiary of RCA Corp.) and RCA Corp.
- 1975-1977 General Manager, Skycenter Hotels - Hertz Corp. - New York, NY
 - 1972-1975 Manager, Financial Studies - Hertz Corp. - New York, NY
 - 1972-1972 Manager, Treasury Operations - RCA Corp., Computer Division - Cherry Hill, NJ
 - 1969-1972 Manager, General Accounting - RCA Corp., Computer Division - Cherry Hill, NJ

EDUCATION/TRAINING

- 1969 MBA Program - RCA Corporation
- 1968 BS, Industrial Management, Engineering, Economics - Purdue University

James D. Marker, MBA
529 Elmwood
Orem, UT 84580
(801) 221-7898
jamesmarker@hotmail.com

Financial/Market Analyst

Recently graduated MBA with undergraduate degree in Economics and Finance. My skills and strengths described by superiors include: "...serious and responsible...practical and realistic... painstakingly accurate, precise, and thorough...great powers of concentration and discipline...very organized...hard working...good judgement...memory for details...logical and analytical...stable, dependable, and can be counted on to follow through..." Currently seeking a career opportunity as Financial or Market Analyst.

EDUCATION

1995 MBA, Finance - Brigham Young University - Provo, UT
1993 BA, Economics and Finance - Brigham Young University - Provo, UT
1990 Diploma - Mountain View School - Orem, UT
3.98 GPA, National Honor Society, BYU Trustee Scholarship (4-year full tuition) Tandy Scholar, AP Scholar with distinction, Bruin Scholar Award, Presidential Academic Fitness Award

EXPERIENCE

1993-present Market Researcher - Jones and Associates - Provo, UT
1992-1993 Delivery Driver - Godfather's Pizza - Provo, UT
1992 Construction Laborer (landscaping and roofing) - D.R.D. Construction - Orem, UT
1989-1992 Line Cook/Trainer - Garcia's Mexican Restaurant - Provo, UT

REFERENCES

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Evan Bruce, Counselor
Skyline High School
600 West 1114 South
Provo, UT 84064
(801) 376-0972

Appendix J Letter Samples

These sixteen letters will guide you in your letter preparation for just about every situation. You should use the business letter format provided. "Letters" and "Introduction Letters" are sent without a resume. "Cover Letters" are always used with a resume. See Chapter 8, "Writing Effective Letters," and Chapter 18, "Your Personal Marketing Plan," for more detailed information.

Name	Description
Letter A	Introduction Letter in Response to Ads
Letter A-F	Follow-up Cover Letter in Response to Ads
Letter B	Cover Letter in Response to Blind Ads
Letter B-F	Follow-up Cover Letter in Response to Blind Ads
Letter C	Cover Letter to Recruiters
Letter D	Cover Letter to References
Letter E	Cover Letter to Friends and Acquaintances
Letter F	Cover Letter to Influential Persons and Referrals
Letter G	Introduction Letter for Imminent Opportunities
Letter G-F	Follow-up Cover Letter for Imminent Opportunities
Letter H	Introduction Letter to Primary Employers
Letter H-F	Follow-up Cover Letter to Primary Employers
Letter I	Cover Letter to Secondary Employers
Letter I-F	Follow-up Cover Letter to Secondary Employers
Letter J	Consultant's Introduction Letter
Letter K	Follow-up Thank You Letter after an Interview

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

(1) has been of interest to me for some time now. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about finding your ad in the (2) issue of the (3) for the position of (4).

Your requirements (5) very closely match my qualifications. I am confident that my experience (6) would allow me to make an immediate and significant contribution (7). Some of my relevant accomplishments:

- **Developed (PAR's from resume)**
- **Increased**
- **Doubled**
- **Turned around**

Since I have such a strong interest in working with you, I would like to explain why, and show you what I can do for you. I will call you in a few days to schedule a 20-30 minute appointment. I look forward to speaking with you soon.

Sincerely,

Your First, MI, and Last Name

1. (Name of organization, e.g., XYZ Corporation)
2. (Date of issue, e.g., August 5, 1994)
3. (Name of publication, e.g., Salt Lake Tribune)
4. (Position title, e.g., Marketing Director)
5. (Specific requirements matching your qualifications, e.g., of 10-15 years of experience plus MBA)
6. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
7. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

Perseverance and persistence are important components of the work ethic. With me it's intuitive...I just hate to give up! And this is why I am writing you a second time.

I wrote you initially a couple of weeks ago to let you know that (1) has been of interest to me for some time. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about finding your ad in the (2) issue of the (3) for the position of (4).

Your requirements (5) very closely match my qualifications. I am confident that my experience (6) would allow me to make an immediate and significant contribution (7). My resume briefly describes some of my relevant accomplishments.

It was my expectation that I could have at least spoken with you by now. Perhaps a number of considerations have prevented this from happening. Regardless of the circumstances, I still have a strong interest in working with you. I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, an acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title) OR (reference given in the ad)
(Mailing Address/PO Box)
(City, ST Zip Code)

(Dear Mr./Ms. Last Name OR Sir/Madam): OR (To whom it may concern):

Your ad in the (1) issue of the (2) for the position of (3) certainly caught my attention! Based on the opportunity description and qualifications, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

Your requirements (4) very closely match my qualifications. I am confident that my experience (5) would allow me to make an immediate and significant contribution (6). My enclosed resume briefly describes some of my relevant accomplishments.

Since I have such a strong interest in working with you, I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, a mere acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

1. (Date of issue, e.g., August 5, 1994)
2. (Name of publication, e.g., Salt Lake Tribune)
3. (Position title, e.g., Marketing Director)
4. (Specific requirements matching your qualifications, e.g., of 10-15 years of experience plus MBA)
5. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
6. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title) OR (reference given in the ad)
(Mailing Address/PO Box)
(City, ST Zip Code)

(Dear Mr./Ms. Last Name OR Sir/Madam): OR (To whom it may concern):

Perseverance and persistence are important components of the work ethic. With me it's intuitive...I just hate to give up! And this is why I am writing you a second time.

I wrote you initially a couple of weeks ago to let you know that your ad in the (1) issue of the (2) for the position of (3) certainly caught my attention! Based on the opportunity description and qualifications, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

Your requirements (4) very closely match my qualifications. I am confident that my experience (5) would allow me to make an immediate and significant contribution (6). My enclosed resume briefly describes some of my relevant accomplishments.

It was my expectation that I could have at least spoken with you by now. Perhaps a number of considerations have prevented this from happening. Regardless of the circumstances, I still have a strong interest in working with you. I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, an acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Individual), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

It was suggested that I send you a copy of my resume. My geographic preference is (your most narrow preference, e.g., Salt Lake City OR the Greater Salt Lake City metropolitan area), but I am willing to consider other options, including (your broadest preference, e.g., Utah OR the Rocky Mountain States OR anywhere in the West). My financial needs are in the (give a range, e.g., \$40K+ OR \$50's OR \$40 to 60K range).

If you feel that my qualifications currently match the needs of any of your clients, I look forward to hearing from you within the next two weeks. If not, please keep my resume for future possibilities.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Individual), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (First Name OR Mr./Ms. Last Name):

Thank you for agreeing to be a reference during my job search. References are usually not called upon until the negotiation stage, but at that point, an enthusiastic endorsement can make all the difference. If you are contacted by a potential employer, I would appreciate hearing from you. This would help me in the final stages of negotiation.

So that you will know what I am saying about myself, I have enclosed a copy of my resume. I hope you agree that it helps to put my best foot forward, and any suggestions would be most helpful.

I have contacted a number of (specific industries or fields, e.g., healthcare OR software) organizations, the names of which have surfaced as the result of research and referral. However, despite this effort, there are obviously opportunities about which I might not be aware. And this is where you could be of additional help.

You may know of individuals (specific industries or fields, e.g., in healthcare OR software), or (specific industries or fields, e.g., healthcare OR software) organizations, that just might have a need for someone with my ability (specific impact, e.g., to increase market share and penetration). If so, I'd appreciate you letting me know of any thoughts as to organizations I should contact, or even better, people I should see. I will call you in a few days to discuss any possibilities that come to mind. You can be sure that I will acknowledge any suggestions you send my way. Thanks again for your help.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Individual), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (First Name OR Mr./Ms. Last Name):

You know as well as I do, that perseverance and persistence are important components of a job search. But they alone are not enough to be successful in a tough job market, and I can use all the help I can get. So that you will know what I am saying about myself, I have enclosed a copy of my resume. I hope you agree that it helps to put my best foot forward, and any suggestions would be most helpful.

I have contacted a number of (specific industries or fields, e.g., healthcare OR software) organizations, the names of which have surfaced as the result of research and referral. However, despite this effort, there are obviously opportunities about which I might not be aware. And this is where you could be of real help.

You may know of individuals (specific industries or fields, e.g., in healthcare OR software), or (specific industries or fields, e.g., healthcare OR software) organizations, that just might have a need for someone with my ability (specific impact, e.g., to increase market share and penetration). If so, I'd appreciate you letting me know of any thoughts as to organizations I should contact, or even better, people I should see. I will call you in a few days to discuss any possibilities that come to mind. You can be sure that I will acknowledge any suggestions you send my way. Thanks again for your help.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Individual), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

(John Doe of XYZ Organization referred me to you). As an influential person in a leadership position, would you perhaps know of individuals (specific industries or fields, e.g., in healthcare OR software), or (specific industries or fields, e.g., healthcare OR software) organizations, that just might have a need for someone with my ability (specific impact, e.g., to increase market share and penetration)?

If so, you just may be able to favor us both by sharing any thoughts as to organizations I should contact, or even better, people I should see. My resume briefly describes some of my relevant accomplishments.

I will call you in a few days to discuss any possibilities that come to mind. You can be sure that I will acknowledge any suggestions you send my way. Thanks again for your help.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

(1) has been of interest to me for some time now. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about finding your article in the (2) issue of the (3) regarding your (4). (This opening has to be specific to get attention and interest.)

(5) I am confident that my experience (6) would allow me to make an immediate and significant contribution (7). Some of my relevant accomplishments:

- **Developed (PAR's from resume)**
- **Increased**
- **Doubled**
- **Turned around**

Since I have such a strong interest in working with you, I would like to explain why, and show you what I can do for you. I will call you in a few days to schedule a 20-30 minute appointment. I look forward to speaking with you soon.

Sincerely,

Your First, MI, and Last Name

1. (Name of organization, e.g., XYZ Corporation)
2. (Date of issue, e.g., August 5, 1994)
3. (Name of publication, e.g., Salt Lake Tribune)
4. (Describe change, e.g., recent expansion)
5. (Relate your skills to their needs as revealed in the article, e.g., Expanding into new territories with new products is a challenging marketing opportunity.)
6. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
7. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

Perseverance and persistence are important components of the work ethic. With me it's intuitive...I just hate to give up! And this is why I am writing you a second time.

I wrote you initially a couple of weeks ago to let you know that (1) has been of interest to me for some time. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about finding your article in the (2) issue of the (3) regarding your (4).

(5) I am confident that my experience (6) would allow me to make an immediate and significant contribution (7). My resume briefly describes some of my relevant accomplishments.

It was my expectation that I could have at least spoken with you by now. Perhaps a number of considerations have prevented this from happening. Regardless of the circumstances, I still have a strong interest in working with you. I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, an acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

(1) has been of interest to me for some time now. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

I am confident that my experience (2) would allow me to make an immediate and significant contribution (3). Some of my relevant accomplishments:

- **Developed (PAR's from resume)**
- **Increased**
- **Doubled**
- **Turned around**

Since I have such a strong interest in working with you, I would like to explain why, and show you what I can do for you. I will call you in a few days to schedule a 20-30 minute appointment. I look forward to speaking with you soon.

Sincerely,

Your First, MI, and Last Name

1. (Name of organization, e.g., XYZ Corporation)
2. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
3. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

Perseverance and persistence are important components of the work ethic. With me it's intuitive...I just hate to give up! And this is why I am writing you a second time.

I wrote you initially a couple of weeks ago to let you know that (1) has been of interest to me for some time. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

I am confident that my experience (2) would allow me to make an immediate and significant contribution (3). My resume briefly describes some of my relevant accomplishments.

It was my expectation that I could have at least spoken with you by now. Perhaps a number of considerations have prevented this from happening. Regardless of the circumstances, I still have a strong interest in working with you. I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, an acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

1. (Name of organization, e.g., XYZ Corporation)
2. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
3. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

(1) has been of interest to me for some time now. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

I am confident that my experience (2) would allow me to make an immediate and significant contribution (3). My resume briefly describes some of my relevant accomplishments.

Since I have such a strong interest in working with you, I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, a mere acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

1. (Name of organization, e.g., XYZ Corporation)
2. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
3. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

Perseverance and persistence are important components of the work ethic. With me it's intuitive...I just hate to give up! And this is why I am writing you a second time.

I wrote you initially a couple of weeks ago to let you know that (1) has been of interest to me for some time. As a matter of fact, I have a strong interest in working with you. Perhaps you can now understand why I am enthusiastic about meeting you.

I am confident that my experience (2) would allow me to make an immediate and significant contribution (3). I have enclosed another copy of my resume which briefly describes some of my relevant accomplishments.

It was my expectation that I could have at least spoken with you by now. Perhaps a number of considerations have prevented this from happening. Regardless of the circumstances, I still have a strong interest in working with you. I would like to meet with you for 20-30 minutes to explain why, and show you what I can do for you.

I look forward to hearing from you at your earliest convenience. If we are unable to meet, an acknowledgment that you received my letter and resume would be appreciated.

Sincerely,

Your First, MI, and Last Name

Enclosure: Resume

1. (Name of organization, e.g., XYZ Corporation)
2. (Relevant experience, e.g., in directing marketing efforts for fifteen years)
3. (Specific impact, e.g., to increase your market share and penetration)

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

By now, you must be familiar with the (XYZ) success story. Allow me to introduce myself. My name is (Your Name). I have been the one responsible for the successful increase of customer satisfaction at (XYZ), to the extent that we set a new standard of excellence in customer satisfaction. I have been consistently successful at increasing customer satisfaction with corresponding increased revenues and profits within one year.

Your organization has come to our attention as an industry leader with significant growth potential. We have been observing with great interest your operations and facilities for some time now. And, I have a feeling that you will be very interested in our observations.

As a business development firm, we have built successful organizations, and we know what it takes. Unless I miss my guess, you probably have concerns in a number of areas. Which of the following would be your most pressing concern?

- Increasing customer satisfaction?
- Increasing profitability?
- Increasing market share and penetration?
- Reducing or controlling costs?
- Increasing cash flow?
- Increasing revenues?
- Increasing productivity?
- By how much?

In these and in several additional areas we have already proven that we can generate results. Satisfaction and results guaranteed. Due to our win-win ethic, we work on a one-third retainer, two-thirds incentive.

I will call you in a few days to explore your most pressing concerns. A short conversation will no doubt tell us whether we would have a basis for a personal meeting. I look forward to speaking with you soon.

Sincerely,

Your First, MI, and Last Name

Your First, MI, and Last Name
Street/Mailing Address
City, ST Zip Code
Area Code and Phone Number
e-Mail Address

Date

(First, MI, and Last Name of Executive), (Title)
(Name of Organization)
(Street/Mailing Address)
(City, ST Zip Code)

Dear (Mr./Ms. Last Name):

Thank you for a productive and insightful discussion (1). I am now even more convinced that your (organization's) sound reputation is well deserved. I understand your situation and concerns about (2), and want very much to be a part of the (3) success story. The opportunity of (4) for you is very exciting to me. This is just the kind of opportunity I am looking for.

To re-emphasize some of my strong points we discussed during the meeting, I ... (emphasize your relevant experience and list two or three of your demonstrated skills which would be of benefit and particular interest to the recipient of this letter. Be brief, specific and to the point.)

I can do the job. My confidence in my ability to meet your expectations is a (nine). And, it is exactly what I want to do...a perfect fit. My enthusiasm is a (nine). What else would it take to convince you that you should hire me?

I look forward to...(hearing from you on Friday/continued communication with you, or state what is appropriate to your understanding with the individual).

Sincerely,

Your First, MI, and Last Name

1. (Date of meeting, e.g., yesterday/last Wednesday/August 5th)
 2. (Specific concerns, e.g., growth/cash flow/profits/increasing market share/turnover)
 3. (Name of organization, e.g., XYZ Corporation)
 4. (Describe specific opportunity, e.g., directing marketing efforts and increasing market share and penetration)
- (Note – The purpose of this letter is to win the confidence and enthusiasm of the decision maker. It should emphasize the strengths and minimize the deficiencies that surfaced during the meeting. Focus on your solution to their problem.)

Appendix K

Sample Contact/Word Processing Card

Organization	Date of letter _____
Address	Date mailed _____
PO Box	Follow up date _____
City State/Zip Code	Follow up method _____
Phone Extension ()	Letter Type:
Contact Title/Nickname	Ad A / A-F
Contact Title/Nickname	Blind Ad B / B-F
Secretary/Receptionist	Recruiter C
Interview Date/Time	Reference D
Status: Active/Pending/Dead	Friend/Acquaintance E
Notes:	Influential F
	Imminent Opportunity G / G-F
	Primary Employer H / H-F
	Secondary Employer I / I-F
	Consulting Letter J
	Follow-up Thank You K

Appendix L

Sources of Job Announcements

This sample listing of periodicals is intended to be only a guide, not a complete listing. These sources of lesser-known job announcements, categorized by occupation, are also excellent sources of technical, trade, professional, career and industry information. Check with your local library to see if it subscribes to any of the following magazines and trade journals. Additional sources of listings and information can be found in *Working Press of the Nation*, Volume 2, *Gale Directory of Publications*, *SRDS Business Publication Rates and Data*, and *Association Periodicals*.

Periodicals

AIM Career Exchange Clearinghouse
CPA Journal
Commercial West
Credit Union Magazine
Internal Auditor
Job Finder
Job Openings for Economists
Journal of Accountancy
National Review
National Underwriter

Periodicals

Audio
Cable Communications Magazine
Career Training
Construction Bulletin
Contract Engineer Weekly
Electronic News
Electronics & Wireless World
Flying
Graphic Arts Monthly
Helping Out in the Outdoors
Horticulture
Journal of Forestry
Karter News
Official Guide to Airline Careers
Pit and Quarry
Railway Age
Textile World

Periodicals

American Journal of Nursing
American Journal of Public Health
American Psychological Association Monitor
American Statistician
Archaeology

Financial, Data Processing, and Office Occupations

Managers of information
Accountants, tax specialists
Bank managers, loan officers, controllers
Credit collection/credit union managers
Staff and operational auditors
Public administrators and researchers
Economists
CPA's, controllers, tax specialists
Secretaries
Insurance underwriters, auditors, controllers

Skilled Trade/Technical Occupations

Radio/TV repair persons, hi-fi technicians
Installers, technicians
All trade and technical positions
Contractors, estimators
Engineers
Electronic technicians, logistics engineers
Electronic technicians, test engineers
Pilot, airline positions
Print managers, offsetters, color technicians
Volunteers in national parks and forests
Gardeners, caretakers, horticulturists
Foresters, forest technicians
Raceway information
Airline positions
Mining and mechanical engineers
Railroad engineers, car repairers
Textile production specialists

Scientific/Technical Occupations

Nurses, nursing assistants
Health educators, microbiologists
Psychologists, professors, researchers
Statisticians, computer programmers
Archaeologists, student excavators

Aviation Week and Space Technology
Chemical and Engineering News
Computing
Data Communications
Economist
Food Technology
Hospitals
Journal of the American Medical Association
Journal of the American Veterinary Medical Association
Mechanical Engineering
Modern Plastics
New Scientist
Nursing Outlook
Oil and Gas Journal
Opportunities in Science & Engineering
Peterson's Engineering, Science & Computer Jobs
Physics Today
Recruitment Directions
Science

Technological Marketplace
Traffic Engineering

Periodicals

ASHA
Academic Journal
Camping Magazine
Child and Youth Care Quarterly
Christian Century
Chronicle of Higher Education

Employment Bulletin
Employment Opportunities
Guide Post
Learning
Mathematics Teacher
National Employment Listing Service for the Criminal Justice System & Social Services
Social Casework
Social Service Jobs
Teacher Supply-Demand
Teaching Opportunities Overseas Bulletin

Periodicals

Advertising Age
American Artist
Art and Artists

Aeronautical engineers, structural analysts
Chemists, engineers, lab assistants
Systems analysts, technical writers
Telecommunication engineers
Economists, lecturers, researchers
Dietitians, food research specialists
Family practitioners, pharmacists
Surgeons, internists, medical assistants,
Veterinarians, veterinary assistants

Nuclear, aeronautical engineers
Chemical, design engineers
Chemists, physicists, medical lab techs
Public health nurses, nurses
Geophysicists, drillers
Scientists and engineers
Engineers, scientists & DP professionals in manufacturing, research, consulting, government
Physicists, astronomers
Healthcare professionals
Anatomists, biochemists, researchers, toxicologists, pharmacologists, scientists
Scientists and Engineers
Traffic/civil engineers

Educational/Social Welfare Occupations

Audiologists, speech pathologists
Educators
Recreation workers, counselors
Youth/child care workers, house parents
Ministers
Guidance counselors, psychologists, professors, educators
Sociologists, social workers, psychologists
Educators in community arts
Guidance counselors, personnel administrators
Elementary/secondary school teachers
Math teachers
Social workers, law enforcement officers, criminologists
Social workers, agency directors
Social workers, psychologists, counselors
Educators
Educators

Artistic, Musical and Literary Occupations

Graphic designers, typesetters, business directors
Sculptors, free lance artists
Sculptors, free lance artists

The Job Seeker's Bible - How to Create Your Dream Job and Get It

ArtSearch
Broadcasting
College and Research Libraries News
Creative Photography
Dance Magazine
Editor and Publisher
Film and Video News
Language Arts
Library Journal
Media and Methods
New Republic
Plays and Players
Publisher's Weekly
Quill
Variety
Writer's Digest

Periodicals

Affirmative Action Register
Chilton's Hardware Age
Consulting Opportunities Journal
Dealerscope Merchandising
Forbes
Getting Jobs
Hotel and Motel Management
Insurance Advocate
Law Institute Journal
Legal Times
Life Insurance Selling
Modern Materials Handling
Nation's Cities Weekly
National Business Employment Weekly
Now Hiring
Official Guide to Flight Attendants Careers
Official Guide to Food Service & Hospitality Management Careers
Official Guide to Travel Agent & Travel Careers
Personnel Administrator
Peterson's Guide to Business & Management Jobs
Public Relations Journal
Purchasing
Restaurants and Institutions
Success
Vending Times
Wall Street Journal

Periodicals

Performing artists
TV station managers, newscasters
Librarians
Photographers, photo competitors
Choreographers, dance instructors
Reporters, editors, circulation managers
Animators, cinematography instructors
Writers
Librarians
Free lance writers, media specialists
Editors, faculty positions
Actors, scriptwriters, free lance researchers
Editors
Free lance writers, correspondents
Actors, dancers, performers
Screenwriters, ghost writers

Managerial and Sales Occupations

EEO Recruitment
Retail management
Consultants
Marketing reps, sales agents
Business/sales positions
Fashion Merchandisers
Hotel managers, housekeepers, caterers
Brokers, field reps, underwriters
Attorneys, faculty positions
Attorneys, administrative assistants
Insurance agents
Sales managers
City planners, finance directors
Business managers, professional, technical
Lawyers in government
Flight attendants
Food service and hospitality positions

Travel agents and related positions

Labor relations managers, personnel assistants
Business management

Public information directors, wordsmiths
Purchasing agents, buyers
Maitre d's, chefs, restaurant managers
Entrepreneurs, executives, sales professionals
Retail managers, retail workers
Business managers, professional, technical

General and Special Interest

<i>Association of Part-Time Professionals National Newsletter</i>	Part-time professionals
<i>Black Careers</i>	Blacks and minorities
<i>Business Week Careers</i>	College students and young professionals
<i>College Placement Council National Directory</i>	Information on 2,300 colleges, 2,100 employers, 8,000 personnel people; for college students and young professionals
<i>Career Opportunities News</i>	General
<i>Careers & The Handicapped</i>	Handicapped and the disadvantaged
<i>Directory of Special Opportunities for Women</i>	Women
<i>Disabled</i>	Disabled
<i>Federal Career Opportunities</i>	General
<i>Hispanic Times Magazine</i>	Hispanics, American Indians
<i>International Employment Hotline</i>	General overseas
<i>Internships</i>	General, business to science to theater
<i>Job Catalog</i>	Regional, Washington, DC & Baltimore
<i>Job Prospector: New England Edition</i>	General
<i>Jobless Newsletter</i>	Unemployed
<i>Jobmart</i>	General
<i>MLA Job Information Lists</i>	Modern linguists
<i>National Ad Search</i>	General
<i>Professional Careers Magazine</i>	Professionals
<i>Summer Employment Directory of the United</i>	50,000 summer jobs at resorts, camps, parks, <i>States</i> hotels, businesses, etc.
<i>Winds of Change</i>	Native Americans

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