

# CAREER STRATEGY MANUAL

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## ***A Career Management Guide*** *Professional Level*

from



***Worry Less. FACET More***  
*Founding Partner, Global Outplacement Alliance*

**Name:** \_\_\_\_\_

## NOTICE

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# INTRODUCTION

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## Welcome to the FACET Career Strategy Program!

FACET's goal is to provide you with the Key Elements for developing the skills and action plans needed for the next best step in your career, whether that means locating a traditional job, starting or expanding a business or semi- or full- 'retirement'.

This Career Strategy Manual and the methodology within will guide you toward that achievement.

### Definition of Outplacement and Career Transition Services

Career transition is the period from the point employment has ended with one company to the point of either successful re-employment with another organization or self-employment. Career transition services, which provide current information, time-tested ideas, tangible resources and individual consultation, help you successfully manage and minimize this transition period.

### Benefits

Studies indicate that individuals who work diligently within a formal career transition program

- decrease their period of unemployment while they
- increase their level of satisfaction with the new position or role they assume, and
- develop lasting skills for effectively managing their own personal development in the future. Such skills include self-assessment, goal setting, research techniques, marketing strategies, personal presentation skills and negotiation tactics.

### Confidentiality

All discussions between a FACET Career Coach and a Candidate are kept confidential. Our program and reporting systems are designed so that no personal details are relayed to former employers without your permission. Any feedback provided to the organization sponsoring your program is of a general nature regarding program utilization.

# CHAPTER 1

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## Managing the Change of Job Loss

For most of us, our job serves as an anchor which roots us to an identity, a role, perhaps, a sense of status. Our job provides us with a structured framework around which we organize our personal life, our goals, our leisure, around which we make financial decisions. It is our livelihood, how we give to ourselves and to others. Our job is a means through which we conduct meaningful and productive activity. Our job is order, regularity and, we like to believe, predictability and stability.

For all of the above symbolic and literal meanings we attribute to our jobs, losing one, whether anticipated or whether we're caught off guard, can be a disruptive and disorienting experience.

As adults, we wish to feel in control of the changes that take place in our lives; when someone else steps in and makes decisions that profoundly affect our lives, as is the case with layoffs and job eliminations, we often feel vulnerable, and feel as if, temporarily, we are not in control.

Psychologists have said that losing a job is the third most stressful event an individual can experience in their life - the first, death of a loved one and the second, divorce.

No one is ever really prepared for job loss. Losing a job is an event for which most people have had little preparation. Your previous training has been about maintaining and growing within your job. Most people have had no coaching on how to handle job loss. When it happens, the experience is often also painful, frightening and bewildering. The pain and concern will go away in time. In fact, there are steps you can take to speed up the process of moving beyond the emotional fallout of job loss.

## Rebounding Through Purposeful Action

You have lost a job, and that is a serious matter. However, unemployment is reversible! And, being let go from a job happens to the vast majority of people at some time in their career. You may not have been prepared for a job loss, but as you rebound from this temporary setback, you can and absolutely will take charge of your current situation and become more superbly prepared to meet the challenges and rewards of the next phase of your work life.

*Antidote for Worry ► Purposeful Action*



## Maintaining Perspective

As is the case with many of the sudden, unanticipated events you may have faced in your lifetime, you are now at a decision point. Will you consider your current situation a problem—or an opportunity?

All life changes, although frequently painful, can be unexpected instruments for growth and progress. You now face a unique time to evaluate the relationship between your career and your personal happiness.

If you are one of the statistical majority who has felt unfulfilled or unchallenged in your career at various times, participating in a career transition program can be an opportunity to evaluate alternatives. If your career has been in alignment with your expectations and you have been pleased with your career choice, **now is the time to decide how you will shape its next stage.**

*Maintaining a positive mental attitude toward yourself, your family, your friends, your former employer, and your situation in general, is the single most important ingredient to launching and conducting a successful job search campaign.*

## Acknowledging Emotions

Stress can be produced by either strong negative or strong positive emotions; job seekers experience both. Expect to feel a whole range of emotions from anger and disappointment to excitement and relief. Many job seekers describe their time of unemployment as an emotional roller coaster.

Acknowledge and honor your emotions. Take time to process them. Denying your emotions only delays your progress. Honor your emotions. Once you acknowledge and accept that you will experience a variety of feelings, it will be easier to allow yourself to vent safely with trusted friends and family members, you will move more quickly through the rebounding process. You will find the energy to immerse yourself in the tasks of job searching and the optimism to recognize and appreciate the new opportunities and experiences ahead of you.

## The Grief Cycle

Elizabeth Kübler-Ross, a doctor in Switzerland, wrote a book, called *On Death and Dying* (1969), which included a cycle of emotional states that is often referred to as the Grief Cycle

Basically stated, individuals react to the loss of employment the same way they react to the loss of anything significant in their lives—they grieve. This emotional process can be broken into several distinct stages: shock, denial, fear, anger, bargaining, depression, acceptance and enthusiasm. Not everyone moves through these stages; individuals who do may experience strong feelings before reaching a state of acceptance and a desire to move ahead enthusiastically. The stages may be described as follows:

## **Shock**

This initial stage generally begins during the separation meeting and can last from several minutes to several days. Shock can be a very unsettling experience and, to help cope with unpleasantness, it may lead into the next stage of loss – denial.

## **Denial**

Denial is one of the most common defense mechanisms that we all use, pretending that an uncomfortable thing did not happen. By denying that an event has occurred, one can “buy time” until there is progression toward acceptance.

## **Fear**

Fear is a healthy protective reaction that alerts us to impending challenges. At least some degree of fear exists in a transition process, as people find themselves constantly in new situations.

## **Anger**

Often triggered by other feelings such as denial or betrayal, anger can also be a healthy emotional response as it indicates what we value. When contained and expressed properly, anger is a great mover; it can energize us for action.

## **Bargaining**

This stage often involves an attempt to resolve the situation by trying to reverse it. Bargaining is an expression of hope that the bad news is reversible.

## **Depression**

Depression may emerge as the individual begins to acknowledge the finality of what has happened and contemplates the future.

## **Acceptance**

Acceptance is coming to acknowledge what has taken place and getting ready to earnestly work toward a resolution of the situation. Overall, the focus is positive and energetic.

## **Enthusiasm!**

In this stage, acceptance is total and confidence is restored. The individual - YOU! – will enthusiastically choose to move forward, focusing on options and opportunities.

*The Only Ones You Should Try to Get Even With  
Are Those Who Have Helped You*

## Confronting Change

A distinguishing characteristic of accomplished and successful individuals is the way they **perceive** change and their capacity for **managing** it. Their belief is that it isn't what happens that causes stress, but one's interpretation of what happens that determines the stress level.

As Lena Horne wisely stated, *"It's not the load that breaks you down, it's the way you carry it."*

Change, whether voluntarily or involuntarily brought about, has been an inevitable force throughout our lives. Whether we have welcomed it or retreated from it, we have generally surmounted its challenges and have emerged stronger and wiser.

Revisit some major changes in your life and reflect on how you successfully managed and ultimately overcame them.

In the space below, list ten major changes you have faced in your life. On a separate piece of paper, for each event, write your answers to the following questions:

- a) Was the change or event voluntary or involuntary?
- b) How did you feel when confronted with the change?
- c) How did you deal with the event?
- d) How would you evaluate the impact of that change on your life?
- e) What did you learn from each of these events?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

## Overcoming Fear

To secure a new job and grow as an individual, you will need to expand your comfort zone and put yourself actively and conspicuously in the job market. However, the prospect of such new experiences can be intimidating. Your hesitancy may translate into comments such as:

*“When I’ve researched the company further, I’ll make the contact” or,  
“When I feel better about myself, I’ll make the call.”*

Give yourself a chance to grow through the upcoming new experiences. Ultimately, you may come to realize that you can handle anything that comes your way.

Throughout your job search, you will have the opportunity to expand your “comfort zone.”

One’s comfort zone can be defined as a state of ease or well-being. It may be described as the parameters, circumstances or limits in which an individual can function free from pain or anxiety. When venturing into surroundings or activities outside your present comfort zone, you will understandably have increased feelings of stress or anxiety. As you become more familiar with those feelings, activities or surroundings - in other words, expand your comfort zone - your feelings of anxiety will subside.

As you expand your comfort zone, you will encounter and conquer fear.

## A Word About Fear

Susan Jeffers, Ph.D., author of *Feel the Fear and Do It Anyway*, explains several facts about fear:



- *Fear will always exist as long as we continue to grow*
- *The only way to get rid of fear of something is to go out and do it*
- *Not only are you going to experience fear when you’re on unfamiliar territory, so is everyone else*
- *Pushing through fear is ultimately less difficult than living with the underlying feeling of helplessness*

*Don’t Let the Fear of Striking Out Hold You Back!*

*- Babe Ruth*

## **Successful Career Transition Guidelines**

Consider the following seven key points to support you in moving forward and establishing a successful career transition.

### **1. Slow Down!**

Slow down, get organized and become sufficiently prepared before you hit the ground running. You will gain far greater results and success in the long run.

First, talk about your feelings and reactions with your consultant, with a friend, or an objective listener. Don't rush into the market. Avoid making mistakes at a time when good judgment may be clouded by denial, anger or depression. Such a critical transition period first requires a period of reflection as well as a logical, systematic approach.

### **2. There will be Setbacks. They will be Temporary.**

Setbacks are quite normal and will be overcome with time, experience and effort. Channel anger and frustration into constructive action; use these emotions and energy to your advantage.

### **3. Don't Burn Bridges**

Regardless of any negative feelings you may be experiencing, your former associates and supervisors will be important factors in your job search as referrals to potential employers and as employment references.

You may likely find yourself professionally "crossing paths" with former colleagues one day, and your professionalism now can only benefit you in the future.

### **4. Your Job Now is to Find a Job**

Avoid delaying the start of your efforts. Doing so may lengthen your period of unemployment and detract from your marketability. When you do begin your search, treat it as your full time job. Use the process outlined in this workbook to help in targeting and structuring your activities. Organize yourself and make each day productive.

### **5. Let Others Help**

Let family members know what you are experiencing and, most importantly, how they can assist you. Relying on others' support can create a team effort and a positive working environment for you. (You, most likely, would be happy to help your family and colleagues if they were in transition.) Also, acknowledge the adjustments your family members will make as a result of your job loss.

### **6. Constantly Improve Your Efforts. Never Apologize for your Situation.**

Be prepared to modify your strategy and approach as you gain experience. Reward yourself periodically for a job well done. Don't allow yourself any loss of self-esteem. You are not your job title, and are still the same (or better) person you were before you left your job.

Employment, while important, does not in the least define who you are. Make note of the positive things you've experienced and the value you bring to all aspects of your life.

### **7. Anticipate Varying Levels of Assistance**

People in general are willing to assist others—even individuals they don't know. Some will be less helpful, but very few will be abrasive to you. Be prepared and willing to ask for assistance.

## Job Search Truths

Knowing about the realities of job search is power that you can use to your advantage. Equipped with the realities and a strategic approach, you will soon realize that you have more power over a job search or any transition than you think!

### ❑ Do Not Take Rejection Personally

Remember, in many respects, seeking a new position is a numbers game. If you are not receiving rejections, you are not functioning effectively.

### ❑ The Most Qualified Person is Not Always the One Who is Hired

Many candidates meet all the position specifications; offers are extended to the individuals who have the best “fit” or chemistry for the organization. Remember, do not take rejections personally.

### ❑ Employers Hire Attitude over Skills

Certainly hiring managers seek well-rounded individuals with the skills required for the position, but the next critical item is a positive attitude. Even if you meet all of the experience and education requirements, a negative demeanor can eliminate you from the process.

### ❑ Fifteen Percent of Employers Reject Candidates for not saying ‘Thank You.’

Sending a thank you letter after an interview is important to hiring managers. In a recent CareerBuilder poll, 15% of employers said they would eliminate a candidate from consideration for not sending a post-interview thank you letter. An additional 32% said they would question the individual’s sense of proper follow up – a critical process component – on the job.

### ❑ Your Résumé Will Only Get the 20 Second Scan

Hiring managers typically receive hundreds of résumés per job opening; therefore they are able to only spend about 20 seconds scanning one to determine if you will be considered for an interview. What this means is that your résumé must be a first class document that will generate strong interest from the reader.

*"Change is the Law of Life.  
And Those Who Look Only to the Past or Present  
are Certain to Miss the Future."*

*- John F. Kennedy*

## First Things First

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Your initial response to losing a job may be to and begin texting or calling your contacts. Or, perhaps you rush to Email a quickly updated résumé to a potential employer who requests “something in writing.” When your recruiter returns your call, you may find yourself giving mixed signals about your ideal job target.

*Once again, slowing down, getting organized and becoming sufficiently prepared before you hit the ground running will gain you far greater results and success in the long run.*

As a job loss affects your life beyond work, a number of practical considerations will take center stage and require addressing. Serious questions will emerge. What is my financial status? How will this change affect my family and those around me? How prepared am I to deal with change? Who makes up my support system? What other stress factors in my life impact this event? Where am I going? *What do I want to be when I grow up?*

Finding a new position requires a systematic approach. With the right preparation, you will embark on your job search confidently.

- Slow down the process
- Rely on the expertise around you
- Evaluate, organize and then plan an effective strategy



### Three Important Things to Do

#### 1. **Begin considering what you really want to do with the rest of your life.**

Forget about what you do every day by habit—frequently called your “job.” Begin to consider your ideal vocations. This can become the greatest experience of your life. Take charge of your career. Dream!

#### 2. **Be positive!**

Over 85% of the people who implement the principles of a career transition program end up happier in their new careers. There is no reason for you to be an exception.

#### 3. **Ready? Set? Go! for some hard work.**

Most of us are accustomed to giving our employer 40 hours or more of hard work every week. If you work as hard for yourself for the next few weeks, the dividends will amaze you.

## Understanding the Workplace: 7 Facts

### **Fact #1: Opportunities are Unlimited.**

At no time in history have so many people had so many choices as to how they will spend their lives. Individuals will continue debating the precise form society should take, yet no one can argue that ours is still a remarkably prosperous nation in which ideas, education, hard work and persistence can be richly rewarded. Here, you need not be born into a family of entrepreneurs to become one. You need not be formally invited to learn a trade. You are limited only by your own self-imposed restrictions to build the type of life you envision for yourself.

### **Fact #2: Opportunities are Everywhere**

A “job” is simply a contract under which you apply your interests and abilities to help someone else solve his or her problems, and then receive money in return. To say there are no career choices is like saying there are no problems left to be solved, a statement which simply is not true. To be a successful job seeker in our rapidly changing employment market, you must take the responsibility for locating those employers whose problems you are prepared to solve.

### **Fact #3: More Choices = More Difficulty**

Having multiple opportunities is a mixed blessing. Which choice do you make? How do you know it’s the “right” choice? What if you make a mistake? Every choice brings consequences, some of which you may expect and others you may not. Choices and the changes they bring about can be uncomfortable for a while. That is why many people simply choose to remain for years in jobs they have long since grown tired of, doing work that may have been challenging once, but has since become dull and uninteresting. The workplace is filled with such people. You probably know some of those people. You may have been one yourself.

### **Fact #4: YOU are Responsible for Your Success**

It has to be. No one can provide you with success and security. Your parents can’t, the government can’t, corporations can’t and unions can’t. You may get help along the way from any of these sources, and some people are more fortunate than others in that regard. At the end of the day, however, your career success is ultimately up to YOU.

### **Fact #5: No One is Born Knowing How to Plan a Career**

When you were in school, you learned how to read, write and spell. Perhaps you even learned geometry, how to calculate structural loads, or how a bill becomes a law. Very few of us learned at school or at home how to make clearheaded, thoughtful decisions about guiding our own career. If we are to learn these things, we must start now.



**Fact #6: Career Transition Principles Work**

Millions of people have applied the techniques we will pass along to you. These people, from every walk of life, have proven beyond all doubt that leaving or changing a job, whether by separation or by choice, was the best thing that ever happened to them. They have discovered, as you will, tremendous inner resources that can re-ignite fire in a career.

**Fact #7: NOW is the Time to Make a Change**

In a remarkable departure from the past, the workplace now is not as interested in your last job title as it is in what you can do. Your strengths are widely transferable within the workplace of today. Multiple jobs and multiple careers are no longer the rare exception; they are the rule.

*With planning, persistent effort and the guidance of this program, you will discover resources within yourself and opportunities that you have never seen nor imagined before.*

*If you have read this far, you have already begun your journey.*

**CONGRATULATIONS!**



## Assess Your Stress

Yes – there will be stress during this journey. This exercise will help you see how vulnerable you may be to the stress of job hunting.

Evaluate yourself on each of the items listed below using the following scale. Circle your answers, then add the circled numbers to obtain your stress vulnerability score.

- |   |   |
|---|---|
| <b>YES!</b> = strong agreement with the statement | <b>Yes</b> = agreement with the statement           |
| <b>yes</b> = slight agreement with the statement  | <b>no</b> = slight disagreement with the statement  |
| <b>No</b> = disagreement with the statement       | <b>NO!</b> = strong disagreement with the statement |

Stress Indicator Statements	<u>NO!</u>	No	no	yes	Yes	<u>YES!</u>
I eat at least 2 balanced meals per day.	1	2	3	4	5	6
I get 7 to 8 hours sleep each night.	1	2	3	4	5	6
I give and receive affection regularly.	1	2	3	4	5	6
I have several close relatives on whom I can rely.	1	2	3	4	5	6
I exercise at least 3 times per week.	1	2	3	4	5	6
I seldom smoke cigarettes.	1	2	3	4	5	6
I am the appropriate weight for my height.	1	2	3	4	5	6
I have an income adequate to meet basic expenses.	1	2	3	4	5	6
I get strength from my spiritual beliefs.	1	2	3	4	5	6
I regularly attend club or social activities.	1	2	3	4	5	6
I take fewer than 3 alcohol drinks/week.	1	2	3	4	5	6
I have a strong network of friends and acquaintances.	1	2	3	4	5	6
I have several close friends in whom I confide.	1	2	3	4	5	6
I am in good health.	1	2	3	4	5	6
I am able to speak openly about my feelings.	1	2	3	4	5	6
I have regular conversations with family members about problems, chores, money and daily living concerns.	1	2	3	4	5	6
I do something for fun at least once per week.	1	2	3	4	5	6
I am able to organize my time effectively.	1	2	3	4	5	6
I drink less than 3 cups of coffee, tea or cola per day.	1	2	3	4	5	6
I take quiet time for myself during the day.	1	2	3	4	5	6

**TOTAL STRESS VULNERABILITY SCORE = \_\_\_\_\_**

## Scoring:

### 70 or more

Generally you have low vulnerability to stress related problems. Still, looking for work can generate more stress than you are accustomed to. Use the Strive for Balance exercises to design a stress management plan, then take good care of yourself during your job search.

### 41 to 69

You are moderately vulnerable to stress related problems. A stress management plan will be important during your job search. Complete the Strive for Balance exercises, and design your own plan.

### 40 or less

You are highly vulnerable to stress related problems. Examine your lowest scores on the Stress Indicator and consider making some changes in your life. After doing so, to ensure your emotional and physical well being, complete the Strive for Balance exercises and design a stress management plan for yourself.

## Communicate Wisely

When you are out of work, it is tempting to let everyone know how you feel. You may want to tell your side of the story about leaving your job or how disruptive this change has become.

Share your frustrations, but do so wisely. Be selective. People are more willing to help you when you are positive and optimistic. Since you need positive references and genuine support throughout your search, be aware of what you say and how your comments reflect on you.

During your job search, you will find yourself entering into two types of conversations: those that focus on frustrations and concerns, and those that focus on positive points that further your campaign. Both types of conversation are important to your success. What is critical is to have each type of discussion with the appropriate people.

Below are topics that are appropriate to discuss only with family members, your consultant and others who care personally about you:

details about leaving your last job  
fears about finding work  
financial worries  
job hunting frustrations

medical concerns  
past employment grievances  
problems with supervisors  
personal issues

Now, list some individuals with whom you can discuss these topics:

_____	_____
_____	_____
_____	_____

Below are topics that are appropriate to discuss with job contacts:

benefits you bring  
personal strengths  
new opportunities

past accomplishments  
growing industries  
technical expertise

career objectives  
referrals in companies  
values

Now, list specific initial job contacts with who you might discuss these topics:

_____	_____
_____	_____
_____	_____



## Strive for Balance

### Family Communication

Although family communication occurs continually, job seekers and their family members benefit greatly from formal weekly meetings to talk about the job search and its ramifications. Such discussions keep feelings out in the open, enlist everyone's support and give partners, especially, a sense of inclusion.

Set a regular time you will meet each week. Review how the search is going and discuss ways you can better support one another.

_____	_____
Day of week	Time

### Family Activities

Job search is tedious, hard work, and requires welcome breaks and opportunities for "recharging." List several leisure or family activities you want to begin or maintain during your job search.

Activities	Day/time
_____	_____
_____	_____

### DIET!

The foods you eat will make a difference in how you feel during your job search. Cut back on your consumption of caffeinated beverages, sugar, salt and foods with high cholesterol levels. A healthy diet includes vegetables, fruits, cereals, grains, fish and lean meat.

Foods I need to cut back on or avoid:

\_\_\_\_\_

Foods I need to add to or increase in my diet:

\_\_\_\_\_

## Physical Exercise

Physical exercise is a great way to eliminate stress and prevent illness. A basic exercise program needs to include 30 minutes of aerobic activity three or four times a week. Examples of aerobic exercises are jogging, cycling, swimming, stationary running, stair climbing and rope skipping.

Exercises I will begin/maintain

Days of Week

Time of Day

---

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## Sharpen the Saw

Habit #7 in Steven Covey's *The 7 Habits of Highly Successful People*, is to "Sharpen the Saw." What this means is preserving and enhancing the greatest asset that you have - YOU! - instead of saying "I don't have time to sharpen the saw, I'm busy sawing!"

*Feeling good doesn't just happen.*

*Living a life in balance means taking the necessary time to renew yourself.*

It's all up to you.

You can renew yourself through relaxation. Or you can totally burn yourself out by overdoing everything. You can pamper yourself mentally and spiritually. Or you can go through life oblivious to your well-being. You can experience vibrant energy. Or you can procrastinate and miss out on the benefits of good health and exercise. You can revitalize yourself and face a new day in peace and harmony. Or you can wake up in the morning full of apathy because your get-up-and-go has got-up-and-gone. Just remember that every day provides a new opportunity for renewal--a new opportunity to recharge yourself instead of hitting the wall.

Relaxation is necessary to renew your energy and release stress. Research has shown that we can control many bodily systems and reactions once thought to be involuntary (e.g. heart rate, muscle tension, respiratory rate). Relaxation can help you gain control over the nervousness and tension you may experience in your job search. Commit to progressive relaxation for at least 10 minutes each day.

Place and time of day I commit to "sharpening my saw:"

Place:

---

Time of Day:

---

## Job Seeker’s Checklist—Are You Prepared?

This exercise helps you understand what you need to do to prepare for a job search. You will evaluate yourself in six areas of job searching covered in this program. Use the following scale when responding:

<b>YES!</b>	= strong agreement with the statement	<b>Yes</b>	= agreement with the statement
<b>yes</b>	= slight agreement with the statement	<b>no</b>	= slight disagreement with the statement
<b>No</b>	= disagreement with the statement	<b>NO!</b>	= strong disagreement with the statement

	<b>NO!</b>	<b>No</b>	<b>no</b>	<b>yes</b>	<b>Yes</b>	<b>YES!</b>
<b>Let’s Get Started</b>						
I know several ways to ‘sharpen the saw’ and manage stress that I may experience during my search.	1	2	3	4	5	6
I know what to say and what not to say to contacts who can help me.	1	2	3	4	5	6
I have prepared a budget to help me through this period.	1	2	3	4	5	6
I know how to best schedule my time to find a new job as soon as possible.	1	2	3	4	5	6
<b>What Else?</b>						
I know what I need and want from a new job.	1	2	3	4	5	6
I am clear about the skills and abilities I bring to a new company.	1	2	3	4	5	6
I am prepared to discuss my personal accomplishments with potential employers.	1	2	3	4	5	6
I know how to determine what career options are available to me.	1	2	3	4	5	6
<b>Résumés</b>						
I understand the different types of résumé formats.	1	2	3	4	5	6
I know how to write a strong résumé.	1	2	3	4	5	6
I know how to design a résumé that will impress potential employers.	1	2	3	4	5	6
I know how to format a “scannable” résumé.	1	2	3	4	5	6
<b>The Plan</b>						
I know how to increase my chances for success when responding to ads.	1	2	3	4	5	6
I know how to select and work with recruiting firms.	1	2	3	4	5	6
I know how to approach companies that are not advertising jobs, but may have them.	1	2	3	4	5	6
I know how to develop a network of contacts.	1	2	3	4	5	6

**YES!** = strong agreement with the statement  
**yes** = slight agreement with the statement  
**No** = disagreement with the statement

**Yes** = agreement with the statement  
**no** = slight disagreement with the statement  
**NO!** = strong disagreement with the statement

<b>Communication Savvy</b>	<b>NO!</b>	<b>No</b>	<b>no</b>	<b>yes</b>	<b>Yes</b>	<b>YES!</b>
I understand the advantages of effective verbal communication in my job search.	1	2	3	4	5	6
I know how to using technology to gather information about jobs and companies.	1	2	3	4	5	6
I can discuss my strengths in a way that will leave a positive impression.	1	2	3	4	5	6
I know how to use both Email and phone calls to effectively follow up on correspondence and meetings.	1	2	3	4	5	6
<b>The Interview</b>						
I know how to make a positive first impression in job interviews.	1	2	3	4	5	6
I am prepared to answer the typical questions interviewers ask.	1	2	3	4	5	6
I know how to ask questions that convey my interest in a company.	1	2	3	4	5	6
I know how to increase my chances of getting an offer and negotiating wisely.	1	2	3	4	5	6

## SCORING

Add up your circled responses within each section to obtain six separate scores. Interpret your scores for each area of job hunting as follows:

### 20 or greater

You are fairly well prepared for this area of job searching. Work on those skills which need polishing.

### 15 to 19

You are somewhat prepared for this area of job searching. Work on enhancing those skills which may be weak.

### 14 or less

You are not prepared for this area of job search. Aggressively work with your FACET Career Coach to thoroughly prepare and practice each skill until a confidence level is achieved.



## Getting Organized

Your task in the weeks ahead will be to work full time at finding employment. Your efforts at becoming well organized now will make the job of job searching easier and more efficient.

The following are minimum requirements for a temporary work area:

- A place set aside in your home where you can work each day: Even if your “office” is simply a table set up in the corner of a room, it will always be ready for you when you are ready to work.
- A phone with voice mail or other call answering means. Your voice message should be short, simple and business-like, example:

*This is Pat McMillan. Please leave your name and number and I will return your call as soon as possible. Thank you for calling.*

- A computer with current Word® or similar and Email software.
- Contact or CRM (Customer Relationship Management) software which will help you keep track of appointments, phone calls, letters to write and “things to do.” If you prefer to do this manually, there are contact system forms in the chapter on Job Search Strategies.
- Office supplies including stationery, envelopes, stamps, file folders, paper clips, pencils, stapler, etc.
- HELPFUL: A marker board, chalk board or software which includes a calendar to create a highly visible record of your day-to-day activities.

The following is a suggestion as to how you might organize your job search campaign materials. Set up Folders on your desktop or use a three-ring, loose-leaf notebook, divided into eight sections, will enable you to organize accumulating information and retrieve it quickly.

### Folder/Tab/Item 1 — Target Company List

Updated continually

### Folder/Tab/Item 2 — Active Jobs

All correspondence/notes related to any opportunities for which you are an active candidate

### Folder/Tab/Item 3 — Network

Call list: actual, ongoing list of contacts to call; an Excel® or similar spreadsheet works well



Alpha list: separate document, card, or file for each individual contacted (an alphabetical database) with comprehensive data on each

#### **Folder/Tab/Item 4 — Published Job Openings**

Copies of all published job openings such as ads, job postings etc., to which you have responded

Copies of the cover letters

All other correspondence from/to the company

Notes (company research, follow-up, etc.)

#### **Folder/Tab/Item 5 — Recruiters/Search Firms**

List of contacts - (name, address, phone number, Email address etc.)

Copies of all correspondence

Notes of meetings, leads, follow-ups, etc.

#### **Folder/Tab/Item 6 — Direct Mail**

List of contacts - (name, address, phone number, etc.)

Copies of all correspondence

Notes of company research, meetings, follow-up, etc.

#### **Folder/Tab/Item 7 — Follow-up**

Sort by date; compiled from previous folders/tabs

#### **Folder/Tab/Item 8 — Weekly Plans**

Copies of weekly planning and goal setting forms

*For every minute spent organizing*

*An hour is earned.*

*- Ben Franklin*



## Evaluating Finances

The following two pages provide a very basic budget to track total monthly fixed expenses, total variable expenses, net income and a budget summary.

### Fixed Monthly Expenses

List your fixed monthly costs. These are expenses you will be paying each month.

Rent/mortgage/property taxes: \_\_\_\_\_

Gas/electric/water: \_\_\_\_\_

Telephone: \_\_\_\_\_

Insurance:       Auto \_\_\_\_\_

                          Health \_\_\_\_\_

                          Life \_\_\_\_\_

                          Home \_\_\_\_\_

Credit payments: Auto \_\_\_\_\_

                          Credit cards/Retail \_\_\_\_\_

Child care: \_\_\_\_\_

Other: \_\_\_\_\_

**TOTAL:** \_\_\_\_\_

### Variable Monthly Expenses

List items for which you have allocated funds, but which could be cut back if necessary. The “current” column should contain the amount which you are currently spending. The “revised” column should be completed later to reflect those expenses which can be revised downward.

	<b>Current</b>	<b>Revised</b>
Food:                   Groceries/purchased meals _____		
Clothing:             Purchase/cleaning _____		
Transportation:   Gas/oil/parking/public _____		
Repair _____		
Recreation:         Entertainment _____		
Publications _____		
Education:          Tuition/supplies _____		
Transportation _____		
Contributions:     _____		
Personal items:    _____		
<b>TOTAL:</b>	_____	_____

## Net Income

List your monthly sources of net income (after taxes).

Salary/wages/unemployment/severance: \_\_\_\_\_

Commissions: \_\_\_\_\_

Interest: \_\_\_\_\_

Investments: \_\_\_\_\_

Other: \_\_\_\_\_

**TOTAL:** \_\_\_\_\_

## Budget Summary

Compare monthly income with expenses.

TOTAL MONTHLY NET INCOME: \_\_\_\_\_

Less:

TOTAL MONTHLY FIXED EXPENSES: \_\_\_\_\_

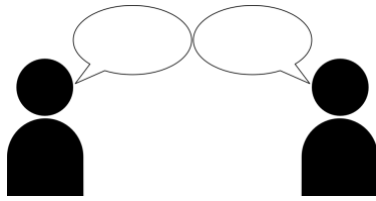
TOTAL MONTHLY VARIABLE EXPENSES: \_\_\_\_\_

**NET MONTHLY DIFFERENCE:** \_\_\_\_\_

If you show a net monthly surplus, you are probably in good shape. If there is no surplus, or your difference is negative, you may want to think about taking one or more of the following steps:

1. Reduce your variable expenses
2. Utilize your cash on hand
3. If necessary, liquidate some of your assets

*Always Plan for Variable Change!*



## The Positioning Statement

A positioning or public statement is what you will say to concisely and appropriately state why you are in career transition. It is the **business reason** why you are in the job market.

The best way to make this statement is to briefly state the events that have affected the company and your position, followed by a future-focused sentence or “bridge to today” on what you want to do. It is always helpful to position yourself as a member of a group of affected employees if that fact holds true for you.

A few examples of positioning statements are:

*My position as Regional Sales Director at GMH was affected as a result of the downsizing of that department.*

*Due to a merger between CMG Offshore and Austin Ventures, over 300 positions were affected and mine was one of them.*

## Your Positioning Statement with ‘Bridge to Today’

You control the impact and direction of your public statement when you add the ‘bridge to today.’ The bridge is simply the next sentence which begins with ‘What I want to do now is . . .’

This simple statement future focuses the conversation, moving you and the listener from **what happened** to **where you are going**. It projects confidence that that you know your next. The listener will follow.

Here are the above positioning statements with a ‘bridge to today.’

*My position as Regional Sales Director at GMH was affected as a result of the downsizing of that department. What I want to do now is to put my sales expertise to work for another mid-cap company.*

*Due to a merger between CMG Offshore and Austin Ventures, over 300 positions were affected and mine was one of them. What I want to do now is put my background and expertise to work on other successful joint ventures.*

## Write Your Positioning Statement and Bridge

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Practice saying your statement and bridge until it is perfect.

*Confidence is Preparation. Everything Else is Beyond Your Control.*  
- Richard Kline

*Always Be a First-Rate Version of Yourself  
Instead of a Second-Rate Version of Someone Else.*  
- Judy Garland

## CHAPTER 2

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### **Career Direction**

#### **Career Continuation, Career Change . . . or Something Else?**

Many job seekers find themselves at a crossroads at which they confront the decision either to continue working in their most recent career or industry, begin working in a field or job unrelated to anything they have done previously or to do something else such as return to school, start a business or ‘retire.’

Until relatively recently, a job was simply a way to earn a living. But today, employees’ needs for personal job satisfaction and for striking an appropriate career/life balance have taken on greater importance.

As an employee, one doesn’t have to continue doing something banal or monotonous just because it is part of the job. The reality here is that your career is adjustable, and YOU are in control.

#### **Career Continuation**

The most expeditious way to gain new employment is to build on and market your existing well developed skills and solid experiences. If you have found satisfaction in your career thus far and want to advance this career path, your decision is clear – CONTINUE ON THE SAME CAREER PATH.

Your job search campaign will include the following four components:

#### **Refining Skills**

Refining skills include using networking, interviewing, technology, researching, negotiating salary, marketing yourself and effective verbal and written presentations.

#### **Preparing Documents**

Documents will include résumés, cover letters, reference list, positioning statement, 2-minute and 30-second commercial, and networking scripts.

#### **Using Tools**

These include self-assessment instruments, a MAC or PC with internet access for locating job openings and posting your résumé, research directories and research databases. Check with your FACET Career Coach as to which online resources come with your program.

## Utilizing Job Search Strategies Effectively

You will want to utilize several methods of job searching simultaneously. To be most effective, spend the majority of your time on networking.

### A Career Continuation Campaign Begins With:

- Completing the Personal Strengths Inventory (PSI) Survey - a self-assessment. A username and password will be assigned to you.
- Preparing your documents. Your FACET Career Coach will coach you through preparation.
- Learning about the methods used to conduct a search. Work with your FACET Career Coach.

### Job Search Process Overview

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#### ***Reflect***

- Evaluate your emotions
  - Complete an assessment of your skills, background, strengths and goals
  - Master your positioning statement
  - Create your 30-second and 2 minute commercial
  - Identify and list your job objectives
  - Unsure? Read books about career changing and personal growth
- 

#### ***Confirm references***

- Use 360° Coverage
- 

#### ***Establish a financial plan***

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#### ***Prepare written documents***

- Your résumé(s), CV(s) or ‘handbills’
  - Cover letters
  - Networking letters
  - Thank You letters
- 

#### ***Know the published and unpublished job market***

- Understand your target geographic area’s industry needs, skills in demand and employment trends

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***Learn all aspects of the HIGH FIVE FACET Methods of job searching***

- Networking and locating “bridges” to target companies
  - Responding to published openings in newspapers and on the web
  - Using recruiters/agencies
  - Contacting companies directly
  - Utilizing appropriate social media
- 

***Master available technology and resources***

- Using Email and social media
  - Preparing a scannable résumé and posting it online
  - Locating job openings and researching companies online
  - Don’t forget the library!
- 

***Work the process consistently***

- Use all Five Methods of job searching and spend 60% to 80% of your time on networking
- 

***Understand clearly the product you are selling - YOU!***

- Practice verbalizing your positioning statement, strengths, goals, achievements and value to a potential employer
- 

***Get organized***

- Upgrade your technology and prepare your database of growing contacts
  - Set up a contact management system or 3-ring binder to file and organize documents, letters, etc.
- 

***Join and participate in associations***

- Join your industry specific professional associations, job search support groups or job search ministries
- 

***Master Job Search Skills***

- Networking
  - Approaching contacts in person, via phone, Email, social media
  - Interviewing with appropriate follow on
  - Negotiating salary
- 

***Sharpen Your Saw***

- Take adequate blocks of time for recreation and leisure and spending time with those who are important to you



## **Career Change. . . or Something Else?**

If you decide to make a career or industry change, you will use the same components of a traditional job search campaign, but most likely will spend considerable time in the beginning of your career transition program on in-depth exploration. This may be accomplished through self-assessment, possibly vocational testing, researching career options, and meeting with professionals who hold the types of jobs that interest you. Your campaign will include the following:

### **Refining Skills**

Refining skills for a career change will include informational interviewing, researching, using technology and social media, networking, interviewing, negotiating compensation, marketing yourself and both verbal and written presentations.

### **Preparing Documents**

Even if your change is returning to school, starting a business or consulting practice or ‘retirement,’ you will need a résumé, bio or CV. Additionally, you will need to prepare appropriate cover letters and have solid references, your public statement, your 30-second commercial and networking script.

### **Using Tools**

These include self-assessment instruments, computers, contact management, Email and other basic software, a Personal Digital Assistant (PDA), research directories and research databases.

### **Understanding and Implementing Job Search Strategies**

You will want to employ several methods of job searching simultaneously, spending the majority of your time, however, on networking.

## **A Career Change Program Begins With:**

- ▶ Completing a thorough self-assessment and/or vocational testing of your skills, values and interests and receiving a professional interpretation of the results
- ▶ Conducting informational interviews with or ‘shadowing’ established professionals in your targeted careers of choice
- ▶ Identifying freelance or volunteer opportunities
- ▶ Investigate educational opportunities
- ▶ Thoroughly researching employment trends and various job markets

## A Career Change Process

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### ***Explore a variety of careers and jobs***

- Use online and library resources to read and study the nature of careers of interest
- Research the *Dictionary of Occupational Titles*
- Conduct informational interviews with or “shadow” professionals who are established in careers of interest
- Read literature on university and other accredited educational programs

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### ***Know yourself***

- Complete a thorough assessment
- Complete a variety of vocational instruments

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### ***Evaluate your financial requirements***

- Make necessary financial or budgetary adjustments

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### ***Join associations***

- Join industry specific professional associations, job search or job ministry groups
- Acquire additional educational training if necessary

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### ***Master the use of technology***

- Using Email and sending attachments
- Preparing/posting a scannable résumé online
- Locating job openings online
- Researching companies on web
- Utilizing social media

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### ***Learn all aspects of the five methods of job searching***

- Networking and locating “bridges”
- Responding to published openings in publications and online
- Using recruiters/agencies
- Contacting companies directly
- Utilizing social media

---

### ***Know the job market***

- Understand your target geographic area’s industry needs, skills in demand and employment trends

---

### ***Once you have established the skills you are “selling” and have identified your job targets, begin a traditional job search***

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### ***Work the process consistently***

- Use all five methods of job searching—remember that networking is critical
- Spend 60% to 80% of your time on networking

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### ***Sharpen your saw***

- Take adequate blocks of time for recreation and leisure and spending time with those who are important to you

## CHAPTER 3

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### Self – Assessment

#### Why Do a Self-assessment?

Your eagerness to launch a job search may lead you to move directly to the manual's sections on résumé writing or networking or using technology in the job search.

As we said earlier, however, slow down!

We strongly urge you to take time to complete this chapter on self-assessment before you begin any job search efforts. Your program may also provide for a more in depth self-assessment survey such as the Personal Strengths Inventory (PSI), Myers-Briggs Type Indicator (MBTI) or the Birkman. Your FACET Career Coach will advise you.

The five major benefits to completing self-assessment exercises and having a professional interpretation of the results:

1. An objective reflection of yourself, including your marketable strengths, your true interests and your preferred skills, leads to a well-organized, focused résumé and job search campaign.
2. You are better prepared to answer interview questions regarding your skills, strengths, values, goals and achievements if you have completed and received assessment interpretation.
3. Assessment results can aid you in identifying job targets as you review your current values, your most preferred skills, your successes and your most desirable job environment.
4. Assessment results may reflect career history patterns which may present information that could help you make better career decisions.
5. Assessment results will enable you to embark on a job search or career change with more poise and confidence when you have reflected upon and become fully aware of your numerous strengths and the professional contributions you have made.

*Know Thyself.*  
- Socrates

## Work Values

The following list describes a variety of values that individuals seek to express through their work. Rate the degree of importance that you would assign for each in your own work.

3 = very important	2 = reasonably important	1 = not very important
____ <b>adventure</b>	have work duties which involve frequent risk taking	
____ <b>aesthetics</b>	be involved in appreciating the beauty of ideas and things	
____ <b>affiliation</b>	be recognized as a member of a particular organization	
____ <b>artistic design</b>	engage in creative work in any of several art forms	
____ <b>change/variety</b>	have work responsibilities which frequently change in content and setting	
____ <b>community</b>	be involved in community/neighborhood affairs	
____ <b>competition</b>	engage in activities which challenge my abilities against others' abilities	
____ <b>creativity</b>	create new ideas, programs or organizational structures	
____ <b>economic reward</b>	be highly compensated for work accomplished	
____ <b>excitement</b>	experience a high degree of excitement in the course of work	
____ <b>fast pace</b>	work in circumstances where there is a rapid pace of activity	
____ <b>friendships</b>	develop close personal relationships with people as a result of work activities	
____ <b>help others</b>	be involved in helping other people in a direct way, either individually or in small groups	
____ <b>help society</b>	do something to contribute to the betterment of the world in which I live	
____ <b>independence</b>	be able to determine the nature of my work without significant direction from others	

## Work Values

<b>3 = very important</b>	<b>2 = reasonably important</b>	<b>1 = not very important</b>
____ <b>influence</b>	be in a position to change attitudes, opinions or behavior of other people	
____ <b>intellectual status</b>	be regarded as a person of high intellectual prowess or as one who is an acknowledged expert in a given field	
____ <b>knowledge</b>	engage in the pursuit of knowledge, truth and understanding	
____ <b>leadership</b>	be able to direct others toward a course of action	
____ <b>location</b>	live in an area conducive to my lifestyle	
____ <b>make decisions</b>	have the power to decide course of action and policies	
____ <b>moral fulfillment</b>	feel that work contributes to a set of moral standards	
____ <b>physical stamina</b>	use my physical abilities at work	
____ <b>power</b>	fully or partially control the work activities of others	
____ <b>recognition</b>	be recognized for the quality of my work in some visible way	
____ <b>security</b>	be assured of keeping my job and a reasonable financial reward	
____ <b>stability</b>	have job duties and work routine that are largely predictable and not likely to change over time	
____ <b>supervision</b>	have a job in which I'm responsible for the work of others	
____ <b>time freedom</b>	have job responsibilities at which I can work according to my own time schedule	
____ <b>work alone</b>	do projects by myself, without any significant amount of contact with others	
____ <b>work under pressure</b>	work in situations where time pressure is prevalent	
____ <b>work with others</b>	have close working relationships with a group	

## Career Needs

The following is a list of career needs for you to consider in evaluating your next position. Rate the degree of importance it holds for you. Rate the following with the numbers shown below as they correspond to your life and your new career.

**3 = very important**

**2 = reasonably important**

**1 = not very important**

- \_\_\_\_ benefits
- \_\_\_\_ compensation
- \_\_\_\_ corporate culture
- \_\_\_\_ employment policies
- \_\_\_\_ job title
- \_\_\_\_ location
- \_\_\_\_ management style of organization
- \_\_\_\_ organizational mission
- \_\_\_\_ physical surroundings
- \_\_\_\_ prestige and reputation of organization
- \_\_\_\_ products/services
- \_\_\_\_ size of organization
- \_\_\_\_ subject matter/field of knowledge
- \_\_\_\_ type of organization (commercial, government, industrial, service . . . )
- \_\_\_\_ types of people to work with
- \_\_\_\_ working hours

### Summary of Career Needs

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How have the above values determined previous career decisions?

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List your top **career needs** here.

_____	_____
_____	_____
_____	_____

How have the above needs determined previous career decisions?

\_\_\_\_\_

\_\_\_\_\_

## Assessing Skills

When you ask yourself what you have to offer an employer, the most basic answer is skills. Skills are the building blocks of your career. They serve as a bridge from job to job, from career to career. The emphasis in job search is on skills. As a job seeker, you must know:

- What your core skills are
- How transferable your skills are to other jobs and careers
- The value of your skills in the current job market
- What new skills you need

## Types of Skills

A skill is something you do consistently well in an active sense. The most common mistake people make when describing their skills is to be too general. For example: “I have administrative skills” or “I’m skilled in shipping.” Both roles involve a multitude of skills. To help you brainstorm and identify your list of skills, we have created three categories in which all skills may fall: personal skills, functional skills and technical skills.

<b>Personal Skills</b>	<b>Functional Skills</b>	<b>Knowledge/Technical Skills</b>
– often called our traits or personal characteristics; – are acquired in our earliest years; – we bring to different jobs and careers.  <b>Example:</b> <i>detail-oriented, innovative, sympathetic...</i>	– overlap with personal skills; – are rooted in our aptitudes; – how we relate to people, data and things; – are transferable to other jobs.  <b>Example:</b> <i>analyzing, implementing, budgeting...</i>	– relate to specialized knowledge; – frequently learned on the job or at school; – may be difficult to transfer to other jobs and career fields.  <b>Example:</b> <i>writing engineering change orders; administering company benefits packages...</i>

## Personal Skills



This exercise will help you identify the distinctive attributes and characteristics that contribute to your work and career success. Place a check mark next to all personal skills below that describe you.

- |  |                                       |  |
|--|---------------------------------------|--|
| <input type="checkbox"/> adaptable       | <input type="checkbox"/> efficient    | <input type="checkbox"/> practical       |
| <input type="checkbox"/> aggressive      | <input type="checkbox"/> empathetic   | <input type="checkbox"/> punctual        |
| <input type="checkbox"/> alert           | <input type="checkbox"/> energetic    | <input type="checkbox"/> reliable        |
| <input type="checkbox"/> assertive       | <input type="checkbox"/> enthusiastic | <input type="checkbox"/> resourceful     |
| <input type="checkbox"/> astute          | <input type="checkbox"/> expressive   | <input type="checkbox"/> responsible     |
| <input type="checkbox"/> authentic       | <input type="checkbox"/> firm         | <input type="checkbox"/> self-controlled |
| <input type="checkbox"/> aware           | <input type="checkbox"/> flexible     | <input type="checkbox"/> self-reliant    |
| <input type="checkbox"/> calm            | <input type="checkbox"/> focused      | <input type="checkbox"/> self-respecting |
| <input type="checkbox"/> candid          | <input type="checkbox"/> generous     | <input type="checkbox"/> sincere         |
| <input type="checkbox"/> cautious        | <input type="checkbox"/> humorous     | <input type="checkbox"/> sociable        |
| <input type="checkbox"/> committed       | <input type="checkbox"/> initiatory   | <input type="checkbox"/> spontaneous     |
| <input type="checkbox"/> competitive     | <input type="checkbox"/> intuitive    | <input type="checkbox"/> systematic      |
| <input type="checkbox"/> confident       | <input type="checkbox"/> inventive    | <input type="checkbox"/> tactful         |
| <input type="checkbox"/> conscientious   | <input type="checkbox"/> loyal        | <input type="checkbox"/> talkative       |
| <input type="checkbox"/> cooperative     | <input type="checkbox"/> open-minded  | <input type="checkbox"/> thorough        |
| <input type="checkbox"/> curious         | <input type="checkbox"/> optimistic   | <input type="checkbox"/> tolerant        |
| <input type="checkbox"/> decisive        | <input type="checkbox"/> orderly      | <input type="checkbox"/> trusting        |
| <input type="checkbox"/> dependable      | <input type="checkbox"/> organized    |  |
| <input type="checkbox"/> detail-oriented | <input type="checkbox"/> outspoken    |  |
| <input type="checkbox"/> diplomatic      | <input type="checkbox"/> patient      |  |
| <input type="checkbox"/> discerning      | <input type="checkbox"/> persistent   |  |
| <input type="checkbox"/> dominant        | <input type="checkbox"/> playful      |  |
| <input type="checkbox"/> dynamic         | <input type="checkbox"/> poised       |  |
| <input type="checkbox"/> easy-going      | <input type="checkbox"/> polite       |  |



## Personal Skills Summary

Which six personal skills best describe you?

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How have the above skills contributed to your success in past positions?

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Which personal skills have hindered your success in past positions? How will you deal with these in the future?

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*If you want to make your dreams come true -  
WAKE UP!*

## Functional Skills

Functional skills describe how you relate to people, data, things and ideas. They are frequently transferable to other jobs and careers.

This exercise will help you develop a full picture of those skills you can offer an employer. Circle those functional skills in which you have greatest proficiency.

absorb information	develop	instruct	promote
achieve	diagnose	interpret	reason
act	direct	interview	reconcile
adapt	edit	invent	record
administer	eliminate	investigate	recruit
advise	encourage	judge	repair
analyze	enforce	lead	report
arrange	enlighten	learn	research
assemble	evaluate	lecture	risk
assess	examine	listen	schedule
audit	execute	maintain	sell
budget	explain	manage	set goals
build	express	mediate	set up
calculate	extract	meet deadlines	solve
classify	facilitate	mentor	speak
coach	finance	motivate	strategize
communicate	fix	negotiate	study
compile	formulate	observe	style
compose	focus	operate	summarize
conceptualize	gather	organize	supervise
convince	generate	originate	synthesize
coordinate	guide	perceive	systematize
counsel	help	perform	teach
create	hypothesize	persuade	team-build
decide	identify	plan	train
decorate	implement	predict	troubleshoot
delegate	improvise	present	understand
detail	influence	prioritize	unify
demonstrate	initiate	program	verbalize
design	inspect	produce	visualize

## Categorize Your Functional Skills

Place all of your circled functional skills from the exercise on the previous page in one of the appropriate categories: working with people, with data, with ideas or with things.

What conclusions can you draw from the results?

<b>Working with PEOPLE</b>	<b>Working with THINGS</b>	<b>Working with DATA</b>	<b>Working with IDEAS</b>

## FUNCTIONAL SKILLS SUMMARY

My strongest functional skills, as outlined on previous pages, are:

---

---

How have the above skills contributed to your success in past positions?

---

---

Which functional skills do you need to develop/strengthen to be competitive in the workplace?

---

---

How will you develop/strengthen the above functional skills?

---

---

## Knowledge/Technical Skills

Knowledge/technical skills relate to having some form of specialized knowledge. They frequently are learned on the job or at school; they may be difficult to transfer to other jobs and careers.

Read the sample exercise, then, in the space below and on the following pages, identify the knowledge skills, specialized knowledge and abilities you have acquired and developed in past positions.

### Sample knowledge/technical skills exercise:

<b><u>Logistics and Supply Chain Director</u></b>	
Position	
Knowledge/technical skill #1	designs supply chain processes
Knowledge/technical skill #2	directs logistics and distribution facilities
Knowledge/technical skill #3	writes procedures for distribution processes
Knowledge/technical skill #4	skilled in WMS and OMS systems
Knowledge/technical skill #5	skilled production and inventory control

**Your knowledge/technical skills                    A**

<hr/> Position
Knowledge/technical skill #1 _____
Knowledge/technical skill #2 _____
Knowledge/technical skill #3 _____
Knowledge/technical skill #4 _____
Knowledge/technical skill #5 _____

**Your knowledge/technical skills                    B**

<hr/> Position
Knowledge/technical skill #1 _____
Knowledge/technical skill #2 _____
Knowledge/technical skill #3 _____
Knowledge/technical skill #4 _____
Knowledge/technical skill #5 _____

**Your knowledge/technical skills                    C**

<hr/> Position
Knowledge/technical skill #1 _____
Knowledge/technical skill #2 _____
Knowledge/technical skill #3 _____
Knowledge/technical skill #4 _____
Knowledge/technical skill #5 _____

## Summary of Your Knowledge/Technical Skills

List your most marketable knowledge/technical skills

_____	_____
_____	_____
_____	_____
_____	_____

Which knowledge skills do you need to develop/strengthen to be competitive in the workplace?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How will you develop/strengthen the above knowledge/technical skills?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Interests

Most people have interests in a number of different activities, occupations and subjects. However, they are not sure how to translate these interests into occupations that are appealing. An interest inventory can do this for you.

On the following pages, you will find an interest inventory which can be scored immediately. If your program provides a more comprehensive interest inventory, please complete both and compare.

Evaluate yourself using the following scale:

**YES** = strong agreement with the statement;  
**no** = slight disagreement;

**yes** = slight agreement;  
**NO** = strong disagreement

### Mechanical Interests

	<b>YES</b>	<b>yes</b>	<b>no</b>	<b>NO</b>
Do you like to work with your hands?	_____	_____	_____	_____
Do you like to repair things?	_____	_____	_____	_____
Do you like to work with tools?	_____	_____	_____	_____
Do you like to operate machinery?	_____	_____	_____	_____
Do you like physical work?	_____	_____	_____	_____
Do you like to work outdoors?	_____	_____	_____	_____

	<b>YES</b>	<b>yes</b>	<b>no</b>	<b>NO</b>
<b>Theoretical Interests</b>				
Do you like to solve puzzles?	_____	_____	_____	_____
Do you like ambiguous challenges?	_____	_____	_____	_____
Do you like to read and study?	_____	_____	_____	_____
Do you like math and science?	_____	_____	_____	_____
Do you like to investigate physical things?	_____	_____	_____	_____
Do you like to think through problems?	_____	_____	_____	_____
<b>Artistic Interests</b>				
Do you like to express yourself?	_____	_____	_____	_____
Do you like freedom from structure?	_____	_____	_____	_____
Do you like unconventional solutions?	_____	_____	_____	_____
Do you like aesthetic statements?	_____	_____	_____	_____
Do you like to work alone?	_____	_____	_____	_____
Do you like creative situations?	_____	_____	_____	_____
<b>Social Interests</b>				
Do you like to care for others?	_____	_____	_____	_____
Do you like to work with people?	_____	_____	_____	_____
Do you like to be part of a group?	_____	_____	_____	_____
Do you like to train others?	_____	_____	_____	_____
Do you like to supervise people?	_____	_____	_____	_____
Do you like to help others?	_____	_____	_____	_____
<b>Business Interests</b>				
Do you like to persuade others?	_____	_____	_____	_____
Do you like to be the leader?	_____	_____	_____	_____
Do you like to speak to groups?	_____	_____	_____	_____
Do you like to manage projects?	_____	_____	_____	_____
Do you like to sell goods or services?	_____	_____	_____	_____
Do you like to make things happen?	_____	_____	_____	_____
<b>Organizational Interests</b>				
Do you like things to be orderly?	_____	_____	_____	_____
Do you like well-defined tasks?	_____	_____	_____	_____
Do you like office procedures?	_____	_____	_____	_____
Do you like stable situations?	_____	_____	_____	_____
Do you like a chain of command?	_____	_____	_____	_____
Do you like to know what is next?	_____	_____	_____	_____

Add your score in each Interest category with **YES = 4    yes = 3    no = 1    NO = 0**

Record the total score for each category then list circle your top three interest categories.

Mechanical interests _____	Social interests _____
Theoretical interests _____	Business interests _____
Artistic interests _____	Organizational interests _____

## INTERESTS AND CAREER FIELDS

This chart shows the relationship between interest categories and individuals employed in those interest categories. Under your three highest interest categories, circle job titles or career fields which you find most appealing.

### **Mechanical Interests**

- CAD designer
- carpenter
- computer hardware tech
- electrician
- engineer
- firefighter
- painter
- plumber
- police officer
- printer
- equipment repair person
- sheet metal worker
- telecom specialist
- tool/die maker

### **Theoretical Interests**

- actuary
- chemist
- chiropractor
- college professor
- computer programmer
- dental hygienist
- electronic technician
- geologist
- medical technician
- mathematician
- physical therapist
- physician
- science instructor
- surveyor
- systems analyst

### **Artistic Interests**

- advertising designer
- architect
- art teacher
- author/writer
- broadcaster
- chef
- commercial artist
- copy writer
- foreign language teacher
- interior decorator
- librarian
- photographer
- public relations specialist
- web designer

### **Social Interests**

- athletic trainer
- child care worker
- cosmetologist
- dental hygienist
- elementary teacher
- guidance counselor
- minister
- non-profit director
- nurse
- occupational therapist
- social worker
- special education teacher

### **Business Interests**

- business owner
- buyer/merchandiser
- caterer
- food service manager
- hotel manager
- human resources manager
- manufacturing representative
- marketing specialist
- public affairs director
- purchasing agent
- real estate agent
- travel agent

### **Organizational Interests**

- accountant/auditor
- banking professional
- bookkeeper/financial analyst
- credit manager
- court reporter
- dietician
- food service manager
- IRS professional
- medical assistant
- pharmacist
- teacher
- trainer



The next step is to list your skills and see if they match what employed people do in your areas of interest.



# ACHIEVEMENTS

An achievement is something you know you did well judged by your own standards. Your achievements are some of the best reflections of your best skills. They show how you used your skills to your advantage and how they made a positive impact on your work and on your personal life.

Achievements come in all shapes and sizes. Try to remember all the experiences that left you with a sense of fulfillment and satisfaction at school, at work and in your personal life.

Read the exercise instructions below, and complete on the following pages. Pick the five achievements most important to you.

## #1

- a) Describe an experience you felt proud to have achieved.
- b) What needed addressing that you responded to?
- c) What challenges, problems or obstacles did you face?
- d) Did you initiate something?
- e) Did you handle a difficult situation?

## #2

- a) Describe what you did about it.
- b) What action did you take?

## #3

- a) Describe the outcome.
- b) How did it turn out?
- c) Why was this important to you?

**Achievement A**

#1	_____
	_____
	_____
#2	_____
	_____
	_____
#3	_____
	_____
	_____

**Achievement B**

#1	_____
	_____
	_____
#2	_____
	_____
	_____
#3	_____
	_____
	_____

**Achievement C**

#1	_____
	_____
	_____
#2	_____
	_____
	_____
#3	_____
	_____
	_____

**Achievement D**

#1	_____
	_____
	_____
#2	_____
	_____
	_____
#3	_____
	_____
	_____

## A CLOSER LOOK

In each column, representing your five achievements above, place a check mark next to each functional skill if it was used in the undertaking of the achievement. Then total the number of checks next to each skill and place the number in the “total” column.

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>TOTAL</b>
<b>Administering</b>						
<b>Analyzing</b>						
<b>Attending to detail</b>						
<b>Budgeting</b>						
<b>Communicating</b>						
<b>Compiling</b>						
<b>Coordinating</b>						
<b>Creating</b>						
<b>Designing</b>						
<b>Implementing</b>						
<b>Influencing</b>						
<b>Innovating</b>						
<b>Instructing</b>						
<b>Investigating</b>						
<b>Leading</b>						
<b>Learning</b>						
<b>Managing</b>						
<b>Organizing</b>						
<b>Planning</b>						
<b>Prioritizing</b>						
<b>Problem solving</b>						
<b>Speaking</b>						
<b>Strategizing</b>						
<b>Teaching</b>						
<b>Writing</b>						

## Work Satisfaction Factors

In order to formulate career targets with the greatest potential for success and satisfaction for you, spend time analyzing positions you have held in the past.

In listing your previous positions, write down the aspects of each job you enjoyed and those you did not enjoy.

<b>Position:</b>		
<b>Dates:</b>		
	Enjoyed	Did Not Enjoy

<b>Position:</b>		
<b>Dates:</b>		
	Enjoyed	Did Not Enjoy

<b>Position:</b>		
<b>Dates:</b>		
	Enjoyed	Did Not Enjoy

## Summary of Work Satisfaction Factors

Review your list of factors leading to work satisfaction – or dissatisfaction - then narrow them down to ten items you enjoyed most and ten items you enjoyed least. This information can help you choose your next job wisely.

**I have been most satisfied in my work when:**

_____	_____
_____	_____
_____	_____

**I have been least satisfied in my work when:**

_____	_____
_____	_____
_____	_____

## Setting Goals

In addition to reviewing skills, interests, values and achievements, a thorough self-assessment requires a look at not only present skills and past achievements, but at future goals as well.

**Three of my professional goals include:**

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

**Three of my personal goals include:**

1. \_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Assessment Summary

Think about your ideal next position, and below, summarize those skills, values and work satisfiers you would like to implement in that position.

My preferred work values are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My preferred knowledge/technical skills are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My preferred career needs are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Skills to develop:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My preferred personal skills are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My strongest interest career fields are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My preferred functional skills are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My top achievements are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My top work satisfiers are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

My top professional goal is:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Preferred job titles which describe my next ideal position are:

\_\_\_\_\_

My top personal goal is:

\_\_\_\_\_

## CHAPTER 4

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### Résumé Development

The résumé, from the French word, “summary,” is the primary written tool of the job seeker. It is, in fact, a written summary of your career history and your marketable skills and strengths. A résumé may serve several functions:

- A self-inventory as preparation for articulating your background to an interviewer
- An introductory document whose aim is to generate invitations to interviews
- An agenda affording interviewers a springboard from which to launch questions

### Structure and Marketable Strengths

The conceptual starting point for all résumés is an analysis of demand structure. That is, who is buying and what specifically is the buyer looking for in the ideal candidate? Résumés need to reflect the importance that hiring authorities place on a need they have now or will have in the near future. You must spend time determining demand structure in order to capitalize on your marketability.

Review your assessment results. The in-depth work you undertook there should have helped you identify your preferred marketable strengths and help shape a clear focus. Now, create a résumé which reflects your preferred strengths, as well as accomplishments, and addresses the needs of the marketplace.

### Résumé Components

A résumé may be composed of between five and twelve components - each of which conveys a particular aspect of your background. The components may include: Objective (optional); Qualification Summary or Profile; Accomplishment Statements; Employment History; Formal Education and Training; Technical/Special Skills; Honors/Awards; Professional Associations; Publications; Presentations; Licenses and Military History.

### Objective (Or Not)

We do not recommend using an objective on your résumé. If, however, you decide to use an objective, it should simply state the position title. There are three disadvantages of using an objective on a résumé:

- 1) It may restrict you to that specific position and may disqualify you from being considered for other positions and functions.
- 2) It may cause you to have numerous versions of your résumé.
- 3) It will take up valuable real estate on the page that will better be used for more critical information about you, your expertise and accomplishments.



## Qualification Summary/Profile

The Qualification Summary or Profile statement sets the tone for the résumé and “advance organizes” for the reader the information that he or she is about to read. The summary draws from the body of the résumé key words, industry specific terms and core skills, all of which convey in a brief statement a powerful display of credentials. The remaining body of the résumé supports and enhances the Summary statement and provides in detail your specific accomplishments and training.

Open your Summary with your professional identity: *Vice President of Property Management . . . Senior Loan Officer . . . Director, Quality Control. . .*

Everyone who has your résumé *will* read the Summary. It is the first information on your résumé other than contact information and reveals the ‘snapshot’ of your career. It is critical that it conveys strong overall experience, skills and personal characteristics.

## Summary Builder

Ability to...	Extensive experience in...
Able to...	High level of...
Achieved reputation as...	Knowledgeable in...
Background and education in...	Known as...
Background includes...	Known for ability...
Background of results in...	Lifelong interest in...
Consistently achieved...	Possess skills in...
Consistently delivered...	Proven record of...
Demonstrated ability to...	Recognized as...
Demonstrated record of...	Recognized for...
Developed reputation as...	Skills in...
Expertise includes...	Special expertise in...
Expertise in...	Special skills in...

## Sample Summaries

Successful executive with an impeccable record of success in revitalizing failing business units. Proven career record of producing multimillion dollar profits through pinpointing operational inefficiencies and encouraging the revitalization of employee morale and corporate culture change. Possess solid understanding of the paper products industry in diverse markets and cultures, including profit and loss, market analysis, operations analysis and logistics. Demonstrated ability to communicate business principles to personnel on all levels to facilitate change and initiate turnaround. Core strengths include:

- Corporate Development
- Leadership Development
- Process Reengineering
- ROI Improvement
- Global Operations
- Multi-Site Operations
- Strategic Initiative
- Competitive Market Position

Dynamic, focused and team-spirited Project Engineer with outstanding qualifications in multiple areas of Environmental Engineering. Expertise in regulatory, compliance and governmental projects for a Fortune 500® company. Technical problem-solver known for maintaining the highest project

standards, consistently completing multi-million dollar projects on time and under budget. Demonstrated ability to leverage outstanding verbal and written communication skills, technical proficiency and in-depth knowledge to effectively train, evaluate and present programs. Core strengths include:

- Regulatory Compliance
- Multiple Project Management
- Training and Facilitation
- Project/Procedural Development
- Cost Analysis/Budget Control
- Complex Problem Solving
- Client Relations
- Scheduling/Time Management

To help create your own summary statement, take the sentence below and select appropriate words from the list or use your own words. Use the Summary Builder.

A (An) \_\_\_\_\_ (A) \_\_\_\_\_ and \_\_\_\_\_ (A) \_\_\_\_\_ (B) \_\_\_\_\_ who \_\_\_\_\_ (C) \_\_\_\_\_ and \_\_\_\_\_ (C) \_\_\_\_\_. Expertise in \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.

Proficient in \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_. Excellent at \_\_\_\_\_.

### From Your Personal Traits

#### A. Adjective (pick 2)

- Conscientious
- Creative
- Dedicated
- Dependable
- Enthusiastic
- Hard working
- Honest
- Innovative
- \_\_\_\_\_

#### C. Action Verb (pick 2)

- Achieves consistent results
- Achieves sales results
- Develops improved methods
- Develops strong working relationships
- Encourages team efforts
- Is attentive to detail

### From Your Position

#### B. Noun (pick 1)

- Customer Service Representative
- Employee
- Problem solver
- Professional (specify if desired)
- Salesperson
- Supervisor
- Team player
- Worker
- \_\_\_\_\_
- Proficient with workforce technology
- Learns quickly
- Meets all deadlines
- Encourages team efforts
- Produces quality work
- \_\_\_\_\_

## Accomplishment Statements

Clearly stating your accomplishments is critical to securing your next position. Employers want to know what you can do for their organization. Your accomplishments indicate your “can do” abilities. The best predictor of one’s ability to be successful is his or her record of past successes.

Potential employers reviewing a résumé are looking for the ways you made a difference in your previous jobs, the examples of your results and the symbols of your success.

## Sample Accomplishment Statements

- *Developed and implemented a fully integrated web-based creative management system leading to an 80% increase in departmental productivity.*
- *Implemented business plan to enhance financial performance through increased sales, cost controls, streamlined procedures and the efficient use of resources.*
- *Researched, designed, wrote and produced user documentation/procedures manuals. Associated tasks involved system testing and development of change control procedures.*

## Creating Strong Accomplishment Statements

Begin creating effective statements by writing “one liners” using the following exercise.

- WHAT did I do in my previous position daily—weekly—monthly—periodically?
- HOW did I add value to my department or company?
- HOW did I contribute to or participate in change?
- WHAT challenges did I face and resolve?

Think of the actions you took in response to problems, and the results you obtained. Think of the situations you inherited and changed. Refer to the results of your self-assessments and your “Summary of Personal Skills.”

Review former job descriptions. Remind yourself you did much more than the responsibilities outlined there! Brainstorm and write your answers in terms of “one liners.” Begin your “one liners” with action verbs such as those listed on pages 78 and 79.

## Editing “One Liners” to Include “Results”

Effective accomplishment statements put your activity in the context of the impact it had on your organization. Again, employers are looking for ways you made a difference in your previous jobs. The best predictor of one’s ability to be successful is his or her record of past achievements.

Now, expand your “one liners” to include the results, the outcome or the impact of your achievements. A good “result” will quantify what you accomplished like the samples below:

boost sales	improve reliability
cut waste	improve working conditions
enhance product or service	increase efficiency
ensure compliance	provide better controls
expand customer base	reduce costs
improve customer satisfaction	reduce time
improve performance	solve problems

**Sample edited “one liner”:**

*“Established in-house art department.”*

**becomes:**

*“Established in-house art department reducing costs and project turn-around-time by approximately 50%.”*

**The STAR Method**

A second, effective way to generate effective accomplishment statements is to use the STAR method.

**S T** stands for .....the **situation** or **task** you faced.

**A** stands for.....the **action** you took to resolve the problem.

**R** stands for.....the **result** or outcome of your actions.



**Sample STAR Exercise**

**S T... the Situation/Task**

*#1. Customer service was keeping records of calls on individual computers. If a customer called back and was unable to reach the same Customer Service Representative they had to repeat all of the earlier information. Customers were irritated even more and time was being lost in resolving the complaints.*

**A ... the Action taken by you**

*#2. Researched and collected information on computerized CRM systems that would allow all Representatives and Supervisors to access customer call history. Developed a proposal comparing the benefits and costs of the various systems. Presented data to management.*

**R ... the Result**

*#3. A centralized CRM system was purchased and implemented. It decreased time needed to resolve customer issues by 25%, increasing customer satisfaction and staff productivity.*

Write STAR statements for each of your previous positions. Then, from each exercise, write your accomplishment statement using portions of the “Action” and the “Result.” For example, the above STAR exercise becomes:

- *Proposed and implemented new centralized, computerized Customer Relationship Management system that resulted in 25% increase in staff productivity and customer satisfaction.*

Make your best effort to state your results in quantifiable or measurable terms.

STAR Statement #1

---

---

---

---

STAR Statement #2

---

---

---

---

STAR Statement #3

---

---

---

---

STAR Statement #4

---

---

---

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## Editing Your Statements

Now that you have written your statements, using either the Four Questions Exercise or STAR Exercise, review and edit your statements once again. **Make sure you have included, when possible, the impact, the scope or the results of your accomplishments.**



## Sample Edited Accomplishment Statements

**Before:** Created contact strategy and communication plan.

**After:** Created first business specific contact strategy and communication plan resulting in consistent messaging tailored to each business segment.

**Before:** Created training materials, technical manuals, sales collateral, and product literature.

**After:** Created training materials, technical manuals, sales collateral, and product literature for 100+ member sales force that helped increase sales performance and efficiencies by 18%.

**Before:** Never took a day off or was late and met all requirements for number of phone calls taken.

**After:** Consistently met or exceeded attendance, quality, and service standards set by the company.

## Career History/Professional Experience

Your Employment History section, a compilation of positions that you held, includes your title, the name of your employer, the geographic location and dates of your employment at that company.



## Sample Career History Statements

**Newton Financial LLP**, Houston, TX  
Description of company (optional)

2004 - Present

**Marketing Manager**

Description of Responsibilities

- STAR statement here

**Soft Tech Industries, Inc.**, New Orleans, LA  
Description of company (optional)

1992 - 2004

**Director of Human Resources**

Description of Responsibilities

- STAR statement here

## Education and Training

### Sample Education Statements

**M.B.A.**, Business Administration, University of Nevada Las Vegas, Las Vegas, NV

**B.A.**, Humanities, Louisiana State University, Baton Rouge, LA

**Certificate**, Mechanics, Windsor Computer Science Institute, Minneapolis, MN

As you see from the examples above, each item in your Education section consists of four parts:

1. Highest degree
2. Major area of study
3. Name of institution
4. Institution location

We recommend that you do not include the dates or years of your formal education, unless there is a specific reason to do so.

## Computer/Technical/Special Skills

### Sample Computer/Technical/Special Skills Statements

*Proficient in the use of spreadsheet and database software packages*

*Skilled in MS Word, Excel, PowerPoint and SAP*

*Highly knowledgeable of Cash Flow Matrix and Business Financial Analysis*

Today, as technology plays an increasingly dominant role in our work lives, many employers are interested in learning how proficient you are in using basic communications and computer tools, business software such as Microsoft Office Suite®, PDAs, iPads and similar.

If you are skilled in using software programs, make certain that this information is positioned in your Summary, as part of an Accomplishment Statement and/or in your list of Technical Skills.



## Honors/Awards

### Sample Honors/Awards Statements

Recipient of the National Frost & Sullivan Market Engineering Leadership Award

Achieved Top 10 Circle of Excellence of all Sales Directors nationally, 2010

## Military History

### Sample Military History Statements

United States Army, Combat Engineer, Staff Sergeant. Honorable Discharge.

## Professional Associations

### Sample Professional Associations Statements

Member, Society of Professional Engineers

Treasurer, International Society for Performance Improvement, New Orleans Chapter

## Publications

### Sample Publication Statement

*Lynne G. Zucker, Michael R. Darby, and Jeff Armstrong, "Commercializing Knowledge: University Science, Knowledge Capture, and Firm Performance in Biotechnology," Management Science, January 2015, 48(1): 138-153.*

## Presentations

### Sample Presentation Statement

*"Next-Generation Data Center Trends and Enterprise Architecture", INTEROP Las Vegas, Las Vegas, NV, 2016*



## TYPES OF RÉSUMÉS

Before assembling the résumé components into a cohesive document, you will need to work with your FACET Career Coach to select the best format for your situation. Format refers to your plan of organization of material or the arrangement of information on your résumé page. There are three basic formats or types of résumé - the chronological, the functional and the combination – and many variations of these three basic templates.

### CHRONOLOGICAL FORMAT

The chronological is the most common résumé format. This type is indexed by date, and information is presented in reverse chronological order. In other words, it lists your most recent job first—with accomplishment statements—at the top of the page and then continues down the page through previous positions.

This format is effective when you have a continuous employment history and when your most recent experience relates directly to the positions for which you are applying. See sample chronological résumés starting on page 69.

#### Sample Format of a Chronological Résumé

<i>SURGICAL DEVICES, INC., Phoenix, AZ</i> <i>(company description)</i> <i>Product Manager</i> <ul style="list-style-type: none"><li>• Begin STAR statements here</li></ul>	<i>2007-Present</i>
<i>MANN MEDICAL CO., Pittsburgh, PA</i> <i>(company description)</i> <i>Assistant Product Manager</i> <ul style="list-style-type: none"><li>• Begin STAR statements here</li></ul>	<i>1994 - 2007</i>
<i>BEDFORD MEDICAL DEVICES, Winston-Salem, NC</i> <i>(company description)</i> <i>Technician</i> <ul style="list-style-type: none"><li>• Begin STAR statements here</li></ul>	<i>1991 - 1994</i>

## FUNCTIONAL FORMAT

The functional format indexes your background by your skills and functional areas of expertise. It lists your achievements, with category headings, at the top of the page and summarizes the positions you have held, your employers and the dates of employment at the bottom of the page.

This type is effective when you are changing careers and wish to promote skills used earlier in your career or skills recently acquired. See sample functional résumés starting on page 73.

### Sample Format of a Functional Résumé

TRAINING
• Begin STAR statements here
COUNSELING
• Begin STAR statements here
MANAGEMENT
• Begin STAR statements here

## COMBINATION FORMAT

The combination résumé uses a career summary, adds a description of your functional skills, includes a selection of accomplishments or highlights of your career, and follows with a chronological work history. This combination approach can yield a very strong résumé. Use this style when your most significant accomplishments are not the most recent.

This format is most effective when you want to emphasize your diversity of accomplishments, functional experience and career progression. See a sample combination résumé on page 77.

### Sample format of a Combination Résumé

CAREER SUMMARY	
• STAR Statements/Functional Expertise placed here	
CHRONOLOGICAL WORK HISTORY	
Company name	2007 - 2015
Company description	
Job title	
Responsibility and/or result	

## ADDING *SHINE* TO YOUR RÉSUMÉ



Study the sample résumés on the following pages then follow the guidelines below while preparing the first draft of your résumé.

### Visual Effect

- Use at least 1” margins to create a generous amount of white space on your page.
- Use underlining and bullet statements sparingly.
- Use full capitalization for heading and company names only.

### Length

- The maximum length of a résumé should be two pages. A page for every 10 years of employment is a good general rule. **Remember, the résumé is a marketing tool, not an autobiography.** Occasionally, a job seeker’s list of publications and presentations, particularly those employees in academics and the sciences, may warrant a third page.

### Writing Style

- Write your résumé in the third person; do not use “I.”
- Use strong action verbs as shown on pages 78 and 79.
- Use technical terms only if they are required to explain your work.
- Use abbreviations sparingly.

### Paper and Printing

- Use good quality white or ivory bond paper. Catchy colors or odd sizes may appear unprofessional.
- Print your résumé copies on a high-quality photocopier machine or with a letter quality printer.

### Please Note:

- Be completely honest. False statements are grounds for dismissal.
- Eliminate the phrase, “References available upon request,” from your résumé. It is assumed that if asked you can provide references.
- Do not include the following:
  - Salary history and salary requirements
  - References
  - Personal information such as race, sex, marital status, country of origin, religious or political affiliations

## THE ELECTRONIC RÉSUMÉ

An electronic résumé is your résumé in a format that can be sent over Email or on the Internet.

Plain text (ASCII text) is universally accessible and, in many cases, required even though Email systems can accommodate document attachments in Word or WordPerfect.

To make your electronic résumé universally accessible, use a standard word processing application in plain text format.

When sending an electronic résumé, include a cover letter. Send the résumé and cover letter in one file. We recommend that you also copy/paste your cover letter and résumé into the body of any Email transmission. Make certain that your document is titled appropriately with your last name, first name and POSITION – avoid using word RÉSUMÉ unless the position title is unclear. Make it easy for the recipient to identify and save your document.

Example: JONES\_AMY\_ACCOUNTANT\_2018

## **APPLICANT TRACKING SYSTEM (ATS) COMPATIBILITY**

One of the most important considerations for your resume template is that it is compatible to Applicant Tracking Systems (ATSs).

An ATS is a type of software application that handles the recruitment process, namely by sorting through thousands of resumes, to determine which ones are the best fit for the positions for which they were submitted. Applicant tracking systems do not process your resume so differently from recruiters glancing at your resume, as both are looking for certain criteria for inclusion. Whereas human recruiters are often looking for grounds for automatic rejection, such as spelling errors or lack of relevant skills, applicant tracking systems operate by searching resumes for keywords.

The vast majority of employers today rely on an ATS.

So, if your resume it is not compatible—or if you’re not sure—you might be wasting your time. If an ATS can’t parse through your resume well, or at all, your chances of getting picked for an interview are low—even if you’re perfectly qualified.

When you fill out an online application and submit your resume, an ATS uses your information to create a candidate profile. If your resume can’t be fully read by the ATS, your profile will be incomplete. And if your profile doesn’t reflect that you’re a good match for the job when a hiring manager searches for you, you won’t show up as a viable Candidate.

Anything from the file format you choose to whether or not you use tables or images can impact how well an ATS reads your resume.

FACET knows which resume formatting traits will breeze through an ATS and which will hamper your chances - and that is why we either create a format for you or reformat your existing resume.

## **RÉSUMÉ SCANNING FORMAT**

As stated above, résumés now require a different style of writing, one that is electronically friendly. You must use as many of your industry “buzz” words which will match what the computer is programmed to locate. When the computer makes a match the résumé has scored a hit. Following are some guidelines to help you develop a “scannable” résumé.

- Avoid fancy text styles
- Eliminate lines, borders, italics, underlining or bold print on your page
- Eliminate bullets, asterisks, brackets and parenthesis

- ❑ Allow a generous amount of white space for your margins and at the top and bottom of your page
- ❑ Use 8.5” x 11” white paper
- ❑ Center your name, address phone number and Email address at the top of your résumé
- ❑ Left justify all text
- ❑ Use the space bar instead of tabs
- ❑ Send a laser printed original
- ❑ Use a 10 to 14 point font like Times, Arial, Courier, Helvetica and Palatino
- ❑ Do not use a two column format
- ❑ Use key words or phrases for your industry or function
- ❑ List each phone number on its own line
- ❑ Use nouns and noun phrases rather than verbs to describe job duties if possible
- ❑ Ensure that your document is in the most recent version of Word® (.docx) or .pdf

### **Sample Résumés**

The following pages provide sample résumés of each of the three formats.

*NEVER GIVE UP*

*GREAT THINGS TAKE TIME*

## CHRONOLOGICAL FORMAT

### RICHARD M. WARREN

504-416-2141 | [rickwarr@gmail.com](mailto:rickwarr@gmail.com) | [www.linkedin.com/Richard-warren-3526](http://www.linkedin.com/Richard-warren-3526)

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#### SALES AND MANAGEMENT EXECUTIVE

Results-focused Management Professional with an impressive 10-year career of demonstrated achievement in improving operations, acquiring new accounts and increasing sales revenues. Action-oriented and results-driven with exceptional business acumen, strong analytical skills, and effective time and territory management abilities. Proven teamwork orientation with the ability to successfully work with others across an organization. Leverages outstanding verbal/written communication skills and in-depth product knowledge to effectively present complex concepts and develop top-performing sales teams. Utilizes strong project-management and leadership abilities coupled with strategic vision to create strong profit performances and win the unqualified support of key customers and staff.

- New Business Development
  - Organizational Leadership
  - Market Expansion/Growth
  - Account Management/Retention
  - Team Building/Development
  - Strategic Alliances
- 

#### PROFESSIONAL EXPERIENCE

##### **KONE ELEVATORS AND ESCALATORS, Moline, IL**

**1998 - Present**

*One of the world's leading elevator and escalator companies with annual net sales of EUR \$3.2 billion and approximately 27,000 employees. KONE provides innovative solutions for the maintenance and modernization of industry-leading equipment and services.*

##### ***Branch Manager***, New Orleans, LA, 2005-2018

Develop strategically targeted, account specific business plans for specified territory, demonstrating understanding of local, regional and national market conditions in order to generate increased sales volumes. Implement corporate initiatives including safety, quality, and performance contracts.

Identify and prioritize training needs and insure competence for staff of 8.

- Dramatically increased branch's annual gross revenue, currently on target to double gross revenue from \$10 million to \$20 million and increase net profit from 18% to 28%.
- Currently leading branch with highest profit margin in the United States.
- Successfully liaised with customers, consultants, insurance companies and federal agencies on key post-Katrina rebuilding projects including Louisiana Superdome, Touro Infirmary, and Ernest N. Morial Convention Center, taking a hands-on role in assessing damage, developing solutions, writing proposals and securing contracts.

##### ***Service Sales Manager***, New Orleans, LA, 2002-2005

Utilized extensive knowledge in business planning, business acumen, strategic implementation, leadership and team building to maximize sales. Maintained in-depth understanding of technical data in addition to demonstrating knowledge and verbal fluency of KONE products, competitive agents, customers, and national guidelines. Drove results while displaying leadership and commitment to both team and customers.

- Exceeded sales objectives for last 3 years, setting example for personal commitment and accountability in selling practices.

- Implemented and led massive recovery plan for re-establishing branch, office and personnel functions during post-Katrina Hurricane reconstruction, quickly resuming business and addressing extensive repair and service needs of KONE customers.
- Received promotion to Branch Manager, currently the youngest in the United States.

***Senior Account Executive***, New Orleans, LA, 2000-2002

Created service account sales through the implementation and execution of national sales strategies with emphasis on account retention and recapture. Maximized sales and growth of market share through appropriate targeting of major corporate accounts. Delivered persuasive sales presentations, directly influencing customers and positively influencing perceptions of organization.

- Led renegotiation of major accounts including Touro Infirmary, Louisiana State University, and Ernest N. Morial Convention Center.
- Managed complete modernization projects and directed the surveying, estimating and bidding of projects.
- Assisted in the successful re-organization of New Orleans office during period of restructuring.

***Account Executive***, Milwaukee, WI, 1999-2000

Created and executed effective call plans, utilizing reporting tools to achieve and exceed territorial goals. Built business relationships with assigned customers and communicated key product information. Utilized customer-focused selling skills in presentations. Prospected for new business and evaluated the sales potential of existing customers. Retained existing customers through proactive account management to increase customer loyalty. Provided ongoing account management including managing annual contract price escalations, assisting with collections and responding to customer requests.

- Increased sales in expanded territory by 20% in one year.
- Worked with general contractors and property managers to secure repeat business.

***Service Sales Representative***, Milwaukee, WI, 1998-1999

Achieved individual sales goals for account management and new business development within assigned territory. Proactively maintained, managed and developed existing customer accounts. Retained maintenance contracts and sold repair orders to existing customer base. Identified customer needs and suggested services and products to meet these needs.

- Drove new maintenance sales growth through new equipment business conversions, prospecting, cold calling on competitor-maintained equipment, national accounts and competitor's new installations.
- Increased quoted repair business 10% through development of repair recommendation reward program for front line service operatives.

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**EDUCATION and TRAINING**

**B.A.**, Business Administration, UNIVERSITY OF IOWA, Iowa City, IA

*GPA: Major – 3.9, Overall – 3.5; Dean's List; University of Iowa Tuition Scholarship Recipient*

Microsoft® Word, Excel, PowerPoint, Outlook; Access, SAP

## CHRONOLOGICAL FORMAT

### AMELIA STEWART

4838 Kitty Hawk Circle | Henderson, NV 89124 |  
702-993-9744 | [stew4838@aol.com](mailto:stew4838@aol.com) | [linkedin.com/amel-stew-34115](https://www.linkedin.com/amel-stew-34115)

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## ENVIRONMENTAL ENGINEER

*NPDES Stormwater / Waste Water Expertise... Municipal/ Construction Site Compliance...  
Stormwater / Storm Sewer Program Management Strategies...Pollution Control /Prevention Systems...  
Environmental Impact Assessments...Clean Up and Remediation*

Dynamic, focused and team spirited Project/Environmental Engineer offering outstanding qualifications in multiple areas of Environmental Engineering, with emphasis on regulatory, compliance and governmental projects for a Fortune 500® company. A technical problem-solver known for maintaining the highest project standards, consistently completing multi-million dollar projects on time and under budget. Leverages outstanding verbal and written communication skills, technical proficiency and in-depth knowledge to effectively train, evaluate and present programs and achievements to clients and regulators. Core strengths include:

- Regulatory Compliance
  - Multiple Project Management
  - Client Relations
  - Cost Analysis/Budget Control
  - Complex Problem Solving
  - Project/Procedural Development
  - Field Supervision
  - Training and Facilitation
  - Scheduling/ Management
- 

## PROFESSIONAL EXPERIENCE

### SCIENCE APPLICATIONS INTERNATIONAL CORPORATION (SAIC)

*SAIC, a Fortune 500® company, ranks as the largest employee-owned research and engineering firm in the United States with more than 43,000 employees and offices in over 150 cities worldwide.*

#### **ENVIRONMENTAL ENGINEER, Baton Rouge, LA** **2000 - 2018**

*Florida Department of Environmental Protection (FDEP) - Stormwater Division*

- Prepared 13+ FDEP Municipal Separate Storm Sewer System (MS4) Phase I Permits for large and medium regulated MS4 permittees.
- Reviewed 500+ Annual Reports and conducted 100+ inspections of MS4 Phase I permittees.
- Developed 120+ tailored Annual Report forms for MS4 permittees with MS4 Phase I permits.
- Developed standard operating procedures for conducting FDEP MS4 inspections.
- Developed the FDEP MS4 Annual Report Review Checklist and Inspection Report Database.
- Provided technical assistance to FDEP Permittees with NPDES MS4 Phase I and Phase II permits.
- Conducted construction inspections of FDEP Permittees with Construction General Permits.
- Conducted industrial inspections of FDEP Permittees with Multi-Sector General Permits.
- Obtained Florida Stormwater, Erosion, and Sedimentation Control Inspection Certification.

*Environmental Protection Agency, Region 4 – Stormwater Inspector Training Course, 2001*

- Developed training materials and facilitated regional training on NPDES Stormwater regulations, MS4 permit requirements and construction site pollution prevention plan reviews.
- Trained reviewers on evaluating MS4 Annual Report submittals and conducting MS4 inspections.
- Conducted on-site construction inspection training.



**ENVIRONMENTAL ENGINEER, Sarasota, FL** **1997 - 2000**

*Eglin Air Force Base, (EAFB) Environmental Management (EM) Division*

Supported the Environmental Management Compliance Division: Air, Water Resources & Pollution Prevention.

- Conducted Pollution Prevention Opportunity Assessments for several facilities: Natural Resources Vehicle Maintenance Shop and Fuel Storage Area, Civil Engineering Horizontal Shop, Asphalt Plant.
- Wrote 1997 edition of the EAFB Marine Transfer Related Facility Site Specific Contingency Plan.
- Developed a tracking database for reporting quarterly status reports on the EM Division Metrics.
- Developed a GIS for Drinking Water Sampling Locations and EAFB Municipal Waste Water Spray Fields.
- Managed the Cultural Resources GIS contract for the EM Historic Division.
- Developed a Historic Structures Web Page for identifying and managing historic structures on the 642,000 acre EAFB Reservation and a GIS for Cultural Resource survey areas, site locations, artifacts, and historic structures.
- Conducted GIS training on the Eglin Cultural Viewer, a customized Microstation program.

**ENVIRONMENTAL ENGINEER, Nashville, TN** **1995 - 1997**

*Arnold Air Force Base (AAFB)*

- Assisted in the development of the AAFB National Pollutant Discharge Elimination System (NPDES) Waste Water and Stormwater Permit Applications.
- Managed Stormwater sampling projects for AAFB NPDES Permitting and Discharge Monitoring Report (DMR) preparation.
- Performed various site wide Pollution Prevention Opportunity Assessments including hazardous waste, waste oil and ethylene glycol minimization as well as chlorine reduction and freon replacement.

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**EDUCATION and TRAINING**

**B.S.,** Chemical Engineering, VANDERBILT UNIVERSITY, Nashville, TN  
Emphasis: Environmental Engineering

Applied Principles of Environmental Engineering  
Toxicity Investigation, Evaluation and Reduction

**PRESENTATIONS**

“Stormwater Inspections,” Facilitator and Participant Guides, PowerPoint Presentation, 2001  
“Environmental Engineering Practices,” Environmental Engineers Conference, Boston, MA, 2004

**PROFESSIONAL AFFILIATIONS**

National Associates of Chemical Engineers  
Bio-Environmental Engineering Group

## FUNCTIONAL FORMAT

### ROGER GOMEZ

403 Ravine Road | Pittsburgh, PA 15012  
Residence 412-232-4259 | Cell 724-984-2188  
[rgomez@comcast.net](mailto:rgomez@comcast.net) | [linkedin.com/gomez-roger-196622](https://www.linkedin.com/gomez-roger-196622)

### SUMMARY

Mechanical Engineer with over 10 years of oil and gas industry experience with Fortune 500 companies. Background includes operations engineering, asset team management, fluid gathering systems, compression optimization, project management, and hydrocarbon fluid processing. Reputation as a skilled engineer who pays attention to detail, has good communication skills, and consistently provides a quality work product within time constraints. Bilingual: English/Spanish.

### ACCOMPLISHMENTS

- Selected by management to lead optimization effort for 54 platforms with 85+ active completions. Individual platform valued between \$6 million to \$12 million.
- Provided technical support and collaborated with field personnel on recommendations to enhance well performance by generating operational procedures and safety guidelines to implement fieldwork.
- Increased flow volumes for a field salt water disposal gathering system from 13,000 barrels per day to 16,000 barrels per day by decreasing back-pressure, modification to pipeline segments, and up-grading fluid pumps.
- Reduced operating cost from \$11.00/BOE to approximately \$4.25/BOE by combining platforms minimizing maintenance costs, expanding fluids processing capacities on remaining platforms, and refining field business practices.
- Managed project for an installation of a 500 HP compression package. Worked with field personnel to identify scope, future need, project alternatives, establish time lines, cost schedules, critical path items, and vendor selections. Project savings estimated at \$150,000.
- Shared lead role for AFE project preparation including project presentations to management for funding. Capital projects ranging from \$80,000 to \$7MM in value.
- Performed a benchmark study on compression costs for an 80-well gas-lifted field containing 9 gas compressors ranging from 400 HP to 2,000 HP.

- Managed NDT analysis on failed engine components, performed corrosion surveys on equipment for producing fields and gas plants. Collaborated with safety department on de-rating of vessels.
- Performed air emissions quality surveys for non-exempt areas for environmental compliance.
- Modeled and optimized performance on 2-500 HP gas compressors. Increase operating efficiency on units by resizing of cylinders, reduction of engine speed, and modification of clearance bottles. Estimated savings of \$10,000 to \$20,000 a year per unit.
- Project managed the procurement and installation of hydrocarbon fluid processing facilities. Cost magnitudes of \$60,000 to \$80,000.

### **WORK HISTORY**

**CONOCO INCORPORATED, Houston, TX** **2001 - 2017**

**PHILLIPS PETROLEUM COMPANY, Lafayette, LA and Houston, TX** **1992 - 2001**  
Co-op Student Intern, Odessa, TX, 1990 - 1991

### **MILITARY**

UNITED STATES NAVY, Hospital Corpsman, 2<sup>nd</sup> Class, 1998 - 2000  
Basic Hospital Corps School, Great Lakes, IL

### **EDUCATION and PROFESSIONAL DEVELOPMENT**

**B. S., Mechanical Engineering, TEXAS A&M UNIVERSITY** College Station, TX  
Certified in Production Safety Systems Certification (T-2)  
Completed 51 days of professional development training

### **AFFILIATIONS / COMMUNITY SERVICE**

Member, Society of Petroleum Engineers  
Officer, Knights of Columbus, Council # 10293  
Partners in Business  
Company College Recruiting Program

## FUNCTIONAL FORMAT

### DANA MELTON

1258 Nantucket Drive  
Monroe, LA 77092

Office: 318-440-3465 • Residence: 318- 393-8907

[dmelton@monroe.rr.com](mailto:dmelton@monroe.rr.com) | [linkedin.com/dana-melton-8392w](https://www.linkedin.com/dana-melton-8392w)

### SUMMARY

Over 12 years of experience in project development, risk assessment and economic evaluation of business opportunities for a Fortune 100 oil and gas company. M.B.A. with thorough knowledge of Lotus 1-2-3, Symphony and Fortran. Ability to interact successfully with all levels in an organization through strong interpersonal and communication skills. Resourceful, detail-oriented, professional.

### SELECTED ACCOMPLISHMENTS

#### ***Marketing***

- Designed, and conducted comprehensive marketing research project for a \$4 million manufacturing firm.
- Prepared complete marketing plan for new product including pricing, promotion and distribution strategies leading to first sales of over \$575,000.

#### ***Management/Leadership***

- Coordinated 14-member team which successfully evaluated over 1,400 offshore blocks in semi-annual lease sales over two-year period.
- Led 4-person team in geologic and economic evaluation and development resulting in 15 prospects and approval to acquire \$420,000 of seismic data.
- Served as charter member and established 15-member investment club, "Diversified Financial Investment Club" (DFIC).
- Served one-year terms as President, Vice-President, and Treasurer of DFIC.

#### ***Finance***

- Prepared economic evaluations of over 50 leads and prospects of over 100 offshore blocks performing calculations of present value and reserves and assessment of risk.
- Achieved 15% return on investment through DFIC investment strategy.
- Implemented a "stop-loss" program, which protected DFIC assets from significant loss during stock market crash of 1987.

***Project Development***

- Performed economic and geologic evaluations of three major producing trends resulting in 22 prospects, acquisition of \$1.4MM of new seismic data and \$750,000 of leasehold.
- Conducted geologic study of Michigan Basin and authored a 90-page Master of Science thesis on the topic.

***Workforce Technology***

- Completed courses in Lotus 1-2-3, Management Information Systems, Fortran programming, Basic Computer Use, and Integrated Exploration and Production System.
- Utilized Lotus 1-2-3 and Symphony as well as Internal Financial Planning System (IFPS) software.

**BUSINESS EXPERIENCE**

**MESSINA OIL COMPANY**, Houston, TX  
Exploration Geologist

**EDUCATION**

**M.B.A.**, UNIVERSITY OF HOUSTON, Houston, TX  
**M.S., Geology**, MICHIGAN STATE UNIVERSITY, East Lansing, MI  
**B.S., Geology**, PENNSYLVANIA STATE UNIVERSITY, College Station, PA

## COMBINATION FORMAT

### ADAM CAMPBELL

212-984-4890 | [adamcampbell2367@gmail.com](mailto:adamcampbell2367@gmail.com) | [linkedin.com/adam-campbell-4j2034](https://www.linkedin.com/in/adam-campbell-4j2034)

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#### Distribution Center/Operations Management

Distribution and Operations Center Management professional with a proven history of cost savings through effective inventory and production management controls implementation. Solid leadership skills complemented by expert vendor sourcing and contract negotiation. Experience includes:

- Supply Chain Management
- Distribution
- Shipping/Receiving
- Operations Management
- Inventory Control
- Purchasing
- Vendor Relations
- Cost Reduction
- Logistics
- Transportation
- Scheduling
- Fulfillment

#### Division Manager/Distribution Center Manager

2000 - 2018

SAMUEL, LLC., Denver, CO

*Reported directly to President. Oversaw more than \$2M in inventory, 5 direct Supervisor reports and 43 employees in 4 departments, including purchasing, warehousing, returns, assembly, and dealership/outside sales, **Employee of the Year, 2008***

- **Employee Turnover Reduction:** Reduced employee turnover by 100% through the creation of employee incentives including teaming contests and challenges, sponsored lunches, and performance-based incentive opportunities.
- **Contract Cost Savings:** Sourced and negotiated to reduce prices in core product leading to \$376,000 yearly savings. Negotiated contracts with two companies to savings of \$270,000 per year. Renegotiated transportation contracts with company savings of \$140,000 per year. Sourced and managed recycle program saving company \$37,000 annually.
- **Assembly Cost Savings:** Reduced cost of assembly, packaging and shipping from 33 cents per item to 22 cents per item, or \$1.2 million annually through contract renegotiations, transportation efficiency modifications, and employee morale improvement.
- **Health and Safety Improvement:** Maintained zero accidents through the implementation health and safety training, Safety Committee creation, and ongoing training and education.
- **Error Rate Reduction:** Reduced exceptionally high error rate to less than 1 in 1000 in only 2 years through the creation of Training Academy for all employees.

#### Operations Manager

1998 - 2000

MC Corporation, Las Vegas, NV

*Managed 19 employees on the production floor. Accountable for hiring, training, and necessary disciplinary actions, as well as scheduling and payroll.*

- Negotiated terms with United States Postal Service shipping, including the setting up of plant-load shipping operations.
- Created Standard Operating Procedures (SOP) for floor operations and as well as negotiation and reduction of contract carrier rates resulting in \$170,000 savings.

**Pre-1998 Employment:** Operations Manager, Company Name, City, State, 1994-1998, Warehouse Manager, Company Name, City, State, 1993-1994.

#### EDUCATION and TRAINING

CORNELL UNIVERSITY

Microsoft Office® Professional (Including Word, Excel and Outlook), Windows XP Professional,

## Action Verbs

accelerated	balanced	coordinated	enforced
accepted	bargained	corrected	enhanced
accomplished	bolstered	created	escalated
accrued	bought	decentralized	established
accumulated	built	decreased	evaluated
achieved	centralized	defined	evolved
acquired	certified	delivered	executed
added	changed	demonstrated	expanded
administered	clarified	described	expedited
advanced	closed	designated	extracted
advised	coached	designed	facilitated
affected	collaborated	determined	figured
alleviated	combined	devised	forecasted
analyzed	completed	diagnosed	formed
anticipated	composed	directed	formulated
applied	computed	discovered	founded
appointed	conceived	distributed	generated
approved	concentrated	divided	guided
arranged	concluded	documented	halted
assembled	conducted	earned	headed
assessed	consolidated	edited	hired
audited	constructed	effected	identified
authored	consummated	elevated	illustrated
averted	controlled	eliminated	impacted
avoided	converted	employed	implemented

## Action Verbs

improved	made	processed	saved
improvised	maintained	procured	scheduled
increased	marketed	produced	secured
influenced	measured	promoted	separated
initiated	modernized	proposed	served
inspected	motivated	protected	sold
installed	negotiated	provided	solved
instituted	obtained	published	specified
instructed	offered	purchased	staffed
insured	opened	recommended	standardized
interpreted	operated	recruited	strategized
interviewed	ordered	redesigned	streamlined
introduced	organized	reduced	structured
invented	originated	referred	summarized
investigated	oversaw	regulated	supervised
issued	packaged	rejected	supplied
joined	passed	related	supported
judged	penetrated	reorganized	tested
justified	performed	reported	tracked
kept	piloted	represented	trained
launched	pioneered	researched	transferred
led	planned	resolved	upgraded
liquidated	prepared	restored	utilized
located	presented	revised	wrote



## RÉSUMÉ OR CURRICULUM VITAE?

What is the difference between a curriculum vitae (CV) and a résumé?

The primary differences between a résumé and a CV are the length, what is included and what each is used for. A résumé is a one- or two-page summary of your skills, experience and education. While a résumé is brief and concise - no more than a page or two, a CV is a longer, at least two pages, and more detailed synopsis.

In the United States, a CV is used primarily when applying for academic, education, scientific or research positions. It is also applicable when applying for fellowships or grants.

A CV includes a summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors, affiliations and other details. In Europe, the Middle East, Africa, or Asia, employers may expect to receive a curriculum vitae.

## THE CURRICULUM VITAE

A curriculum vitae is a detailed, lengthy and structured listing of education, publications, awards, career history and professional appointments. The word comes from Latin and means “course of one’s life.” Because of its length the CV is reserved for certain careers such as educators, scientists, physicians, or where the position requires documentation of extensive academic and professional credentials. Depending on the length of work history or achievements, some CVs may exceed 20 pages. Sometimes the institution will have its own format.

### A Curriculum Vitae includes:

- Name
- Address (home and office)
- Telephone (home and office)
- Certification and Licensure (e.g., Board Certified in Internal Medicine, July 1994). Never include medical license or DEA number.
- Education
- Postgraduate/Postdoctoral Training. List all training (e.g., internship, residency, fellowships) with name of institution, city and dates.
- Work Experience in reverse chronological order
- Professional or Academic Appointments
- Teaching Experience. Distinguish among kinds of experience (e.g., course developer, course director or course participant, lecturer, conference leader, attending physician, surgeon, etc.). Also include teaching experience (doctoral students, thesis supervision in a research setting, other graduate students, residents in a clinical setting, continuing education courses, etc.).
- Hospital Appointments (if applicable)
- Editorial Positions (if applicable)
- Principal Investigator of Grants (research activities, if applicable)
- Past Funding last 10 years. Source: PI or co-PI, Grant Title, Year(s), Funding Source; Current Funding: PI or Co-PI, Grant Title, Funding Source
- Inventions/Patents
- Awards and Honors, and Memberships in Honorary Societies

- Professional Society Memberships
- Technical Skills
- Language Proficiency
- Addendum (Presentations, Lectures by Invitation)
- Bibliography (Publications). Do not include papers submitted or in preparation unless they have been accepted for publication, in which case list the journal in which they will appear and indicate “in press.” Number references consecutively in the order in which they were published. Separate publications by category, in the order shown below. For each reference, provide all authors (in order listed in the reference itself), title, journal, inclusive pages and year of publication
- Categories of Bibliographies
  - Peer-reviewed publications (reports of original investigations, clinical reports, letters to the editor, clearly indicated as such)
  - Books and monographs (distinguish between authoring and editing books)
  - Evidence of works in progress (e.g., complete articles published in conference proceedings, chapters in books, review articles, editorials, clearly indicated as such)
  - Development and/or publication of educational materials (e.g., teaching cases)
  - Development of major curricular offerings or innovative educational programs
  - Non-print materials (e.g., videotapes or computer software relevant to appointee’s academic field)
  - Published abstracts within the last two years (optional)

## A ‘HANDBILL’ or ‘SPLASH PAGE’

A handbill or splash page is another word for a flier and it is a networking tool. A handbill is your own personal marketing piece – a one page ‘ad’ about you.

The difference between your résumé and your handbill: ***Your résumé tells where you have been, but your Handbill tells where you want to go.***

This is a condensed version of your résumé and an opportunity to state the job you are looking for, as well as some companies you are interested in working for. In your résumé, you list the companies you worked for, dates and what you accomplished. In a handbill, you are going to focus on the position you are seeking first.

Many Candidates also like to have their Handbill in front of them during phone interviews.

Your FACET Career Coach will help you develop a Handbill for use during your search.

# CHAPTER 5

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## JOB SEARCH STRATEGIES

### Selecting Your Job Objectives

Now that you have a clear snapshot of yourself, you are ready to select realistic job objectives. When you formulate these objectives, your job searching efforts are more focused and convincing, and your interaction with hiring organizations and networking contacts is more effective. You should not select more than three or four objectives.

#### **Job objective #1**

Specific industry or organization type

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Key functions

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Possible job titles

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Anticipated compensation \_\_\_\_\_

#### **Job objective #2**

Specific industry or organization type

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Key functions

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Possible job titles

---

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Anticipated compensation \_\_\_\_\_

#### **Job objective #3**

Specific industry or organization type

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Key functions

---

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Possible job titles

---

---

Anticipated compensation \_\_\_\_\_

#### **Job objective #4**

Specific industry or organization type

---

Key functions

---

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Possible job titles

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Anticipated compensation \_\_\_\_\_

## Marketing Theory

Your marketing goal is to have people remember you and your message. You want to establish top-of-mind awareness.

### **Reach + Message + Frequency = Top-of-Mind Awareness**

Before you begin the process of marketing yourself, it may be helpful to understand the three marketing concepts of Reach, Message and Frequency, and how these concepts translate to a job search campaign. Just like the marketing department in any company, you will want to determine how to reach, communicate with, impress and influence potential employers.

Reaching as many contacts as possible, delivering a strategic message to each contact and repeating this message often are all efforts, controllable by you, that lead to interviews and job offers.

### **Reach**

This first principle, Reach, directs a company or sales/marketing department to reach, through numerous means, as many buyers (or those who influence buying) as possible.

One of your important marketing goals is to reach as many potential buyers (employers) of your product as you can. So, the first challenge we present to you is to make 8 to 14 brand new contacts every single day. Sound like a lot? In the Networking chapter, we will give you suggestions on how you can generate a large and continuous volume of contact names.

Many successful job seekers pointed to a direct relationship between the number of contacts they made and the number of interviews that were extended to them.

+

### **Message**

Companies spend millions of dollars creating and communicating just the right message to ensure that customers will recall, respond favorably to and buy their products.

Your continuously delivered message can be broken down into two parts:

1. A statement of your functional identity (I am a corporate trainer...), followed by several marketable core competencies that you are “selling” (...with substantial experience in leadership development, performance management and team building)
2. A clear statement that allows a contact to understand what you are requesting: “I’m seeking names of individuals who work in the corporate training field” or “I’m hoping to meet with you briefly to get your ideas on the key financial services companies in the Atlanta area...” or, “I’m looking for names of recruiters who specialize in manufacturing engineering...”

Your messages will be delivered in three different ways:

1. Verbal communication
2. Written communication (networking request letters, cover letters, résumés, Email message)
3. Images (face-to-face)

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## Frequency

This concept says that people need to be told something multiple times if they are expected to remember it. The best sales representatives stay in continuous contact with customers and potential customers. In fact, it has been estimated that only 20% of sales representatives make six sales calls on the same customer, yet 80% of the sales are made on or after the sixth sales call. In essence, sales representatives who are the most successful are persistent. They know that people remember things they are told multiple times.

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## Top-of-Mind Awareness

Again, your goal is to have people remember you and your message. You want to establish **top-of-mind awareness**. This marketing phrase is used to describe the goal of having consumers of a particular product think of the company brand name first when confronted with a buying decision. For instance, when you think of computers, what brand name comes to mind? HP? Dell? What about search engines? Google? Yahoo?

The bottom line is that you want and need to be remembered both now and in the future and you need to establish top of mind awareness that relates your name to your career focus. For instance, job seeker, Pat Ramirez wants his network to remember three things:

**Pat Ramirez-----Regional Manager-----Financial Products**

If you are effective in creating top of mind awareness, then your contacts will remember you and will refer opportunities to you during your job search and possibly for years after.

*Reach + Message + Frequency = Top-of-Mind Awareness*

## 5 Methods of Job Search

Job search is not a spectator sport – it is a competitive event! Those job seekers who learn how the game of finding a job is played and prepare themselves well **are the ones who win.**

An effective job search campaign relies on the implementation of Five Methods of searching. They include:

1. Networking / Locating a bridge to target companies
2. Responding to published openings—on the Web and in classifieds
3. Working with recruiters
4. Contacting companies directly
5. Effectively utilizing social media

The table below shows the percentages of jobs found using each of the Five Methods:

<b>Job Search Methods</b>	<b>% of Time</b>	<b>Hours per week</b>
Networking/Locating a “Bridge” into Target Companies	60% - 70%	20 - 25
Responding to published positions	5% - 15%	2 ½ - 7 ½
Working with Recruiters / Agencies	8% - 15%	3 - 8
Direct Contact with Companies	5% - 15%	2 ½ - 7 ½
Effectively Utilizing Social Media	15% - 25%	8 - 10

Most jobs are found by networking: gathering information leading to job leads by talking to friends, relatives, former employers, colleagues, former professors, association members, just about everyone you know who can then lead you to those people that you do not yet know!

Divide your time and effort proportionately among all Five Methods according to the effectiveness of each approach. For example, since 5% to 15% of all jobs are found in response to ads, it makes sense to allocate about 30 to 90 minutes each day answering ads.

The same idea applies to the other methods. Use every viable source of job leads. Manage your time to get the best results for your efforts.

You will soon realize that employing **ALL 5 METHODS** into your Job Search Mix, and realizing the linking of each method to the others, that you will exponentially increase the effectiveness of each method and your job search.

## Method One: Networking / Locating a Bridge

### Broaden Your Exposure by Gathering Facts and Information

Career management experts and veteran job seekers promote networking as the single most effective method of obtaining a new job. We agree! **Networking is the on-going process of obtaining industry information from personal contacts which will eventually generate job leads.**

#### **Networking does not involve asking anyone for a job.**

As the term “networking” indicates, your goal is to continually build an ever-widening network that ultimately reaches within your industry specific business environment until you unearth employer needs and/or positions. **With each networking contact providing you with information and names of other contacts, your visibility and news of your availability grows.**

Networking succeeds for many reasons, the two most important of which are:

1. Most existing available jobs on any given day are not known to a public audience, i.e., they are **unpublished**. Job openings or positions still in the planning stages are known to individuals within an organization from several weeks to several months before they are advertised or made public. Networking can bring you face-to-face with these “insiders” and with these unpublished positions before anyone else learns of them.
2. Many employers prefer to hire someone they know personally or hire someone who has been referred to them by a colleague or coworker as this familiarity reduces much of the uncertainty involved in hiring a new employee.

### The Importance of People

Without question, job searching is a process of calling people, meeting people and interacting with people. While written documents, including Email, have their place in the process, they do not serve this purpose.

Only people can:

- Give you the inside story about what it’s like to work for a particular company
- Tell you about unadvertised openings
- Refer you to someone with the hiring authority
- HIRE YOU !

*70% to 80% of All Jobs are Obtained  
Through Effective Networking*

## Networking: Door to the Hidden Job Market

Unpublished or unadvertised jobs are referred to as the “**hidden job market**” or the “**informal job market**” and are filled by people who know and inform other people, in other words, by those involved in the networking process. It is sometimes said that the best jobs never make it to the “open” job market; they are filled by word of mouth quickly or exclusively. Networking is your vehicle directly into that hidden market.

## 8 Reasons Why Job Openings Exist Abundantly in the Hidden Job Market

1. Positions which are newly-created or still in the planning stages
2. Planned openings as a result of new and unannounced corporate plans
3. Last month’s jobs that weren’t filled
4. Anticipated openings from emerging organizational or procedural problems
5. Jobs open due to impending retirements, resignations or from staff expansions
6. Jobs that will be advertised next week
7. Positions that soon will result from reorganization
8. Jobs released to only one placement agency

**NOTE:** *Many employers never publish their openings, preferring to hire someone they know personally or someone who has been referred to them therefore networking is their sole means of staffing.*

## Network in Person

It is tempting with Email, voice mail and relaying information rapidly to one another, to want to over-rely on electronic job searching activities. As we said earlier, job seeking is the business of developing relationships with others and the best development is in person. Your contacts will invest more in you when you have gone to some effort. Meet with people in person. Go to their office. Go to their home. Be visible to your contacts—you will be more memorable to them. Whenever possible, network in person. Set a goal of two in-person meetings a day.

## 5 Steps to Effective Networking

1. Create your contact list
2. Set up the networking meeting by phone, Email or in person if possible
3. Prepare for the networking meeting
4. Conduct the networking meeting
5. Follow up the networking meeting



## Create Your Network List

Begin the process of networking by listing your contacts with your goal being 30 to 50 individuals - for starters. Few people you know will be able to hire you, but they will know people who will know people who will lead you to hiring opportunities.

Your initial list may include contacts from the following categories:

accountant	community leaders	insurance agents
associations	customers	politicians
attorney	dentist	professors
contacts through children	relatives	suppliers
Chambers of Commerce	financial planner	Rotary, Kiwanis or similar
church members	former colleagues	supervisors/managers
clients	former supervisors/managers	travel agents
colleagues	friends	vendors
colleges	health club	brokers

You may be surprised to experience that the most far-fetched tips and your most unexpectedly helpful contacts turn out to become your best leads. Don't censor or second guess any job leads - follow up on them all.

*There's no way to predict which leads will prove most valuable and whose information will bring you face-to-face with the decision maker who will hire you!*

## Small World Problem

### The Power of Effective Networking



An illuminating research study by Stanley Milgram, known as the “Small World Problem,” reveals the extraordinary power of having and using your own personal contacts. Milgram estimated that any person of adult age has accumulated between 500 and 1000 personal contacts and he reasoned that each link between two individuals generates a total pool of contacts numbering between 25,000 (500 X 500) and 1,000,000 (1,000 X 1,000). Three links in a referral chain permit an astronomical number of contact possibilities. Therefore, he reasoned, anyone ought to be able to reach anyone else in a populated country simply by putting a few links of the referral chain into operation.

He tested this empirically by asking a sample of people in Massachusetts to use their personal contacts to reach a randomly selected group in Nebraska whom they did not know at all. Results showed that the Massachusetts people reached the town in Nebraska typically within two links (“I know a plumber here who has a brother in Nebraska who has a friend in the target town.”)

The implications of this research for job seekers is little short of staggering! It means that you have the power to reach anyone if you simply use your existing contacts.

Figlar, Howard [The Complete Job Search Handbook](#) (1988). Henry Hold & Company, New York.

### To Get You Started

To get you started on your own personal Career Contact Network, write in at least 5 names in each box. If there is a category other than the ones listed, replace an existing category with it.

Once you have 5 names in each box, you will have a total of 30 initial people with whom you can start your network. **REMEMBER:** The person you list will most likely not know of a job opening or even a ‘bridge’ contact for you, but they most likely will know someone who does.

The questions you ask these contacts will determine the quality of referrals. These questions will be addressed on the following pages.

## Initial Networking List

<b>Family Members</b> (parents, siblings, in-laws)	<b>Friends</b> (neighbors, clubs, church, sports, schoolmates)	<b>Business Associates</b> (past or present co-workers, supervisors, customers)
<b>Contacts Through Children</b> (parents of friends, teams, coaches, PTO)	<b>Additional Professionals</b> (doctor, financial advisor, lawyer, hair stylist/barber)	<b>Others You Know</b>

*No Matter How the Economy or Your Career is Doing, Having a Strong Network is a Solid Form of Job Security.*

*It's Not Who You Know—It's Who Knows YOU!*

## Setting up the Networking Meeting

### Sample Script

Below is a sample script used to call a networking referral. Your approach needs to be brief and direct. If you get initial resistance, don't back off. The contact may simply believe he or she can't be of help. Show him or her how they can!

**You:** *Hello Ms. Olson, my name is Nancy Simmons. I'm calling on the recommendation of a mutual friend of ours, Jack Seymour. I believe you and he are both members of the Society of Petroleum Engineers.*

**Ms. O:** *Yes, actually Jamie and I also worked together at LVC Offshore.*

**You:** *Well, Jack suggested that I call you because I've been in engineering for five years and I'm exploring new opportunities in the petroleum industry. He thought you might be willing to provide me with some advice and information. Let me just say too, that I do not presume you have any job openings for me, I'm gathering information and ideas.*

*Would it be possible for us to meet for 15 or 20 minutes sometime this week?*

**Ms. O:** *Well, I can't imagine how my advice would help you and I really don't know very many people outside of the company.*

**You:** *Well, Jack said that you had quite a lot of knowledge of the service companies in this area and that is one field that I'm investigating.*

**Ms. O:** *Yes, I've been here at for over five years now. What have you been doing up to this point?*

**You:** *I received my bachelor's degree in business from Texas A & M and I immediately entered Amoco's training program. Within five years I was supervisor in the onshore side. My interests have turned to offshore and with Amoco's merger with BP, I decided now was a good time to explore.*

*It would really help me to get your insight and I'm sure you have information that could be useful to me in my search. Could we meet sometime next Thursday, perhaps?*

**Ms. O:** *That would be fine. Come in at 11:00.*

**You:** *Thank you very much! I look forward to seeing you then.*

## Write Your Script

On the lines below, write a script that you will use when calling contacts to set up networking meetings.

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## Powerful Networking Questions

The way you formulate and communicate questions most often influences the quality of responses from your listener. It is too easy for others to respond to “You wouldn’t happen to know anyone who...?” with an automatic “No, I don’t think so” answer. By wording your requests carefully, you create a greater likelihood for a positive response.

Consider the following:



**“If you were me, who would you contact?”**

The wording of this question does two powerful things:

1. It permits the listener to psychologically buy-in to your situation, and
2. It subsequently increases the chances of your getting a referral or two.

Here are some other examples:

- Who do you know who...?
- Who do you know who I should know (give the necessary circumstances)...?
- Who do you know who would benefit from (an experienced systems analyst)...?
- Who would you recommend that I contact about...?
- I would like to know who you would recommend for...?

Asking is a way to include others in your network and acknowledge them for their resourcefulness.

## FOLLOW UP FORM – NETWORKING CALLS

Initial call date \_\_\_\_\_ Time \_\_\_\_\_ Message left Y/N \_\_\_\_\_

Subsequent calls/messages \_\_\_\_\_

Call returned? Y/N (date) \_\_\_\_\_

Contact name \_\_\_\_\_ Call returned? Y/N \_\_\_\_\_

Title \_\_\_\_\_ Email \_\_\_\_\_

Organization \_\_\_\_\_ Website \_\_\_\_\_

LinkedIn \_\_\_\_\_ Other social media \_\_\_\_\_

Referral source \_\_\_\_\_

Objective of call \_\_\_\_\_

General plan for achieving objective \_\_\_\_\_

Networking meeting set up on (date) \_\_\_\_\_

Comments \_\_\_\_\_

\_\_\_\_\_

If contact is unable or unwilling to meet:

Questions to ask \_\_\_\_\_

\_\_\_\_\_

Points to make \_\_\_\_\_

Referrals to \_\_\_\_\_

Follow up action/date \_\_\_\_\_



## **Do Your Homework**

Do your homework before making each call. Have your planning notes in front of you during the call. Include the first and last name of the contact, information about the company and key points you want to make. Also list the outcomes you would like to achieve such as a face-to-face interview, a referral, answers to questions, etc.

## **Time Your Calls**

For best results, time your calls. Make important calls early in the morning; leave less important ones for later in the day. When calling long distance, remember time zone differences. Most important, **CALL!** Don't let a rigid formula or fear of rejection prevent you from dialing. You will get better at telephone calling with practice.

## **Communicate Effectively with Administrative Staff and Gatekeepers**

Communicating effectively with administrative staff increases your chances of talking to important contacts. The way to help them do their job is to state your name immediately and ask for the contact by first and last name. If asked what the call is about, refer to the mutual acquaintance who told you to call, or mention that you are following up on personal correspondence.

If you are told that your contact is unavailable, request a good time to call back. Do not leave your number. When you do, you lose control. Try calling before 8:00 a.m. or after 5:00 p.m.

## **Overcome Voice Mail**

You may encounter voice mail when you call. If so, don't leave your name or number. Keep calling. If after the fifth time, you are still unsuccessful, speak to the operator and ask for a good time to reach the contact. If you decide to leave a message, don't wait for the return call, keep calling, but leave your name only every several days.

## **Negotiate Objections**

Sometimes your contacts will throw up blocks such as, "I'm unable to help you," or "I don't have time to meet you." When this happens, try to get something of value from the phone call. Seek advice on where to go next, ask for a referral or probe for information.

## **Project Confidence**

It is normal to approach networking calls with some trepidation. However, as best you can, speak in a strong voice and with confidence. People take you at the value you give yourself!

## Scheduling a Networking Meeting

### APPROACH: Referral

**JACK HARMON**  
8321 Kingsbridge Lane  
Baton Rouge, LA 70825  
225-455-9607 Office | 225-492-3985 Cell  
[jackh@earthlink.com](mailto:jackh@earthlink.com) | [linkedin.com/jack-harmon](https://www.linkedin.com/jack-harmon)

Date

Janet Cooper, Director  
Architectural Design Office  
RT ENGINEERING ASSOCIATES  
5512 West Pine Avenue  
Akron, OH 44520

Dear Ms. Cooper:

John Sayres suggested that I write you regarding my interest in architectural drafting. He thought you would be a good person for me to contact for some sound career advice.

I am interested in an architectural drafting position with a firm specializing in commercial construction. As a trained draftsman, I have six years of progressive experience in all facets of construction, from pouring concrete to developing plans for a \$14 million budget in commercial and residential construction. I am particularly interested in improving construction design and building operations of shopping complexes.

Mr. Sayres mentioned that you are one of the leading experts in this growing field. Would it be possible for us to talk briefly and perhaps meet? Over the next few months I will be conducting an extensive job search and would appreciate your advice and expertise.

I will contact your office next week to determine if it is appropriate to schedule a time to either talk or meet.

Thank you for your time and interest.

Sincerely,

Jack Harman

*TIP FOR ALL LETTERS: Sign your name in blue ink. Call as stated.*



**APPROACH: Acquaintance / Email Transmission**

SUBJECT: Advice

[larrykahn@houston.rr.org](mailto:larrykahn@houston.rr.org)

Hi Larry -

How are you? It has been a while since we have talked and I trust your new position at Seatex is going well.

I would like to let you know what's going on with me and my job situation and get some advice from you. Your breadth of knowledge of the chemical industry in this area could provide me with some valuable insights and information.

I have attached a copy of my résumé in Word®, as well as posted it below, to refresh your memory on my background and experience. My goal is to find a position as a chemical engineer in a Houston area company.

I will call you next week in hopes of arranging a time for us to meet. Best wishes to you and your family.

Phillip Nguyen

[pnguyen@comcast.net](mailto:pnguyen@comcast.net)

- *Mention the program you used to create your attachment as well as cut and paste text version in case the person receiving the résumé doesn't have the software to open your résumé attachment.*
- *Open the résumé file you're attaching to check that it's updated and error free.*
- *Call as stated.*

**APPROACH: Direct**

**WILLIAM GODDER**

901 Highland Drive | Dallas, TX 75202

214-773-8821 | [williamgodder34@bellsouth.net](mailto:williamgodder34@bellsouth.net) | [linkedin.com/bill-godder-84723](https://www.linkedin.com/bill-godder-84723)

Date

Dr. Andrew Gonzalez  
Office of Student Life  
UNIVERSITY OF DALLAS  
1845 East Northgate Drive  
Irving, TX 75062-4736

Dear Dr. Gonzalez:

Several colleagues encouraged my joining them last Tuesday evening to listen to your presentation. I am very grateful that I joined them. Your ideas and remarks concerning co-curricular education have rekindled my enthusiasm for working with students to make intelligent and responsible use of their abilities in the context of Christian values.

My background, although similar to yours in the early years, has taken a challenging detour through corporate America. I am very interested in how I might employ my corporate experience and knowledge into academia, particularly in helping students. I would appreciate visiting with you briefly to get your thoughts on my ideas and your advice as to how I might best utilize my strengths.

I realize that your schedule is most probably hectic at this time of year, so I will call you next Tuesday morning around 11:00 a.m. to request an appointment. Of course, feel free to contact me as well.

Thank you for your time and consideration.

Yours truly,

Bill Godder



## **“Bridging” into a Target Company**

Your networks, professional, familial and social, can be important tools in gaining access to targeted companies. Identify those companies that you have an interest in and set up a target company worksheet. Select based on geography, reputation, industry and potential growth within industry, as well as referrals from individuals you know. This list of targeted companies will expand as your campaign expands. At this point, you will want to use your network list to “penetrate” these target companies. This is accomplished by establishing “bridges” into the company as follows:

Complete your target list of companies and people you want to meet. Target companies can come from your current, prior or a new industry of interest.

If the company is public, get their annual and 10-Q and/or 10-K reports. The company will furnish this, if requested. Find out who they use as auditors, bankers, advertising agency, attorneys and other professionals.

If the company is private, ask them directly by phone who they use or question local businesses in their area (bankers, Chamber of Commerce and suppliers) until you find someone who knows people in the company.

Watch newspapers and trade magazines for news and information as to what your target company is doing and with whom. Visit their web site.

Your first networking contacts will lead you to other business contacts who can get you started networking in your target companies.

### **The “Bridge” Campaign**

We all have heard the old adage, “It’s who you know, not what you know” that is most important. To a certain degree that is true when thinking of your job search. You are more likely to get a meeting with your target person if you have been “bridged” into the company. Your “bridge” campaign needs to include all of the following:

#### **1. Identify via Research Target Company**

- Obtain management list

- Secure financial information

- Know your strengths and weaknesses as they relate to the target

#### **2. Identify Target Executive within the Target Company**

- This generally is a functional manager who has the authority to hire

- Generally this person is not human resources

### **3. Identify via Networking an Individual “Bridge” who knows Target Company/Executive**

- Business contacts should be explored
- Social/family contacts may prove worthwhile

### **4. Telephone or Email Contact Your “Bridge” and:**

- Confirm or develop target executive name
- Have your résumé hand delivered if possible to the target executive

### **5. The Bridge Letter**

- Personalized to target executive
- Your referral (“bridge”) identified in the first sentence, first paragraph
- Identify knowledge of the company
- Ask for a meeting
- Attach your résumé

### **6. Telephone or Email Follow-up**

- 2 – 3 days after your mailing
- Use “referral” and “correspondence” to clear the secretary (i.e., “Is Kim in? Johnny Nguyen, a mutual friend, suggested I contact him. I’m following up on our correspondence.”)
- Identify company knowledge and your experience
- Ask for a short meeting, perhaps a cup of coffee

### **7. Meeting with Target Executive**

- Soft sell
- Identify company knowledge and your potential contribution
- Ask for a job if one should develop
- Ask for additional referrals

### **8. Thank You Note**

- Send the following day
- Identify your contributions
- Ask to be considered

### **9. Telephone or Email Follow-up**

- Every 10 – 14 days
- Be friendly/persistent—not a pest

**SAMPLE “BRIDGE” LETTER**

**PRESTON MORALES**

3411 South Shore Drive

Shreveport, LA 71104

318-861-5037 | [prestonmorales@gmail.com](mailto:prestonmorales@gmail.com) | [linkedin.com/morales-preston-847ch2](https://www.linkedin.com/morales-preston-847ch2)

Date

Jason Edwards  
MARRIOTT ENTERPRISES  
111 Main Street  
Houston, TX 77056

Dear Mr. Edwards:

Geoff Allen suggested that I contact you directly to help me locate a position within your dynamic organization.

As my enclosed résumé indicates, I have a strong background in commercial property management, information systems and finance. I know, in all likelihood, you do not have a current opening, but I believe that my experiences and skill sets may be of interest to you.

I appreciate any advice or assistance you can give me in locating a suitable opportunity.

Thank you very much for your time and consideration.

Sincerely,

Preston Morales

Enclosure

## Preparing for the Networking Meeting

### Know Your Objective

Your networking meeting is scheduled. Now you must prepare for it by deciding on objectives in advance. By doing so, you create an agenda and will structure your meeting to maximize your time with each contact. Your objective may be to:

- Obtain feedback on your résumé
- Identify key players you want to meet, such as decision makers at target companies
- Brainstorm about your career options
- Obtain information about the growth or hiring trends of other companies in your industry
- Brainstorm names of other industry related companies
- Obtain at least three names of other professionals in your industry
- Ask contact to call ahead to a potential employer and introduce you and your skills
- Discuss how your skills may translate to a new but related industry
- Discover where potentially you may fit in the company

### Possible Questions to Ask

Possible questions that you might want to ask during the meeting could include:

- Would you mind to take a look at my résumé and offer me any feedback?
- Would you look at my target list and tell me if you have any contacts in these companies?
- What do you see as the future trends in this industry?
- Can you name other companies that might be interested in someone with my background?
- Do you know the names of any good recruiters in my field?
- Do you have any ideas about industry associations or strategies I may not have considered?
- Do you know the names of any industry specific web sites I could investigate?
- Are you aware of any companies in the area with openings in my field?
- Can you suggest what other positions might match my skills and background?
- What skills are employers looking for in this particular industry?
- Can you provide me with three to four names of other people who might be willing to speak with me?
- Who do you know who works in (fill in the industry/field or company)?
- If you were me, who would you contact?

## THE 30 SECOND COMMERCIAL

Your name	<i>My name is Marion Greenfield</i>
What you've been doing	<i>I have been working in sales management for the past 14 years with my most recent position being V.P. of Sales and Marketing for ATC Enterprises. At ATC, I marketed information technology services to the energy industry.</i>
What you want to do now . . . (bridge from positioning statement)	<i>I'm exploring new opportunities in business development in the IT industry with a focus on web based organizations.</i>
What kind of assistance/information you are looking for	<i>The way you could help me is ... (customize to the contact)</i>

## Your 30 Second Commercial

Your name	
What you've been doing	
What you want to do now . . . (bridge form positioning statement)	
What kind of assistance/information you are looking for	

## When You Need To Give More Information

### The Two Minute Commercial

Your networking call may develop into a longer conversation and your 30 Second Commercial will become your Two Minute Commercial. This will occur in almost any interview-like situation where you are asked to . . .



**“Tell Me A Little About Yourself.”**

#### Time

##### **±15 Seconds**

##### **BACKGROUND**

- Where you were born and reared.
- Your education, military experience if applicable, and additional training or continuing education
- Family information.

##### **± 60 – 90 Seconds**

##### **WORK HISTORY**

- In chronological or reverse chronological order, tell about your past work, giving company names and titles if appropriate.
- Emphasize key areas of responsibility and major accomplishments. Devote the most time to your most recent position.
- **SAY WHAT YOU DO BEST AND GIVE EXAMPLES.**

##### **±15 Seconds**

##### **WHAT HAPPENED?**

##### **► YOUR POSITIONING STATEMENT**

##### **WHAT NOW?**

##### **► BRIDGE TO TODAY**

## Conducting the Networking Meeting

Conduct your networking session the way you would any professional meeting. Be sociable, show interest in the other person, but be focused on meeting your objectives and securing the information.

**Begin the meeting** by thanking the person for agreeing to meet with you and by telling them you will take no more than the previously agreed upon time.



You may then want to state portions of your 30 second commercial, which smoothly leads you into listening to what your contact has to say. (“*The way you could be helpful to me is...*”)

Your contact may want to hear more about your background before responding, or may want to look at your résumé first. Offer the options.

**Another way to begin** is to refer back to your telephone call: “*As I mentioned, when we spoke on the phone, I am exploring opportunities in the investment field and would like to hear from you where you see the growth areas...*”). Continue asking questions and creating a dialogue. Your ultimate goal is to obtain names of at least three other people in your desired field, preferably decision makers, or names of people who have contacts in your desired field.

Your two most important questions will likely be:

1. “*Who else do you know who might be willing to speak with me?*”

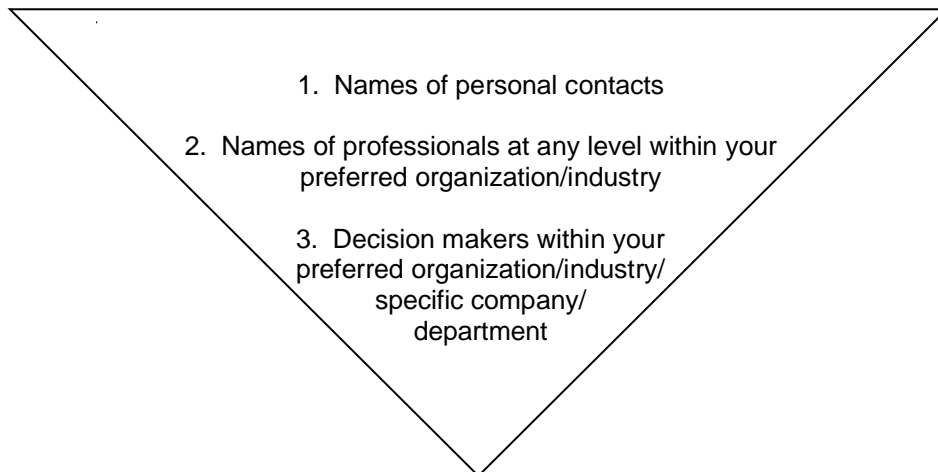
and

2. “*Who do you know in \_\_\_\_\_ who heads up \_\_\_\_\_?*”

Ask and then wait. Most people can come up with at least three people who can help you.

Show your contact your list of preferred or targeted companies and ask if he or she knows of anyone (in any department) on the list. Sometimes contacts will keep your list and mail it to you later with important contact names filled in. End the meeting by saying you will update the contact on your progress, and be sure to do so. Such check-ins allow you to network again.

### **Effective Networking Referrals to Seek Will Fall into One of Three Categories**



## Following Up After the Networking Meeting

Follow up each networking meeting by sending a thank you letter within one week of the meeting. The header, font, point size and paper should be the same as your résumé.

### **MICHAEL BACAK**

2050 River Road

Luling, LA 70070

985-268-2099 Residence | 985-296-1105 Cell

[mab@aol.com](mailto:mab@aol.com) | [linkedin.com/mike-bacak-3k9874](https://www.linkedin.com/mike-bacak-3k9874)

Date

Belinda Thigpen  
Crescent City Investments, Inc.  
3619 Poydras Street  
New Orleans, LA 70115

Dear Ms. Thigpen:

Thank you so much for taking the time to meet with me yesterday and providing me with information that already has proved valuable in my job exploration efforts. As a result of your leads, I have arranged two meetings, one with the Sales Director at Whitney National and the other with a Vice President of Prudential Insurance Agency.

I found your perspectives on the financial services industry, particularly as they relate to post-Katrina, to be informative. The incisive questions you asked will help me think through the career decisions I face.

Above all, I appreciate the personal support you have shown in my current endeavor. I will certainly keep you posted on the progress of my search.

Thank you again for your time and consideration.

Sincerely,

Michael Bacak

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## Method 2: Responding to the Published Job Market

### Search for Openings — Online and in the Classifieds

Responding to advertisements which appear either online or in traditional newspaper classifieds is an important strategy in your job search campaign.

Viewing employment advertisements is also a quick and efficient way to assess your local job market and determine the companies and industries in which employment hiring is taking place.

Advertisements give you ideas about where to look for work.

Approximately 5 to 15 percent of all jobs are obtained through responding to published openings. One reason why these percentages are low is because competition is stiff—hundreds of individuals may be responding to the same advertisement.

The key to landing a position using this method is to increase your odds by standing out from the other applicants. Do this by specifically matching your skills to the requirements listed in the ad.

Obtain as much information about the company as possible before responding.

Use your cover letter to answer every point that is mentioned in the advertisement. Customize your response to show that you “match” the company’s needs.

Do not waste time responding to advertisements that are long shots. Forego responding to advertisements in which there is not an obvious fit with your experience.

When possible, you may wish to identify and send your résumé to the specific hiring manager, in addition to your mailed response to human resources.

Personalize your follow-up phone call as much as possible. Be friendly and enthusiastic. The more you are able to “connect” with the person doing the hiring, either by telephone or face-to-face, the more you increase the likelihood of getting an invitation to interview or getting an offer. Employers hire people they come to know and like. Follow up personally to maximize your efforts.

*5% to 15%*

*Number of Jobs Obtained Through the  
Published Job Market*

---

**APPROACH: Response to Advertised Position**

**SUSAN PORTER**

Metairie, LA | 504-566-2956

[s.porter@earthlink.net](mailto:s.porter@earthlink.net) | [linkedin.com/susan-porter-3102](https://www.linkedin.com/susan-porter-3102)

Date

Mr. Pete Crystal, Executive Director  
BUSINESS BANK  
180 Grand Avenue  
Oakland, CA 94604

Dear Mr. Crystal:

Please accept this letter as application for the Financial Analyst position in the Distribution Services area as advertised in your Job Bulletin Board listing. I have enclosed a résumé which provides the details of my qualifications.

My four years of experience as an accountant with a major corporation has been at increasing degrees of responsibility. I have been recognized for excellent analytical abilities as well as outstanding customer service. I am especially proud of my technical accomplishments. Of particular interest to me is your development of comprehensive financial services being provided through automated teller machines. I would welcome the opportunity to be included in this type of forward thinking in the industry. I have completed both a BS and an MBA and believe that my background and experience would meet the requirements for this position.

I will call you during the week so that we can discuss this opportunity further and, if appropriate, arrange a personal meeting.

Thank you for your time and consideration.

Sincerely,

Susan Porter

Enclosure

*TIP FOR ALL LETTERS: Sign your name in blue ink. Call as stated.*

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## Method 3: Working With Recruiters/Agencies

With realistic expectations of what recruiters and agencies can and cannot do for your job search, selective use can be a major asset to an overall job search campaign.

### Types of Recruiters/Agencies

There are three types of recruiters/agencies:

1. Retained Search Recruiters
2. Contingency Search Recruiters
3. Temporary/Contract Recruiters

### Retained Search Recruiters

Retained search recruiters are individuals or firms hired by companies to recruit and place professionals with salaries of approximately \$75,000 and above. They are “retained” by a company, which means they are paid most or a portion of their fee up front before any candidate is hired or interviewed.

It is advantageous to identify firms that are active in your field of expertise and interview and select three to include in your search resources mix.

When a firm is conducting a search for an executive with your specific background, you may be seen as a suitable candidate.

Because a retained recruiter will most likely call you only if your background fits his or her specific set of criteria, frequent follow up on your part is not necessary. Exceptions may be recruiters who have contacted you in the past, or recruiters who have been specifically mentioned by networking contacts.

### Contingency Search Recruiters

Contingency recruiters usually seek a broader range of recruits from lower mid-level through and including senior level executives. Generally, however, contingency recruiters concentrate on placing professionals whose salaries are \$75,000 and below.

Contingency recruiters are paid “contingent upon a placement” or only after their candidate is placed in a position. For this reason, companies may contract with numerous contingency firms to find the right candidate.

**WHAT TO DO:** a) Call the recruiting firm; b) obtain a contact name; c) describe your background; d) then forward your résumé to that contact person. Always follow up shortly thereafter and again, periodically. Do not wait for the recruiter to contact you. It may take multiple follow-up calls and/or Emails to establish your candidacy with contingency recruiters. Remember, they are basically working ‘on commission’.

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## Temporary or Contract Recruiters / Agencies

Temporary or contract recruiters continue to be a rapidly growing segment of the personnel placement business and may operate on either a temporary or temporary-to-permanent basis. Many of these companies have made deliberate decisions to remain at lower levels of employment and augment their workforces temporarily as they experience peaks in their workload. This arrangement has become a permanent change in today's work culture.

Many temporary or contract recruiters specialize in particular industries such as energy, automotive, banking, etc.), or in job functions such as administrative, IT, sales, engineering, etc. To maximize your results, research and seek out those agencies that specialize in the function and industry related to your background.

## Information on Working with All Recruiters and Agencies

Recruiters are in the business of providing a service to client companies. Companies with a specific need for special skills will hire an appropriate recruiter to find an individual to fill those needs.

*You will be of interest to a recruiter if and only if,  
you meet the rather precise skills needed to fill the job.*

- Do not give any contingency firm an exclusive "right" to work on your behalf.
- There is no correct number of agencies with which you ought to work; the quality of the relationship you have with your recruiters should guide you in selecting the number you work with. However, we recommend selecting wisely and working with three or four only.
- Select the firms you will work with carefully and interview them to determine the best fit. Research directories and networking contacts are considered excellent sources of recruiter information.
- The initial contact with a recruiting firm should begin with a telephone call. Obtain a contact name, determine type of firm and determine whether there are any immediate assignments that pertain to your background.

*10% to 20%*

*Number of Jobs Obtained Through Recruiters / Agencies*

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## Method 4: Contacting Companies Directly

For return on effort, approaching companies is less effective than networking when tapping into the hidden job market. But doing so can help you reach organizations where your referrals have been unable to lead you and can help you prospect hidden jobs in distant locations. In addition, by contacting hiring managers directly, you are also working toward building relationships with managers who may be helpful to you in the future.

Your goal in approaching companies is not an immediate job interview but a foot in the door. You want to meet with prospective employers to put yourself in line for jobs that are available now or are about to become available. To do this, you need to find out exactly what organizations need and what you can offer them. Then you can approach organizations and demonstrate your ability to solve their problems. It takes some effort, **but this activity can open doors.**

The process begins with an in-depth analysis. Spend time researching to find organizations in need of help and identifying managers in your area of interest. Read between the lines to try to find a problem/need you can address. If you are in sales, look for low growth areas you could develop.

### Direct Marketing Campaign

Approaching prospective employers by mail or Email is called a direct marketing campaign. You are promoting yourself in this manner, hoping to get and hold the attention of an appropriate decision maker at a target organization in the hopes that he or she will grant you a meeting. You cannot expect much success from this type of campaign if the correct person does not receive your communication.

Do your best to determine who should receive your communication at each organization—usually the head of your discipline at the firm. Do not address your letter to the head of human resources unless you are looking for a job in human resources.

Follow on is critical to the success of a direct mail campaign. You must be proactive in contacting the targeted person to set up a meeting. Do not wait to hear from the employer.

### The Marketing Letter

Your primary communication tool in approaching companies directly is the marketing letter. It combines the strong points of a cover letter and a résumé in one document. Do not send a résumé with a marketing letter. You can expect a three to four percent response rate from marketing letters.

*5% to 15%*

*Number of Jobs Obtained Through Contacting Companies Directly*

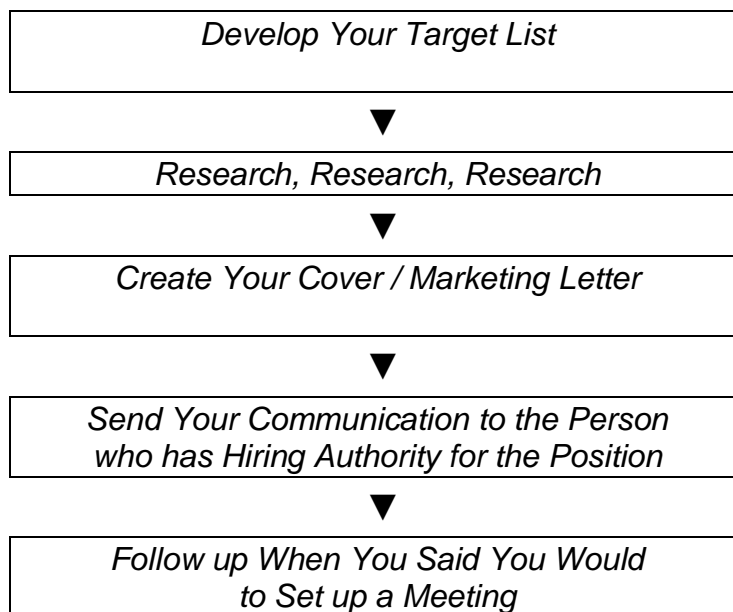
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## **Types of Available Positions**

While contacting companies directly, you may uncover two types of openings:

1. A current opening is a position which is vacant and needs to be filled.
2. A created opening is a position yet to be established. A new job may be created once the company recognizes how you can make a meaningful contribution.

## **Action Plan to Approach Companies Directly**





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## Sample Marketing Letter

**ROBERT BOUDREAUX**  
832-847-4311 | Houston, TX  
[robert.boudreaux@gmail.com](mailto:robert.boudreaux@gmail.com) | [linkedin.com/bob-boudreaux-98342](https://www.linkedin.com/bob-boudreaux-98342)

Date

Jason Madison, Vice President  
WILLIAMSBURG ENTERPRISES  
1220 Columbus Avenue  
Las Vegas, NV 89129

Dear Mr. Madison:

With increasing overhead costs and rising expenses, one objective of every organization is to reduce expenses and implement cost-avoidance programs. A key area where gains can be made is health and safety: reducing injuries, achieving fewer lost productivity days and reducing workers' compensation premiums. **(Paragraph 1: Opening Attention Grabber; state an industry-wide or organizational problem you could solve.)**

I am writing to determine whether your organization needs someone with my training and experience. **(Paragraph 2: Explanation; state your reason for writing.)**

As a Certified Health & Safety professional, my experience is highlighted by consistent contributions to productivity and profitability. I have managed workers' compensation, loss control, industrial hygiene, medical services, employee assistance and fire prevention functions. I have also reduced accident claims by 50% through creation of new safety procedures; Organized and trained teams of personnel to implement safety goals and meet objectives of employees, union representatives and management and reduced potential claims by designing innovative safety programs **(Paragraph 3: Motivation and Credibility; list three to five accomplishments that demonstrate why you can solve the problem previously stated.)**

I would like to discuss how my experience and qualifications could contribute to your organization. I will contact you in a few days to arrange a mutually convenient appointment. **(Paragraph 4: Call to Action; make a strong closing statement; indicate when you will be following up.)**

Thank you in advance for your time and consideration. **(Always thank the reader.)**

Sincerely,

Robert Boudreaux

*TIP FOR ALL LETTERS: Sign your name in blue ink. Call as stated.*

## Method 5: Social Media

### Changing your Job Search to a People Search

Social networks are now an integral part of the criteria that hiring managers are using to identify applicants. Having said that, remember to be discreet in your postings that the whole world will see.

Additionally, when there are more available workers for fewer available jobs, there will be more competition for those jobs and more touch points for recruiters and seekers to interact. To capitalize on this phenomenon, *your approach to job search needs to change to a 'people search.'*

For example, in Q2 2012, there were over 160 million blogs in Technorati, an Internet search engine for searching blogs. You could search through them to possibly find someone who works at, say, one of your top five companies. You can search through corporate groups, pages and people on LinkedIn, Facebook or Twitter. There are also people search engines such as pipl, peek you, and wink. Once you find a contact name, try Googling the name to see if there is any additional information.

### LinkedIn

Incorporating LinkedIn into your job search strategy mix is a must and you will receive FACET's *Get LinkedIn Guide* as part of your program. Please review it with your FACET Career Coach to maximize using this tool during your search and incorporating it into your ongoing career management.

### Some Facts:

- LinkedIn is free. If you are not already 'in', a FACET Career Coach will invite you to join. You will need to complete your profile, which should mirror your résumé's work history.
- LinkedIn has over 35 million members in over 140 industries.
- LinkedIn is a target-rich environment.
- Executives from all the Fortune 500 companies are on LinkedIn with disclosure as to what they do, where they work now, and where they've worked in the past.

### Some Tips:

1. **Build your network NOW.** No matter how the economy or your career is doing, having a strong network is a good form of job security. It's not who you know—it's who knows you!
2. **Tell your network what you're looking for.** The more people who know you're conducting a job search, the more likely you'll find the position you want. Recently, LinkedIn added "status updates" which you can use to let your network know about your status.
3. **Get recommendations from your colleagues.** A strong recommendation highlights your strengths and shows that you were a valued employee. This is especially helpful if you are recently in the job search process.

4. **Upload a recent, professional picture.** Being on LinkedIn without a picture is like going to an interview with a bag over your head!
5. **Find out where people with your background are working.** Find companies that employ people like you by doing an advanced search for people in your area who have your skills. For example, if you're a web developer in Houston, search profiles in your zip code using keywords with your skills like JavaScript or XHTML to see which companies employ people like you.
6. **Check if a company is hiring.** Company pages on LinkedIn include a section called "New Hires" that list people who have recently joined the company. If this is within your comfort zone, you can ask these new hires how they got their new job. If not, you can examine their backgrounds to surmise what made them attractive to the new employer.
7. **Get to the hiring manager.** LinkedIn's job search engine allows you to search for any kind of job you want, but when you view the results, pay close attention to the ones that you're no more than 2 degrees away from. This means that you know someone who knows the person that posted the job – and it can't get much better than that!

**Power Tip:** 2 degrees is about the limit for getting to hiring managers.

Another way to find companies with which you have ties is by looking at the "Companies in Your Network" section on LinkedIn's Job Search page.

## **A Word About Blogs or Using Attraction-based Marketing to get Job Offers**

The newest approach to job search is about building a powerful personal brand and attracting job opportunities directly to your desktop. This is done by becoming content producer instead of just a consumer and the main way to achieve this on the web is to launch a blog that centers around both your expertise and passions. So, what's a personal blog for job search?

*A blog is a non-intrusive, harmless and generous way of getting people, primarily recruiters, interested in your brand, without you even asking for a job.*

By pulling recruiters into your world, you are able to impress them with what you want them to see and they can make a quick decision whether to contact you. Suggestion: You can start a blog today using [Wordpress.com](http://Wordpress.com) (for beginners) or install [Wordpress.org](http://Wordpress.org) onto your own host (such as [GoDaddy](http://GoDaddy) or [Bluehost](http://Bluehost)).

You need to be passionate to be committed to this project because it requires a lot of writing, creativity and consistency in order for it to actually help you.

The Internet is buzzing with social media and there are many ways to use it in order to network and find viable positions. Once you have mastered LinkedIn, try Twitter and Facebook, as social networks allow all parties involved to better search for and reach their target. It is definitely time to be open-minded and think differently about how to effectively job search – and then keep the job once you have it. Review the Job Search Method grid and incorporate the suggested time commitments into your day to turn your job search into a people search - and get both the job and career continuation that you want.

## Establish and Evaluate Weekly Goals

### WINNING STRATEGIES

Now that you understand the Five Methods of job searching, it's important to review a number of winning strategies for success.

#### Combine the Five Basic Methods

People find jobs using each of the Five Methods of job searching, so do not overlook any viable activity. The important thing is to schedule your time according to the effectiveness of each method. The job hunting work plan on the following page will help you decide how much time to spend each week on each of the four approaches.

#### Make it YOU

Employers hire people, not résumés or letters. As we stated in an earlier chapter, look for opportunities to meet face-to-face with potential employers. When this is not possible, at least make contact by telephone or LinkedIn. Your goal is to reduce any barriers that exist between you and the person doing the hiring.

#### Play Until You Win!

Finding a job is a numbers game; the more people you contact, the sooner you will find a new position. Regardless of the ups and downs, keep going until you have an offer. Avoid the tendency to sit back and wait for what appears to be a promising opportunity. You never know where your job is going to come from!

To complete this chapter, fill out the job hunting work forms on the following pages weekly. Careful planning and full time work will gain you significant rewards.

#### Your Full Time Job Now is Finding Full Time Work

Finding a new position is a full time job. Work at it with the same discipline you apply to a full time position. Keep regular hours and develop ways to measure your activity.

It is important that family members support your full time effort. This is not the time for house maintenance or remodeling the den. Let family members know that if you work half-time, you will be unemployed twice as long.

Planning aids will help you schedule your time and evaluate your results. Keeping track of what you do keeps you accountable on how hard you are working. Careful planning and hard work make a big difference in the length of your search.

### ACTIVITY LOGS

Create a *Daily Activity Log* and use one each day of your job search. Keep track of the people and companies you contact, the actions you take and the results that occur. Fill in the dates for 30 days ahead so you have a place to record your call backs. Following up when you say you will is a key to making progress with companies. Software applications such as Outlook Calendar are a good choice.

Throughout your search you will be adding names to your master list of contacts. Use a **Weekly Contact Goals Form** to determine who, among your master list, you will contact each week. Setting targets while job hunting helps you feel momentum and accomplishment.

**Most important:** *“If you don't know where you are going, how can you expect to get there?”*

## **GOAL SETTING FORM**

Set aside time each week to formulate goals for the week and review the progress you made during the prior week.

Make copies of this form and use to plan how you will spend your time job searching each week. Remember to divide your efforts according to the probable results each method offers: networking/locating a bridge (60% to 70%); published job market (5% to 15%); recruiting agencies (8% to 15%); approaching companies directly (5% to 15%); and social media (15% - 20%). Notice the linkage of the Five Methods, i.e., networking and social media.

### **Networking/Locating a Bridge**

Approximate time/week: 20 - 25 hours

Networking contacts I will call are:

### **Published Job Market**

Approximate time/week: 2 ½ - 7 ½ hours

Sources of ads I will investigate are:

### **Working with Recruiters / Agencies**

Approximate time/week: 3 - 8 hours

Agencies I will contact or visit are:

### **Effectively Utilizing Social Media**

Approximate time/week: 8 to 10 hours

Social Media activities this week include:

### **Approaching Companies Directly**

Approximate time/week: 2 ½ to 7 ½ hours

Companies I will contact this week are:

## CHAPTER 6

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## Research and Technology

### 4 Research Goals

Job openings are primarily created through two events: 1) *Company Growth* - which causes creation of new jobs through economic development, and/or 2) *Turnover* - replacement of people in existing jobs. In either event, research is a critical component in identifying and locating those openings. Research is needed to help you identify company names, websites, contact information, openings, product information, sales forecasts, industry growth trends, company activity and names of key people.

In the course of employing the **Five Methods**, work toward incorporating one or all of the following research activities:

#### **Activity #1: Develop lists of target companies / names of key decision makers**

An effective job search involves proactively uncovering those companies requiring your skills and expertise. Determine which companies are compatible with your career goals and work hard to uncover names of key decision makers there. Use your contacts to network inside target organizations and to get in front of those decision makers.

#### **Activity #2: Uncover job leads**

Published job openings are only one source of actual available positions. Online research and social media will uncover many more sources of openings as well as valuable employment web sites.

#### **Activity #3: Become knowledgeable about companies and industries so that you make sound career decisions**

Perhaps you prefer working in small organizations, or maybe large institutions; perhaps you like a loose, informal work environment, or maybe something more formal and traditional. Research will help you discover a company's culture, history, and profitability.

#### **Activity # 4: Prepare yourself well for job interviewing by reading about companies' newsworthy events and corporate activities**

The more you know about a company, the more you will be able to address that potential employer's needs. Taking time to research a company and demonstrating the knowledge you uncover will distinguish you from other candidates.

## **Research Resources**

The following are categories of vital sources of information about particular industries, companies, decision makers and job openings:

### **People**

People you know now who may potentially connect you to people in your target companies are your best sources of information.

### **Meetings**

Professional associations, Chambers of Commerce, college alumni groups, community interests, sports, hobbies, volunteer activities and seminars/classes all afford networking and information-gathering opportunities. Add your social media groups to this activity.

### **Libraries**

Don't forget the library! Public, business and university libraries provide a wealth of resources—hard copy and on-line—as well as knowledgeable professionals.

### **Online Resources**

Online resources provide powerful and time-effective tools for seeking career opportunities and for accessing information on specific companies and industry trends. You can obtain information through direct access to a company's web site, through search engines, company financial databases and numerous employment opportunity sites. Sign up online to receive Company Alerts from your target companies. Also, please refer to the sample list of some of the larger job search sites provided later in this chapter.

### **Electronic Databases**

The InfoTrac database and Business Dateline, both available at many libraries, allow you to access full text articles from 800 business magazines; the EDGAR database allows you to read through company financial information (public companies only). Other proprietary databases allow you to identify companies by product, by geography or by industry.

### **Economic Development Authority Directories**

Your local Economic Development Authority associations provide up-to-date lists of companies and economic data.

### **Career Fairs and Job Hotlines**

Both provide information on specific companies and job openings.

### **The Classifieds**

Who is hiring? An ad may not match your background, but the company itself may be a potential target. Multiple ads by a company may indicate growth activity – research these and find out!

### **General Reading**

Local, national and business newspapers, trade journals, professional newsletters and college alumni publications provide company and employee news, product news, convention and meeting information and job opportunities.

## Annual Financial and Disclosure Reports

Publicly held companies whose stock is traded on a major stock exchange are required by law to publish and make available, at no cost, their annual financial and disclosure reports. These are an excellent source of information about principals, business philosophy, current priorities, long-term contracts, business volume and growth.

## Magazines

Each spring *Fortune* publishes the *Fortune 500 Directory* of the largest industrial corporations and the top 1,000 companies. Magazines such as *Inc.*, *Business Week*, *Fast Company* and *Forbes* feature key companies.

*Wall Street Journal Index; Barrons.* Yearly listing in alphabetical order of articles appearing in *The Wall Street Journal*.

*Predicasts.* Compiles and indexes company, product and industry articles from over 750 financial publications, business-oriented newspapers, trade magazines and special reports.

## Trade/Professional Newsletter and Journals

Stay current with your industry's trade journals to identify key sources for jobs, contacts and changes in your field. Any change could trigger a possible lead for you. If someone is promoted or a new product is introduced, this information is an opportunity to call with congratulations or to see a new need for your expertise and provide a reason to network, contact and meet.

## University Career Placement Offices

Many hiring companies list their job openings with local universities, hoping to attract not only newly graduated students, but also alumni with broad employment experience.

## Online and Hard Copy Business Directories

*Business Publications Rates & Data* (Skokie, Illinois: Standard Rate & Data Service Inc.), has names and addresses of the trade publications in thousands of fields, listed by topic.

*The Directory of Directories* is an annotated guide to business and industrial directories, professional and scientific rosters, and other lists and guides.

*Directories in Print* (Detroit, Michigan: Gale Research, Inc.) provide listings by broad subject, including subject and title/keyword indices.

*Encyclopedia of Associations* (Detroit, Michigan: Gale Research, Inc.) is a guide to more than 1,300 associations in virtually every field.

*Guide to American Directories* (Coral Springs, Florida: Klein Publications) includes complete information about more than 5,200 directories on more than 200 subjects.

*Dun & Bradstreet*, in three volumes, includes an alphabetical list of companies, their subsidiaries and executive officers, plus a brief description of size and products or service.

*Dun & Bradstreet Million Dollar Directory* provides information on 180,000 of the largest companies in the country

*Dun's Consulting Directory* lists 25,000+ of the largest consulting firms.

The *Standard Directory of Advertisers* is a guide to 17,000 corporations that are alphabetically listed in indexes by company name, brand name and classification. Entries include name, address, telephone number, type of business, key management personnel and advertising specifics.

*Standard and Poors Register of Corporations* contains an alphabetical list of companies, offices, products, S.I.C., sales range and number of employees. It also lists executives and directors with data about each.



*Hoover's Master List of Major U.S. Corporations.*

*Polk's Bank Directory* is a listing banks and financial institutions.

*The Corporate 1000* is a directory of who runs the top 1,000 U.S. corporations.

*Reference Book of Corporate Management's/America's Corporate Leaders* (four volumes), property of Dun's Marketing Services. Provides biographical listings and cross-references of approximately 75,000 principal officers and directors of 12,000 leading U.S. companies.

*Corporate Technology Directory* covers a wide range of high-tech companies with geographic, technology and who-makes-what indexes.

*Thomas' Register* is a 12-volume compilation of national companies, their products and services.

*Moody's Industrial Manual* provides information and data on companies' history, subsidiaries, mergers/acquisitions and related financial data on more than 3,200 industrial, banking, utility and international organizations.

*Encyclopedia of Associations* is a guide to over 14,000 organizations nationwide.

*Directory of American Firms in Foreign Countries.*

*Directory of Executive Recruiters* is a compilation of 2,000+ retainer and contingency search firms nationwide.

*State Directory of Manufacturers and State Service Directory.* Check with your state, but typically includes a description of each company, address, S.I.C., chief officers and number of employees.

Directories for specific industries. Industry-specific directories are available at most public and business libraries.

## **Specialized Publications**

*Dictionary of Occupational Titles.* Job descriptions for thousands of job titles.

*Occupational Outlook Handbook.* Detailed description of over 200 general fields of work.

*Encyclopedia of Careers.* Three volumes of basic information on careers in 15 very general "clusters" covering thousands of jobs, occupations and professions.

## **Social Media**

Social networks have become an integral part of the criteria fabric that both hiring managers and college admissions officers are using to weed out applicants. As of June 2023, 3 in 5 hiring managers conducted background checks using social networks, primarily Facebook, while 9 in 10 college admissions officers do the same.

Once again, in times when there are more available workers for fewer available jobs, there will be more competition for those jobs and more touch points for recruiters and seekers to interact. To capitalize on this phenomenon, *your approach to job search needs to change to a 'people search.'*

For example, in Q2 2023, there were over 200 million blogs in Technorati, an internet search engine for searching blogs. You could search through them to possibly find someone who works at, say, one of your top five companies. You can search through corporate groups, pages and people on LinkedIn, Facebook or Twitter. Then there are people search engines such as pipi, peek you, and wink. Once you find a contact name, try Googling it to see if there is any additional information about that person.

## Online Resources

Researching online is your best and most expeditious method of available resources. There is so much available through your computer and mobile devices that a critical point is to *use your time wisely*.

Most all resources are now accessible through mobile devices making it easy for you to manage your job search from anywhere. Internet search engines such as Google and Duck Duck Go are at your disposal to search job boards, company news, career strategies, instantaneously. Chat GPT, an artificial intelligence (AI) chat box, which uses algorithms to create new content, can be helpful in scripting documents, LinkedIn content and even conversations to use in your search.

The following are categories of electronic sources of information retrieved on the Web or Internet about particular industries, companies and people:

## Search Engines

These are vehicles which enable you to search for information using key words. Searches can be refined by adding a “+” or “-” before a word to be certain that the word is included or excluded in the search results. Placing quotation marks around two or more words indicates that those words must appear together in the order listed in the search results. Examples of search engines are:

All the Web	<a href="http://alltheweb.com">alltheweb.com</a>
Bing	<a href="http://Bing.com">Bing.com</a>
Excite	<a href="http://excite.com">excite.com</a>
Go	<a href="http://go.com">go.com</a>
Google	<a href="http://google.com">google.com</a>
Lycos	<a href="http://lycos.com">lycos.com</a>
Yahoo	<a href="http://yahoo.com">yahoo.com</a>

## Company Financial and Annual Reports

Public companies must now submit SEC reporting forms electronically. This information can be accessed within 24 hours of posting. Reading a company's annual report enhances your research by understanding the president's vision of the company and its financial picture. Examples of information sites are:

Annual Report Gallery	<a href="http://annualreportgallery.com">annualreportgallery.com</a>
Annual Reports Library	<a href="http://zpub.com/sf/ar1/index.html">zpub.com/sf/ar1/index.html</a>
Hoover's	<a href="http://www.hoovers.com">www.hoovers.com</a>
SEC EDGAR Archives	<a href="http://sec.gov/cgi-bin/srch-edgar">sec.gov/cgi-bin/srch-edgar</a>
Yahoo! Finance	<a href="http://finance.yahoo.com">finance.yahoo.com</a>

## Employment Opportunity Sites

These sites list job opportunities, post résumés and often contain career information. Keep in mind that employers/recruiters pay the job bank to post positions. Therefore, companies may choose to list only limited positions on various job banks and post the bulk of their openings on their own web site.

### The Top 10 Employment Opportunity Sites

As information and online sites change rapidly, please check [top10jobsearchsite.com](http://top10jobsearchsite.com) to stay current. As of the print date of this Manual, the top sites are:

Beyond	<a href="http://beyond.com">beyond.com</a>
Indeed	<a href="http://indeed.com">indeed.com</a>
SnagAJob	<a href="http://snagajob.com">snagajob.com</a>
Job	<a href="http://job.com">job.com</a>
6 Figure Jobs	<a href="http://6figurejobs.com">6figurejobs.com</a>
Elance	<a href="http://elance.com">elance.com</a>
ExecuNet	<a href="http://execunet.com">execunet.com</a>
Monster	<a href="http://monster.com">monster.com</a>

Again, please utilize LinkedIn and Facebook's Social Job Partnership, [facebook.com/socialjobs](http://facebook.com/socialjobs).

To maximize their benefits, use the services the sites offer and continue to take a proactive role in your search. Most of today's job boards offer career management tools and advice. Typically they include useful articles and blogs on searching for jobs, your industry, salary projections and more. Some boards facilitate networking with other people in your field.

## Company Web Sites

Companies provide a wealth of useful information on their web sites. They generally describe their mission statement, industry, products, services, biographies of key officers and employment opportunities. Companies generally use the company name or initials as their home page, but if not, please use a search engine to look for a company if the site is not the name.

## List-servs/Newsgroups

There are a variety of electronic mailing lists (list-servs) and newsgroups which provide professional and topical information as well as job leads. Newsgroups can be accessed through your browser's newsgroup listing. Examples of list-servs and newsgroups are:

Google Groups	<a href="http://groups.google.com">groups.google.com</a>
News Group Direct	<a href="http://newsgroupdirect.com">newsgroupdirect.com</a>

## Online Classified Services

Most newspapers are now posting their classified ads on the internet. Newspapers can be accessed through their home page or through web sites which link you to newspapers worldwide. Examples of newspaper and online classified sites are:

Wall Street Journal	<a href="http://careers.wsj.com">careers.wsj.com</a>
New York Times	<a href="http://nytimes.com">nytimes.com</a>
Houston Chronicle	<a href="http://chron.com">chron.com</a>
Houston Business Journal	<a href="http://bizjournals.com/houston">bizjournals.com/houston</a>
Acadiana Business	<a href="http://theind.com">theind.com</a>
The Advocate   Acadiana	<a href="http://theadvocate.com/acadiana">theadvocate.com/acadiana</a>
New Orleans CityBusiness	<a href="http://neworleanscitybusiness.com">neworleanscitybusiness.com</a>
Dallas Morning News	<a href="http://dallasnews.com">dallasnews.com</a>
Dallas Business Journal	<a href="http://bizjournals.com/dallas">bizjournals.com/dallas</a>
Las Vegas Review Journal	<a href="http://lvvj.com">lvvj.com</a>
Baton Rouge Morning Advocate	<a href="http://theadvocate.com">theadvocate.com</a>
Pittsburgh Business Times	<a href="http://bizjournals.com/pittsburgh">bizjournals.com/pittsburgh</a>

## Online Résumé Banks

There are numerous sites on the Web which allow résumés to be posted at no charge to the candidate. Most now offer various levels of security in terms of how much personal information (name, address, Email, etc.) will be available to potential employers. Résumés must be submitted in an ASCII/text only format when posting to these sites. To convert you résumé to this format, open your résumé through your word processor, then click file/save as/save file type as/text only. In addition to the employment opportunity sites listed previously, examples of other large résumé banks are:

Career Builder	<a href="http://careerbuilder.com">careerbuilder.com</a>
EmploymentGuide	<a href="http://employmentguide.com">employmentguide.com</a>
HotJobs	<a href="http://hotjobs.com">hotjobs.com</a>
JobBank USA	<a href="http://jobbankusa.com">jobbankusa.com</a>
Résumé Rabbit	<a href="http://résumé_rabbit.com">résumé_rabbit.com</a>
Simply Hired	<a href="http://simplyhired.com">simplyhired.com</a>
Monster	<a href="http://monster.com">monster.com</a>

## Salary and Relocation Guides

Web sites are available which compare the cost of living between your location and locations throughout the United States and Europe, provide salary surveys, and offer relocation information on over 45,000 cities in the United States. Examples of salary and relocation guides are:

Job Smart Salary Information	<a href="http://jobsmart.org/tools/salary/index.html">jobsmart.org/tools/salary/index.html</a>
Occupational Outlook Handbook	<a href="http://stats.bls.gov/oooh">stats.bls.gov/oooh</a>
Salary Survey & News	<a href="http://salary.com">salary.com</a>
The Salary Calculator	<a href="http://homefair.com">homefair.com</a>

For a more comprehensive listing and additional resources, The Riley Guide™ is an excellent directory of job, career, and education information sources available at [rileyguide.com](http://rileyguide.com). The Guide is aimed at job, career, and education seekers.

## Web-Based Job Search Books

There are many books available on the subject of electronic job search. Examples of Web-based books available in bookstores and libraries are:

*110 Best Job Search Sites on the Internet*, by Katherine K. Yong

*Hook Up, Get Hired!: The Internet Job Search Revolution*, by Joyce Lain Kennedy

*How to Market Yourself on the Internet: Jobsearch...*, by Carrie Straub

*Résumés in Cyberspace: Your Complete Guide to a Computerized Job Search*, by Pat Criscito

*Using the Internet and the World Wide Web in Your Job Search*, by Fred Edmund Jandt and Mary B. Nemnich

## SUGGESTED READING

*48 Days to the Work You Love*, Dan Miller, 2005

*Adams Electronic Job Search Almanac 2000*, Adams Media Corporation, 2000

*Career Crossroads*, Gerry Crispin and Mark Mehler, 2001

*Creating You & Co.*, William Bridges, 1997

*Delivering Happiness: A Path to Profits, Passion and Purpose*, Tony Hsieh, 2010

*Fearless Job Hunting: Powerful Psychological Strategies for Getting the Job You Want*,  
Bill Knaus, Sam Klarreich, Russell Grier, Nancy Knaus, 2010

*Interviewing and Salary Negotiations*, Kate Wendleton, 1999

*Networking For Everyone!*, L. Michelle Tullier, 1998

*Nice Girls Don't Get the Corner Office: 101 Unconscious Mistakes Women Make That Sabotage Their Careers*, Dr. Lois Fraenkel, 2010

*Talent is Overrated: What Separates World Class Performers from Everybody Else*, Geoff Colvin, 2010

*What Color Is Your Parachute?* Richard N. Bolles, Updated annually.

*Who Moved My Cheese?* Spencer Johnson, MD, 1998

## Resources for the Four Research Activities

The quadrants below show samples of resources used to successfully work through the four research activities:

### ***Develop a list of target companies***

*using*

- State industrial directories
- Moody’s Manuals
- Chambers of Commerce, state and local
- D&B Million Dollar Directory
- Regional Development Agencies
- Thomas Register
- U.S. Industrial Directory
- Standard and Poor’s Register of Corporations Directors and Executives
- D&B’s America’s Corporate Families
- Electronic databases and directories

### ***Identify openings***

*using*

- Company web sites
- Web employment sites
- LinkedIn Jobs
- College Placement Center’s job listings
- Professional Association’s job listings
- State Department of Employment and Training
- Trade journals’ classifieds
- Published job openings
- Networking / Social Media

### ***Know Your Target Companies***

*using*

- Websites
- Company annual reports and 10-Ks
- Standard and Poor’s Stock Reports
- Moody’s Investors’ Fact Sheet
- InfoTrac
- Compact Disclosure
- Wilsondisk Business Periodicals
- Company websites
- D&B Million Dollar Directory

### ***Expand Industry Knowledge***

*using*

- Blogs
- Business Publications/News Media
- Dictionary of Occupational Titles
- Dun’s Employment Opportunities
- Encyclopedia of Associations
- Occupational Outlook Handbook
- Online research
- Predicasts
- Value Line Investment Surveys

## Your Target Companies

### Develop Your Target List

As stated earlier, identifying target companies or “targeting” companies, is the process of finding and then networking into companies that need your skills and strengths. Does a company have special value to you because of its products, research, market place or community goals? Make this type of research a consistent component of your job search activity.

Begin by making a simple list of 25 companies that interest you because of location, industry, your general knowledge of the company or mission of the company. Be resourceful and creative in developing an extensive list for consideration.

Then, proceed to develop a chart of these target companies in the industries in which you would like to focus your search. Use the chart below as a template and write industry categories in the top row. In the second row, write your prime target in each category. Add other companies in each category, from greater to lesser interest.

OIL & GAS	FINANCIAL SERVICES	TELECOM
Chevron	American Express	CenturyLink
Apache Corporation	Charles Schwab	Cisco
Anadarko	Goldman Sachs	Alcatel-Lucent
Exxon/Mobil	Morgan Stanley	Ericsson

When you begin to schedule interviews, start with some companies near the bottom of your chart, and work your way up to your prime targets. This will give you an opportunity to practice interviewing and learn about competitive advantages before you meet with your prime target companies.

### Your Target Companies By Industry




## TARGET COMPANY INFORMATION SHEET

Systematically record information about your target companies as you gather it through networking, reading and researching. Keep all important information and dates in one easy-to-locate place.

You might want to make a target-company information and contact sheet (see sample) for each company or use the customer relationship management (CRM) which is available to you in FacetAdvantage™ or software such as ACT or Microsoft® Access. As stated earlier, your primary approach to penetrating your target companies is by networking your way into them; secondarily, you may want to contact them directly with a broadcast letter and follow-up call to the decision maker.

### Sample

Company name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_ Website \_\_\_\_\_

Telephone \_\_\_\_\_ Blog \_\_\_\_\_

Sales volume \_\_\_\_\_

Number of employees \_\_\_\_\_

Location(s) \_\_\_\_\_

Products/services \_\_\_\_\_

Contact's name \_\_\_\_\_ Direct Number \_\_\_\_\_

Contact's Assistant \_\_\_\_\_ Direct Number \_\_\_\_\_

Email Addresses: \_\_\_\_\_

Comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date \_\_\_\_\_ Call back date \_\_\_\_\_

## What is Corporate Culture?

Corporate culture determines how work gets done. We talk about 'fitting into' a company's corporate culture as a key component of successful employment, but what exactly is it and why is it important?

Corporate culture is defined as the beliefs, values and norms of behavior that determine how work gets done. There are 9 characteristics to corporate culture.

## **Communication**

How does communication among departments and colleagues take place? Is it formal? Supportive? Spontaneous? Directive? Confrontational?

## **Decision Making**

How are decisions made? From the top? By consensus? Unilateral? Participatory?

## **Dress Code**

Formal or informal? And to what degree? This not only includes the way people dress but also the environment and whether it lends itself to formality or informality and communication and interaction. Get a detailed definition of 'business casual' from the company.

## **Information Sharing**

What company information is shared and how is it shared? Via Email? Through presentations? Town Hall Meetings? Through the grapevine?

## **Problem Solving**

How are problems solved? Slowly and carefully? Quickly? Analytically? Intuitively?

## **Relationships**

What kinds of working relationships are expected within departments? What about among departments, functions, divisions, business units? What about relationships with customers and/or vendors? Are they formal? Friendly? Informal? Hierarchical?

## **Responsibility and Authority**

To what degree is responsibility delegated? To what degree is authority delegated?

## **Work Behaviors**

What work behaviors are encouraged or discouraged? Risk taking? Competitive? Creative? Analytical? Innovative? Collaborative?

## **Work Pace**

Predictable? Chaotic? Steady? Intense? What is a typical work week like?

## Creating Your Ideal Job Description

### Can I? Will I? Do I Fit?

Function	Can I?
Industry	
Level	
Promotional opportunities	
Salary	
Product/service	
Industry outlook	
Size	
Responsibilities	Will I?
Location/commute	
Benefits and lifestyles	Do I Fit?
Culture: Decision making	
Problem solving	
Information sharing	
Work pace	
Responsibility/authority	
Work behaviors	
Relationships	
Communication	
Appearance	
<b>Other Considerations:</b>	
Is this position a vocational industries match to my past industries?	
My past successes in getting and keeping positions was based on what?	

# ASSESSMENT GRID

How does the job offer match your Skills, Values, Interests?

USING SELF-ASSESSMENT IN YOUR SEARCH STRATEGIES													
	VALUES				INTERESTS				SKILLS				LOCATIONS
TARGET INDUSTRIES													
TARGET COMPANIES													
TARGET JOBS													

Complete each section. Ultimately, this grid will become a tool to assess how job offers match your skill, values, interests and location needs.

- What does this tell you about what you should be looking for in your next job?
- What would be the warning signals that a potential job is not a good match?

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## CHAPTER 7

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### References

A request for your reference list by a potential employer after your interviews are completed is a sign that you are either the leading candidate or one of a group of final candidates under consideration for hire. You may encounter a company that checks references at the start of the interview process, although such a situation is not common.

### Preparing Your Reference List

Well before you begin interviewing, and well before you are asked to submit names of references to a potential employer, prepare your reference list document.

Select individuals who will create a 360° reference dynamic for you, i.e., a superior, colleagues, a subordinate, a customer or client. Select four to five individuals who have agreed to enthusiastically and knowledgeably speak about your accomplishments, strengths, skills and the value you can bring to a company.

### Communicating with Your References

After you are asked by a potential employer for your list of references, call each reference as soon as possible, and alert them that they are about to receive a call from a human resources representative or from a hiring manager.

Inform your references of the following:

The name of the company considering you for hire

The title of the position for which you are under consideration

The primary requirements of the position

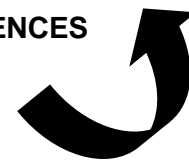
Your skills and accomplishments which make you a “fit” for this position

Key statements you would like your references to offer in the reference interview

Be sure to send a thank you letter to your reference contacts after they have provided the reference to a potential hiring manager.



**GIVE YOURSELF 360° COVERAGE ON REFERENCES**



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## SAMPLE REFERENCE LIST

### IMA CANDIDATE

713-382-4444 | Portland, OR

[imacandidate@comcast.com](mailto:imacandidate@comcast.com) | [linkedin.com/in/imacandidate](https://www.linkedin.com/in/imacandidate)

### REFERENCES

#### **R. B. Abbott, Vice President**

Aries Manufacturing

503-382-1234 Office

503-382-4321 Cell

[rbabbott@ariesmanu.com](mailto:rbabbott@ariesmanu.com)

#### **John Meyers, Product Manager**

Tidal Technologies

504-521-9905 Office

985-908-7623 Cell

[jmeyers@tidaltechnologies.com](mailto:jmeyers@tidaltechnologies.com)

#### **Brenda Kelley, Associate Vice President**

Ace Logistics

920-890.-600 Office

920-657-6754 Cell

[bkelly@acettransportation.com](mailto:bkelly@acettransportation.com)

#### **Edward S. Young, Director of Marketing**

TFG Enterprises

630-996-0660 Office

630-245-0008 Cell

[esyong@tfjenterprises.net](mailto:esyong@tfjenterprises.net)

## Sample Questions That Your References May Be Asked

One way to prepare your references is to offer them a list of questions that hiring managers and human resources representatives frequently ask in order to assess a candidate's viability as a potential employee. Some of those questions might include:

What is your knowledge of the applicant's abilities?

Can you describe the applicant's responsibilities when he or she worked for (or with) you?

What are the applicant's strengths?

What are the applicant's weaknesses?

What makes the applicant particularly effective in his or her work?

How long have you known the applicant?

In what capacity have you known the applicant?

Why did the applicant leave his or her recent position?

If you were the applicant's manager, would you hire the applicant again?

What are the applicant's strongest personal characteristics?



*Taking care to select just the right individuals as your references  
and to prepare them well for the reference interview  
are critical components of the job search process.*

*A glowing reference about you and your abilities  
may mean the difference between receiving an offer or not.*

*Take the reference process seriously.*

## CHAPTER 8

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### Interviewing

Every step in the job search process is aimed at obtaining interviews. It is at that point, a potential hiring manager decides if you are right for the job, and, just as important, it is your time to evaluate whether the job is right for you.

Most interviews follow a predictable format, somewhat like the script of a play. An interview has logical steps that both the interviewer and applicant follow to decide if both will benefit from working together. These stages are called pre-contact preparation, greeting and rapport, questions/answers and meeting closure. All four stages are equally important and deserve your consideration and preparation.

### Preparing for the Interview

#### Research the Company and the Position

Before your interview, learn as much as possible about the company, the position and the individual who will be conducting the interview. With thorough completion of your research activities, you will have information about the company's products, people, organizational structure, successes - and failures, profits and losses, capital spending, strategic plans, philosophy and labor climate. Showing your knowledge of some of this information will give you added credibility over other candidates interviewing for the job.

#### A Review of Research Strategies:

- Research the company web site
- Search for a blog or other online information on the company
- Spend time online or in the library perusing directories, and databases of articles and trade journals
- Ask a friendly recruiter, business acquaintance or stockbroker what they know about the company
- Call people with whom you have networked and ask what they know about the company and/or individual conducting the interview
- Check with the local Chamber of Commerce or Economic Development Authority
- Call the company directly; request a sales brochure, annual report or other company information



## Confirm Logistics

Call the interviewer's office a day or two in advance of the interview and confirm time and location, particularly if your interview takes place in an unfamiliar city or geographic location.

## Know What to Bring

Prepare to bring several copies of your résumé in a portfolio or briefcase in case you are asked to interview with additional members of the hiring team. Bring a pad of paper and pen, not for note-taking during the interview, but in case you need to write down specific information given to you by an interviewing manager.

## Know What the Company Needs

Once your basic research is complete, you must next identify how your abilities, experience and expertise can meet the needs of the interviewer, the company and the job. This point cannot be over-emphasized. It is the company's needs that you must fill, not your own. Surprisingly, however, by meeting the company's needs, your needs also will be met.

What are the needs of any organization? Most fall into the following categories:

increased productivity  
greater efficiency  
reduced waste  
solutions to problems

multilingual abilities  
industry contacts  
negotiating skills  
new/creative ideas

## Prepare Yourself

- You have already identified your skills and strengths
- Review your summary of functional skills
- Review your summary of knowledge/technical skills
- Review your summary of personal skills
- Review your summary of preferred attributes

## Review Your STAR Statements

As you prepare for the interview, review the STAR statements that you created. Focus on the link you can make between the needs of the company and the benefits of your accomplishments and what you bring to the position.

## Know Your Value

Prepare for your interviews (and networking meetings) by fully understanding the value you bring to a potential employer and hiring company. Do not leave your interviews without expressing much of what you compose below. Incorporate portions of this information into your interview responses, or use some of the material in your interview closing remarks.

### State why you are good at what you do and give specific examples

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*I have a strong knowledge of :*

---

*The value I can bring to your company is:*

---

*My top three achievements are:*

---

*What differentiates me from the other candidates is:  
(or, My market differentiator is:)*

---

*My best marketable skills are:*

*For example:*

---

## The Process

### Types of Interviews

Typically, interviews are conducted by four different groups of professionals.

#### 1. Human Resources Interview

Human resources interviewers are skilled in evaluating your overall potential and how you will fit within the company. They focus less on your technical expertise and more on your general performance potential.

#### 2. Immediate Supervisor Interview

The questions asked by immediate supervisors, who are directly responsible for the work getting done, tend to be more technical. Expect to talk about the nuts and bolts of the job, to showcase your skills and show that you are a team player.

#### 3. Panel Interview

Occasionally, you will find yourself facing more than one interviewer at the same time. When answering questions, scan the room and make eye contact with everyone. Conclude with a statement of your interest in the job. Shake hands with each person upon entering and leaving the room.

#### 4. Co-worker Interview

Co-workers may interview you to assess your fit within the department. With them, give a short statement about your background and show your willingness to be a member of the team. Keep your questions and answers brief.

### Timing

You won't always have the luxury of selecting the day and time of your interview, however, when it is in your control, select a morning—but never a Monday. Most people are more alert in the morning. Whenever possible, try to be the last person interviewed. Statistics have shown that the last person interviewed is offered the job 56% of the time; the first person only 14% of the time. Again, you won't always have the luxury of even knowing if you are first or last, much less have the opportunity to control the situation. But if you can tactfully learn your position in the interview lineup, and just as tactfully position yourself at the end, your “batting average” may be improved.

### Your Appearance

Your dress and grooming are the first things an interviewer sees. You've heard it many times before and it bears repeating: **You never get a second chance to make a first impression.** Make a good one. Dress conservatively and professionally. Choose dark or neutral colors; wear polished shoes; avoid distracting jewelry; avoid fads and fashion trends; err on the side of conservatism. This applies to ZOOM meetings as well.

## Arrival

Arrive one half-hour before the interview; go inside the company's lobby 15 minutes before your appointment. An interview begins the minute you arrive in the reception area. Engage the Receptionist, get settled, read the most current company literature available. Often, Receptionists are coached to form opinions about you. Their "report" may be part of your interview record. The same applies to ZOOM and other online meetings.

## The Interview: Non-verbal Component

Your body language communicates. Be aware and use it, beginning at your interviewer's introduction. **Always offer a firm handshake and smile.** Both behaviors indicate, "I'm confident; I'm glad to be here." Lean forward when listening and nod in agreement. You may fold your hands, but not your arms. (Folded arms suggest a barrier.) If you must cross your legs, do so at the knees. Avoid obvious signs of nervousness such as tapping a pen on your notebook, drumming your fingers, shaking your foot or shuffling your résumé. (Your résumé should not be out anyway!)

When talking, use gestures to accentuate and add excitement to your style. Vary your voice tone, volume and inflection to avoid sounding monotone.

Watch the interviewer's body language. If he or she is shuffling papers or glancing away, you've lost more than eye contact. Change your approach. Ask a question. Stop talking. Draw him or her back into the interview. Consult a good body language guide and discuss with your FACET Career Coach.

## The Interview: Verbal Component

First and foremost, your interview answers must address the needs of the individual interviewing you. You must show how you are the best person to address the challenges that the company has.

Your interview goals are twofold: convey your expertise and obtain a second interview. Offers are almost never extended after only one interview.

Avoid making negative comments or mentioning anything negative in your previous position.

Constantly answer, "*What I can do and will do for you...?*"; stress, "*I am able...I am willing... I get along well with others...*"

Make the interviewer like you. Establish an aura of confident modesty. A self-effacing honesty when you don't have an answer to a question is always better than attempting to dazzle while saying nothing of substance.

Use action-oriented words: "contributed," "managed," "caused." Avoid weak words: "try," "guess," "pretty good," "maybe." Avoid clichés.

Salary and benefits are your needs and should not be discussed in a first interview. If the interviewer does bring up those items, try to deflect the topic and not state a desired salary amount. A primary rule in negotiating is: the first person that names a dollar amount loses. State that you're flexible and ask the salary range if the subject comes up.

Be sure to express your strong interest in the company and in the job. You won't get an offer if the interviewer doesn't believe you're interested. You can always turn the offer down later... but you cannot accept a job without first getting an offer.

# Anatomy of the Interview Process

## PRE-INTERVIEW

### Review:

- **Company information.** Make certain you have done your homework in identifying what the company produces, the growth of the company, etc. There is nothing more embarrassing than to be in an interview situation and not know the business of the organization you hope to join.
- **Your personal balance sheet.** From the perspective of the interviewing company, what are your strengths (assets) and weaknesses (liabilities) as perceived from your résumé. Clearly, one of your liabilities may be that you are out of work. Another may be that you do not have the degree, the advanced degree, or the licensure that they require. It is important to list liabilities so that you may offset them during the interview. From a strength perspective, if you have specific skills that they require, they need to be listed on your balance sheet in the asset column. Other assets or strengths may be technical computer skills, specific industry strengths, location, management skills, etc. The purpose of identifying a personal balance sheet is to prepare yourself for the interview by selling your strengths in the interview and offsetting potential weaknesses.

### Opening

- **First impression is critical.** Seldom is the most qualified person the one who is hired. All candidates who meet the final interviewing cut are baseline qualified for the position. The individual who is extended the offer, most often, is the one who has the best “fit” with the organization. How you relate to the people in the organization, therefore, is critical.
- **Positive tone must be established.** It is your responsibility to attempt to “break the ice” for the interviewer. This can be accomplished by thanking the person for spending his/her time seeing you, discussing the convenient location of the organization, discussing the beauty of the offices, etc. Typically speaking, the opening conversation has little or no bearing on the interview at hand.

## DURING

- **Give Information.** Sell your strengths. Refer directly to the accomplishments highlighted in your résumé and sell the strengths you have identified as part of your review for the interview. It is essential that you weave these comments into the interview in order to maximize your performance in the interview itself. It is equally important that you offset any potential liabilities. If you do not have the advanced degree that the interviewing company is seeking, try not to allude to same, but refer directly to the scope of your experience. Be prepared to answer the critical question, “If you’re so good, why are you not currently employed?”
- **Get Information.** Typically speaking, you should never inquire as to salary or benefits during the interview process. You should only be interested in the reason for the opening, the opportunity for advancement and what the person hired into this position is expected to accomplish in the first 3, 6, and 12 months on the job. These latter expectation and measurement criteria are critical for your assessment of the position.

## CLOSE

**Summarize your contributions.** It is essential that at the conclusion of the interview, you identify your strengths as they relate to this position and your accomplishments as they relate to this position. Do not automatically assume that the interviewer is aware of these critical items.

**Ask for the job.** 80% of all individuals in interview situations do not ask for the job. It is essential that you identify your interest in the company and that you ask the interviewer for the opportunity to either be included in the next round of interviews or you ask directly for the job. It is also acceptable to ask for a timetable for a decision. This latter point is very important as it establishes who makes the next move and when.

On your way out, thank those with whom you met. Use their names. Obtain business cards so that follow up is accurate. And don't forget to acknowledge the Receptionist.

## POST-INTERVIEW

- **Thank you note.** Summarize your contributions, ask for the job, thank interviewer for his/her time.
- **Telephone follow-up in 7 to 10 days.**

*Thoroughly PREPARE your responses to interview questions.*

*PRACTICE your delivery and note your non-verbal behaviors.*

## PREPARING ANSWERS TO INTERVIEW QUESTIONS

The key to being successful in an interview is to answer each question well, with strong content and credible delivery. To do this, you must anticipate and practice what to say, display confidence and enthusiasm and show that you have a positive attitude.

The *way* you deliver your responses can be just as important as *what* you say. Look directly into the interviewer's eyes; give short, crisp, smooth answers that don't sound memorized. Put energy in your voice.

### Traditional Interview Questions

With recommended response approach

#### 1. Tell me about yourself.

Structure your response in two parts: the professional and the personal. You might begin with your résumé summary, adding most recent positions and employers. Speak of competencies related to the position for which you are interviewing. On the personal side, you might express where you live/grew up, where you went to school, unique hobbies, travel or volunteer work. Close your response with a transitional statement such as, "I am looking to advance my career in auditing management and believe I can make a significant contribution to Millennial Bank." **Limit your answer to one to two minutes.** This ought to be a "broad brush response." More detailed information will unfold later in the interview.

#### 2. Why did you leave your last position?

Deliver your "public statement" which you developed early in the job search process and recorded in Chapter One. Be brief and positive.

#### 3. Why do you believe you are qualified for this position?

State your relevant skills, experience and education. Keep your answer direct and give examples of achievements that relate to the job for which you are applying.

#### 4. What are your strengths?

List relevant strengths and give examples that applied at work. For example, being hardworking and conscientious could mean you do accurate work on time and within budget.

#### 5. What is a weakness of yours?

Choose a weakness not related to your core competencies. A graphic designer may say she is not naturally organized. "...So I begin each day by lining up my projects and reviewing my deadlines. This system has greatly improved my organizational skills."

#### 6. Do you take initiative?

Come up with an example such as suggesting a change in procedure, or a solution to a problem or taking on extra work without being asked.

#### 7. How do you deal with pressure?

Some people thrive on pressure and respond to it well; others don't. It is advisable to get the question clarified. What kind of pressure is the interviewer talking about? Is it the kind that comes in short bursts or pressure that is an ongoing part of the job?

**8. What did you like most about your previous job?**

List relevant factors related to the job for which you are applying.

**9. What did you like least about your previous job?**

Try to minimize your answer to this question, and ensure that your answer does not relate to the job for which you are applying. “I didn’t like the paperwork,” could mean you are a poor administrator.

**10. What would your previous supervisor say about you?**

Try to recall positive things that your previous supervisor said. Don’t dwell on anything negative.

**11. What are your salary expectations?**

You could reply:

“I’m flexible; could you tell me what your salary range is?”

“My research indicates that the salary range for this job would be (fill in an amount); could you tell me what your range is?” OR

“I’d like to learn more about the position before I give my salary expectations.”

**12. Are you ambitious?**

The answer must be YES! But don’t scare the interviewer. Qualify your answer. “When I have become totally familiar with the company culture and mastered the job we are discussing, certainly I would want to be promoted when an appropriate opening occurs,” you might state.

**13. What is the last book you read? Or, trade journal you read? Or, blog you visited?**

Some interviewers like to depart from asking all traditional questions. They believe the answers to the above questions reveal another side of the applicant. Such questions force you to think quickly on your feet.

**14. What do you see yourself doing five years from now?**

This question probes your personal and professional goals and intentions of staying with a company if hired.

**15. Why have you changed jobs so frequently?**

Make a negative a positive. “Each change was a promotion in responsibility, earnings and personal growth,” and/or “I’ve learned much from each assignment and am prepared to now make a career commitment in applying my considerable knowledge.” Make the point that your moves were voluntary, if they were, and that your performance never was a question.

**16. How many people have you supervised?**

This question tests your depth of experience and level of responsibility. Be honest. If you haven’t supervised, say so, but add that “I recognize the importance of the responsibility and welcome the prospect of supervising others” – if that is true.

**17. Describe the major accomplishments of your last position.**

Thorough résumé review is very helpful here. Read your résumé before every interview. Pick three accomplishments relevant to the job for which you are interviewing, and address the problems you faced, the action you took and the results of that action.

**18. Will you be able to travel and if so, how much?**

If travel is a requirement of the job, you should know that before the interview. If it is a problem, you must be candid with the company before you schedule the interview.



## 19. Do you have any questions?

Have at least two questions ready. They could relate to: The procedures; the systems; reporting relationships; size of working group; equipment; or immediate goals of the department or position. Do not ask questions about benefits or holidays until you are close to a job offer.

If any question is unexpected, be honest with your limitations.

## Behavioral Interview Questions

Behavioral interview questions are being asked increasingly to evaluate candidates. This type of question usually begins with, “Tell me about a time when...” It is based on the belief that a candidate’s past behavior is the best predictor of future actions. The interviewer is looking for examples from your work history that demonstrate how you respond in particular situations.

Review the following behavioral interview questions and make sure you can draw upon your own experiences to create strong stories/answers to them.



Note how well the format of Situation/Task/Action/Response (STAR), described in the Résumé Section, fits when responding to behavioral questions.

- Tell me about a stressful situation you faced and how you handled it.
- Tell me about a time when you had to be extremely resourceful.
- Tell me about a project you completed as part of a team.
- Tell me about a time when you solved a problem creatively.
- Tell me about a time when you faced conflict and how you dealt with it.
- What is the most challenging situation you have ever faced?
- Tell me about a time when you held a leadership role.
- Tell me about a time when you regretted a decision you made.
- Tell me about one of your failures.
- Describe a project you were particularly proud of accomplishing and tell me why.
- Tell me about a mistake you made and how you handled it.
- Tell me about a time when you were faced with an angry customer/colleague/vendor, and how you responded to the situation.
- Tell me about a time when you were faced with a great deal of pressure.

## PREPARING ANSWERS TO INTERVIEW QUESTIONS

It is important that you understand the questions and the interviewer's motivation when asking them. Prepare your answers to the following:

1. Why do you want to work here?
2. What is your educational background?
3. What courses/seminars have you taken beyond formal schooling?
4. Why did you leave your last employer?
5. What did you like most about the people you worked with? Why?
6. What did you like least about the people you worked with? Why?
7. Which boss did you look up to most? Why?
8. What areas are you working to improve?
9. What is your greatest achievement?
10. What is the biggest mistake you ever made?
11. What did you learn from it?
12. What was the toughest decision you had to make in the last year? What made it so difficult?
13. Can you think of an example of a time when it was possible to be loyal to your employer but still disagree with some rules and policies?
14. Have you ever had to introduce a new policy or idea that departed from the usual methods?
15. What are your career goals?
16. What magazines and books do you read?
17. What community activities are you involved with at present?
18. Can you give me a specific example of when you were assertive?
19. If offered the job, when could you begin?
20. Why should I hire you?

*Communication – The Human Connection –  
Is the Key to Personal and Career Success - Paul J. Meyer*



## OVERCOMING OBJECTIONS

What is an “objection” in the interview process? An objection can indicate at least two possibilities:

1. A reason why the interviewer believes you cannot successfully handle the open job; or
2. A desire on the part of the interviewer to see how you handle confrontation.

In any case, these items can be potentially damaging if not handled well. Every interviewee faces objections, and the candidate who best overcomes each objection is the one who gets the competitive edge.

The first step you need to take when faced with an objection in an interview is to clarify what the interviewer is really objecting to. Many interviewers will throw out vague statements that cannot be responded to, such as “I don’t think you have the right educational background.”

*“What is it about my educational background that concerns you?” or “Could you tell me where my education does not appear to match your needs?” You need to ask.*

The two key elements in making this question work for you are to be genuinely interested and not defensive, and to wait and listen carefully to the interviewer’s response.

*“Most everyone in this department has an MBA, and I’m concerned that you might have difficulty keeping up.”*

Rather than be upset by these statements, accept them for what they are and formulate a proactive strategy for how you will try to turn them around. Your response, or rebuttal, should be based on a past experience where the perceived problem has not negatively impacted your ability to get things done. It should illustrate how you have accomplished your goals, or provided value to your employer, in spite of or because of the objection.

*“In my last position, I was chosen by my manager to be the liaison between Platinum Consulting and the CFO. As you know, Platinum is made up of the top MBAs and professionals in the industry. My input and coordination of that project resulted in significant cost savings in the accounting procedures and systems, and the project was brought in on time and within budget. The report, which I will share with you, notes some of my contributions. I understand your concern and hope I have been able to illustrate my ability to keep up with your staff.”*

As you can see, an effective response can illustrate a range of positive characteristics: positive attitude, good communication skills and an ability to face pressure. Once you have answered the interviewer’s questions, you will be given the opportunity to ask questions as well.

Interviewers make hiring decisions as much from the questions you ask as from the answers you give. Be prepared with questions that show your concern for the employer's welfare, not just your own.

## **Losing Questions**

Poor questions deal with promotions, benefits, vacation or job security. These self-centered questions indicate that you are more concerned about what's in it for you than what you can offer the company. Wait until the company shows interest, later in the process before asking these types of questions.

“When could I expect a promotion?”

“What happens after my probationary period?”

## **Winning Questions**

Good “applicant” questions are related to the job for which you are applying and position you to further describe skills that will be important to your employer. Ask about job duties, the department structure, company goals and growth plans.

By asking these kinds of questions, you show that you are interested in bringing benefit to the company. Put yourself in the place of a hiring manager, and consider how you would react to hearing the following questions:

“Describe the type of person who does best in your company or your department.”

“What is it that you need this person to do, right now, to make a contribution?”

“Tell me more about how my work or role here would fit into the whole picture.”

Such questions convey that you are interested in working for the company and in giving them something of value. Consider this list of ‘winning’ questions:

- Is this a newly created position? If yes, ask why.
- What do you see as the most important long-range goals for this new position?
- What do you see as the priorities in this position?
- What is the most urgent part of the job?
- What is the most difficult part of the job?
- What are the expectations of the supervisor?
- What is the management style of the company as a whole?
- What are the most important qualities of the person you will hire for this position?
- How would I be measured in this position?
- Will I receive any orientation or training?
- When will you be making your decision to fill this job?
- How would you describe the ideal candidate for this job?
- What should the new hire accomplish during the first six months on this job?

## **AFTER THE INTERVIEW**

### **The Employer's Perspective**

Upon leaving the interview, ask yourself questions like these: Did I show that I can solve their problems? Do they see me fitting into their group? Am I compatible with the supervisor? What contributions can I make? What concerns do they have? What should we have discussed, but didn't?

### **Take Good Notes After the Interview**

Immediately after the interview, write down what you discussed, why you are good for the job and any possible objections. Keep good notes on every interview.

### **That Critically Important Follow-Up**

Most people do not follow up after an interview - which is exactly why you must! Follow-up is absolutely essential; it will put you above the competition and reinforce that your follow-up on the job will be just as timely as in your job search.

### **In Writing**

Your first follow-up should be written. The purpose of a well-written letter is to say, "thank you for the interview." Beyond that, the letter gives you a chance to emphasize the strong points you made during the interview and to add to answers on which you may have been a little weak. We recommend that you refer to something the interviewer said or something you saw that was particularly interesting. Be sure to express, again, your interest in the job.

### **By Phone**

Follow up by telephone is one of the most important activities in the job search. Following up is also the activity most assiduously avoided by job seekers because of the fear of rejection. However, initiative and pro-active behavior are important qualities companies seek in new employees and following up is a demonstration of those qualities.

Set a target for yourself of from five to seven working days at which time you will make your follow-up call. When making the call, you are not necessarily seeking a final decision. Rather, your call is an ongoing expression of interest, a demonstration of your willingness to initiate and one more chance to keep your name in front of the decision makers.

### **By Email**

When timing is critical, a strategic Email message is appropriate. If, however, there is a week or longer for follow up, a well-written business letter is the best thank you and follow up.

## **POST- INTERVIEW REVIEW**

After the interview, evaluate your behaviors and work on ways to improve your performance in future interviews. Ask yourself the following questions:

What questions or issues were particularly hard for me to deal with?

What questions or issues did I handle particularly well?

What was my “close” and how did it work?

What question or issue was raised that I was unprepared for?

Did I establish a timeframe for a decision and/or identify the next step in the process?

On a scale of 1 (excellent) to 5 (poor), how did I do?

What do I do to follow up?

## SAMPLE FOLLOW UP THANK YOU LETTER

### ROBERT V. GREENE

Boutte, Louisiana | 504-599-8723  
[rvgreen@pdq.net](mailto:rvgreen@pdq.net) | [linkedin.com/in/rvgreene](https://www.linkedin.com/in/rvgreene)

Date

Thomas F. Harris, Director  
Personnel Department  
COASTAL PRODUCTS, INC.  
7229 Lakewood Drive  
Denver, CO 82170

Dear Mr. Harris:

Thank you for the opportunity to interview with you last Thursday afternoon for the marketing position available with your company. I enjoyed meeting you and the members of your staff and appreciate your hospitality.

The interview convinced me of how compatible my background, interests and skills are with the goals of Coastal Products. My prior marketing experience with the Department of Commerce has prepared me to take a major role in developing both domestic and international marketing strategies. I am confident that my work would result in increased market shares for Coastal Products in the rapidly-expanding Pacific Rim.

Regarding your interest in new product promotion, David Garrett at the Department of Commerce is the person to contact. His telephone number is 202-726-0198. I spoke with Dave this morning and expressed your interest in this program, indicating that you may be contacting him.

Again, thank you. I look forward to seeing you and your staff again soon.

Sincerely,

Robert V. Greene

*TIP FOR POST INTERVIEW LETTERS: Sign your name in blue ink.  
Write a personal comment.*

# CHAPTER 9

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## Understanding and Negotiation Job Offers

The basic framework for evaluating your job offer includes:

- The position offered and its challenges/responsibilities compared to the “ideal” position you described at the onset of your search.
- The total compensation package and all of its financial components and the costs/benefits associated with relocation (if applicable).

After receiving your job offer, review the following list of criteria and thoroughly consider each in your analysis of the position, its challenges and responsibilities.

### Offer Evaluation Criteria

Salary \_\_\_\_\_

Healthcare coverage \_\_\_\_\_

    Self \_\_\_\_\_

    Family \_\_\_\_\_

Vacations \_\_\_\_\_

Retirement fund \_\_\_\_\_

Bonus \_\_\_\_\_

Commuting distance/office location \_\_\_\_\_

Position’s long-term potential \_\_\_\_\_

Degree of responsibility \_\_\_\_\_

Variety of work assignments \_\_\_\_\_

Using abilities to the fullest \_\_\_\_\_

Opportunity to expand talents, skills and abilities \_\_\_\_\_

On the job training \_\_\_\_\_

Independence \_\_\_\_\_

Chemistry with supervisors, peers, staff \_\_\_\_\_

Visibility (decision-making opportunities) \_\_\_\_\_



Travel requirements \_\_\_\_\_  
Personal growth potential \_\_\_\_\_  
Promotion potential \_\_\_\_\_  
Performance appraisal system \_\_\_\_\_  
Company's image and reputation \_\_\_\_\_  
Company's product line/service \_\_\_\_\_  
Company's potential soundness \_\_\_\_\_

**Are you truly excited about this opportunity?** \_\_\_\_\_

**Pluses and Areas of Concern about New Position**

**List Pluses:**

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**List Areas of Concern:**

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## Determining Compensation

Make certain that you will be appropriately compensated for your skills and contributions to the new company, particularly if you are entering a new career field. We recommend that you consult “salary surveys” and other sources for help in determining the position’s appropriate salary range. This will give you at least a baseline of how much is typically paid for the type of work you are planning on doing. Speaking with professionals already in this field, as well, can give you an excellent sense of what the market is currently paying.

Even if you are staying in the same career field and may already have a fairly good sense of the salary range in their profession, be certain on this point.

In either case, however, it will be vitally important that you have a solid understanding of the **marketability** of your skills as well as a basic idea of the likely pay ranges for your particular occupation and industry. This is the only way to truly guarantee that you will be receiving fair market value in your next position.

Sometimes we **undervalue ourselves**. This can come from past experiences of being rejected, but usually is because of lack of information about the marketplace.

In order to have good foundation for negotiating, take the following four steps:

1. Speak to any contacts you have in the industry which may be able to give you compensation guidelines for the type of position you are seeking.
2. Review classified ads in the paper for similar positions, and note the salary ranges that are mentioned or implied.
3. Contact recruiters/associations in your field and ask them for an estimate of what a specific position would pay.
4. Refer to the career section of your local library to uncover any reference materials listing job titles and the approximate pay scales they command. Most library branches will have a collection of “Wage and Salary Surveys” that include this information. Ask your librarian for help in locating these materials, if necessary.

In spite of all of this research you conduct, however, keep in mind that every job will have unique factors that influence the salary level. Geographical location, company size, benefit packages, incentive plans—all of these factors will influence the amount of base salary an employer is willing to pay. Wait until you’ve received the final job offer and can review it completely from both tangible and intangible perspectives in order to make an informed decision.

## Negotiating Salary

The old adage that “everything is negotiable” may or may not be true in the negotiation of compensation. Your ability to negotiate will depend upon a number of factors, many of which are out of your control.

As with any negotiation, it is important that you first understand what information is in the hands of the employer, and try to estimate its significance. In general, the employer knows:

- An estimate of your most recent compensation
- How long the company has been looking and generally how competitive the job market is for individuals with your abilities
- If the company has a second strong candidate
- How long you have been looking
- The flexibility of their salary range

Some companies are more flexible than others. It is important to understand the flexibility of the employer with whom you are dealing. Some negotiating room is almost always available within the negotiating style adopted by the company. It is helpful to think of companies as adopting either of two approaches:

### 1. Companies with Structured Offers

These firms generally have conducted a high level of market research to determine appropriate compensation levels and package composition. They tend to be large and have well-defined salary ranges and guidelines. They tend to make offers that are clearly defined. Counter offer opportunities here will be rather restricted.

### 2. Companies with Case by Case Offers

These firms handle candidates individually and bring a broader range of options and flexibility to the table. Traditionally, medium-sized and entrepreneurial-flavored companies have adopted this style and provide your best opportunity to structure a package that meets your particular needs and goals.

## GENERAL RULES FOR NEGOTIATING

**Negotiate only when you have a firm offer.**

Most employers are not trying to take advantage of you. Mutual trust and respect must be maintained throughout the negotiations.

**Avoid being the first to give a definite salary figure.** If possible, find out the range.

On average, a reasonable negotiating goal (if any employer flexibility exists) may be 5% to 10% above the initial offer.

**Be cautious if a more modest offer includes a large signing bonus.** This can sometimes indicate that the base salary is not a negotiable item.

**Avoid absolutes and ultimatums.** A more effective approach is to reaffirm your fundamental interest, express thanks for the offer, highlight your concerns and ask a question.

Example: *“I am excited about the opportunity to become part of the team and contributing to The Equipment Company’s success, but I have one concern (or one or two concerns) and I’m hoping you can help me with that. (pause or wait for response) The salary isn’t where I had hoped it would be.”* Then, say nothing for thirty seconds. Most individuals will fill up the silence by asking what you are seeking or by saying they will go back and “see what I can do.”

**This negotiation discussion is also the time to bring up other requests or additions.**

Then ask if you can come back in the next day to discuss the salary and these other issues. Many people (hiring managers, human resources professionals) are reluctant to say “no” or deliver bad news in person.

**Never bluff.** Do not stretch the truth on current salary amounts; it could come back to haunt you.

**Expect a salary reasonable with your experience and market conditions.** Do not over (or under) estimate your worth. RESEARCH ► RESEARCH ► RESEARCH

**Get the final offer in writing** to avoid misunderstandings, and before winding down the search process.

## **FINE TUNING THE NEGOTIATING PROCESS**

Nobody is born knowing how to be an effective negotiator—it is a learned skill that is honed and developed with experience. What often gets in the way of taking a win/win position in negotiations, however, is the fear of rejection or potential conflict.

***Everyone can learn to negotiate effectively.***

How one handles money issues is very important, not only in getting the best possible offer, but in even getting an offer at all. Above all, it’s important to remember:

***You wouldn’t be receiving the offer  
if you weren’t the person selected as the best candidate for the job.***

This gives you leverage. Most employers invest a great deal of time and energy in the interviewing process, and are very reluctant to “settle for second best” when their number one candidate makes an attempt, in good faith, to negotiate for more money.

What follows from the above statement is that the serious job seeker should never disregard job openings only because of perceived salary shortcomings.

In many cases, those who take the initiative and interview for positions “beneath them” can build a great deal of value in their candidacy, discuss additional responsibilities for the position, and negotiate up to an excellent compensation package.

This leaves a great deal of room for you to take a seemingly limited opportunity and work with the employer to create a job much more suited to your experience and salary expectations.

Keep in mind a few other key points when considering your offer situation:

- Surveys suggest that 85–90% of hiring managers do not make their best offer first.
- The professional standard for most counteroffers is generally 10-15% above the original offer.
- In most situations, it is appropriate to request up to a week to make your decision.
- You always will want to review the offer in writing to ensure no surprises.

In the end, each job offer situation is unique. The final strategy will depend on your leverage, the overall progress of your job search, and your own personal comfort level with negotiating.

Remember, there's a great deal of truth to the old adage that “we all rarely get what we deserve — we get what we negotiate for!”



### WIN / WIN NEGOTIATING

In reality, our own personal wants typically have very little to do with the job offer at hand. A much more relevant question to ask is “what is the fair market value for this particular job?”

Always remember it doesn't matter what you were paid in your last position—you are only “worth” what the marketplace is willing to pay you in your next position. The old days of “time and grade” are quickly becoming a phenomenon of the past. Does this mean that you are going to have to settle for a lower salary than previously? Not necessarily. But it does require that you unlearn your past negotiating techniques and learn the new rules of win/win negotiating in our rapidly changing job market.

The truth is the majority of us have been conditioned to believe that our value as human beings lies in the titles we hold and the money we make - so much so that we lose focus of the real issue when we are negotiating the compensation package for a new job offer. Again, the real issue is not how much money you want—but what is the job in question worth? And have you sold yourself successfully enough to be perceived as the best candidate? If you have made it to this point, the answer is yes - you have received the job offer. Congratulations!

Let's discuss some basic rules that will apply throughout the negotiation process:

1. **You must “talk money.”** Although some career counselors recommend that you never name your “range” and that you evade the question of money altogether, the reality is that nothing will knock you out of the game quicker than evasiveness. And if the employer does go ahead and offer you the position, your perceived lack of integrity in the negotiating process could perhaps limit your opportunities once you're in the door.
2. **Never accept the offer on the spot.** The reason for this is two-fold. First of all, you want the employer to view you as a prudent decision maker, and therefore want them to acknowledge and respect the fact that you don't rush into big decisions. Express your tremendous enthusiasm for the offer, but allow yourself some time to think through this important decision and reflect on all of the factors that the job offer would encompass.

The second reason for not immediately accepting an offer is to make sure you don't sell yourself short. Most people are so nervous about the money issue, they invariably leave money on the table if they accept the offer as soon as it is made.

3. **You can always say “NO” to an offer.** Certainly you don't want to waste your time and “go through all the hoops” to get an offer if you just don't think the job is right for you. However, the more common occurrence is that people bow out too early in the interview process because they would “feel bad” if they were placed in a position where they had to turn an offer down. Continue to interview for all but the most unlikely positions until the eventual job offer arrives, remembering that it's okay to walk away if, after the negotiations, the job still isn't a good fit for you.
  
4. **Negotiating starts the moment you start to interview.** It is at that point that you begin vesting energy with the employer and start to build value for your candidacy. Once you've built maximum value throughout the interview process, you will then have the leverage to negotiate the best compensation package possible when the offer is made.

Statistically, **one out of every two jobs will be newly-created positions** in the next two decades. As a result, there have never been greater opportunities for candidates to help design their own positions with employers throughout the interview and offer process.

The moral of this is that you have nothing to lose—and perhaps the job of your dreams to gain - if you stay in the game with the employer and remain open to the possibilities. Again, always keep in mind that it is perfectly OK, after all of the interviewing, building value, and negotiating the offer, to say no if it doesn't feel right.



### Checklist for Effective Negotiating

You will want to be prepared for your negotiation session and plan for it. Review the following list and select items applicable to your situation. In each case, establish targets that represent your needs and goals.

<b>Items to Negotiate</b>	<b>Weight of Importance: 5=critical 3=average 1= least</b>	<b>Targets Needs/Goals</b>
Base salary		
Signing bonus		
Individual performance bonus		
Company performance bonus		
Commissions		
Salary review: 3,6,9 or 12 months		
Profit sharing		
Stock options		

Matching funds		
Stock purchase incentives		
Payroll deduction – 401(k)		
Keogh plan		
Cost of living increases		
Pension plans		
Matching investment programs		
Medical insurance		
Dental insurance		
Vision insurance		
Cafeteria style flex plans		
Prescription drug plan		
Wellness benefits (i.e. annual physical)		
Disability insurance		
Personal time		
Maternity leave		
Child care		
Retiree health benefits		
Sabbatical leave		
Vacation		
Holidays		
Expense account		
Gas, mileage allowance		
Phone allowance		
Parking		
Airline frequent flyer mileage		
Comp time for late hours/weekend work		
Flexible hours		
Work-at-home days		
Life insurance		
Office (size, location, window)		
Relocation package		

Severance package		
Career transition assistance		
Pre-retirement planning		
Educational tuition refunds		
Seminars/training		
Legal assistance		
CPA or tax assistance		



## CONCLUDING YOUR SEARCH

When your decision to accept an offer is made, and has been communicated to your new employer, and you have received the written offer, it is time to conclude your search effort in the same professional manner with which it was conducted.

**The relationships you have developed  
may continue to be important to your career.**

Let any other employers who may have been considering you for a position know that you have accepted an offer.

Communicate information about your new position and location to all those who supported your efforts. This includes all personal contacts, recruiters, and other interested parties. Be sure to thank them all for their efforts and support.

Save the information from your search effort in a folder for future reference.

Through the chapters of this Career Strategy Manual and from your job search activity, we trust that you have learned a great deal in terms of numerous sales, marketing and interpersonal techniques that will prove valuable for your future use.

And remember, this ending is another beginning . . . another transition. Even the good and voluntary transitions in our lives merit a ride on the emotional roller coaster. Acknowledge your emotions and respond appropriately.

After you have properly followed-up with everyone who assisted you in your career transition, keep this manual handy and refer often to Chapter 10 and your Ongoing Career Development Plan.



## ACCEPTANCE LETTER

### KEITH PUTNAM

214-559-3958 | Dallas, TX

[kputnam@mindspring.com](mailto:kputnam@mindspring.com) | [linkedin.com/in/keithput](https://www.linkedin.com/in/keithput)

Date

Mr. Joe Birkman, President  
RED ROCK LOGISTICS  
1800 Charleston, Suite 1790  
Las Vegas, NV 89119

Dear Mr. Birkman:

I'd like to take this opportunity to accept and formally thank you for the offer to join Red Rock Logistics as Vice President of Sales and Marketing, reporting directly to you. I understand that the effective date is May 1, 2024 at an annual salary of \$195,000. I also understand that I will be eligible for the 15% manager's bonus program based on the results of the objectives you and I will set and agree upon the first week of January, 2018.

By way of ensuring that we are clear on the other terms and conditions of our agreement, I have summarized my understanding below:

- The normal 30-day waiting period for health insurance coverage will be waived under Red Rock Logistics' group plan so that all coverage will be effective for me and my dependents starting on April 23.
- I will be eligible for three weeks' vacation in 2024 instead of the standard two weeks.
- A separate letter will be forthcoming from the Assistant Treasurer confirming the immediate award to me of 5,000 shares of Red Rock Logistics common stock.
- An organization change will be effected within the first three months of my employment to move the Marketing Department under the Sales and Marketing Department with the managers of both departments reporting directly to me.

I look forward to working with you and Red Rock Logistics and plan to meet with you on Thursday, April 23, immediately following the new employee orientation program. In the meantime please advise if there is any other information required or other matters we need to discuss prior to my start date.

Warm Regards,

Keith Putnam

**THANK YOU and OFFER FOR CONTINUED NETWORKING**

**LOUISE VERRILLA**

New Orleans, LA | 504-843-8129

[lverrilla@comcast.net](mailto:lverrilla@comcast.net) | [linkedin.com/in/verrilla-louise](https://www.linkedin.com/in/verrilla-louise)

Date

Ms. Rachel Wederling  
Vice President  
RESOURCE MANAGEMENT CORPORATION  
2 Market Place  
Birmingham, AL 35236

Dear Rachel:

I am very excited and pleased to tell you that I have accepted the position of Director of Operations with Prosperity Foods in Pittsburgh. Prosperity is a \$750 million company that has developed the culture and the customer orientation that allows them to be a leading player in their many markets. I'm looking forward to continuing my career in the food products industry. My official start date is February 1.

One of the things I've learned in this transition is the importance of staying in touch with business associates and network contacts. Therefore, I wanted to give you my new address, telephone number and Email address, in the event that I will have the opportunity to repay your friendship and consideration:

Louise Verrilla  
Director of Operations  
Prosperity Foods  
2700 Executive Drive  
Pittsburgh, PA 96052  
412-382-2307 | [lverrilla@prosperityfoods.com](mailto:lverrilla@prosperityfoods.com)

Thank you again for your support, interest and encouragement. I look forward to staying in touch with you and please contact me directly if I can be of any assistance to you.

Best regards,

Louise Verrilla

## CHAPTER 10

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### CAREER FOR LIFE!

#### Going Forward: Career Resilience and Your Plan for Career Development

For decades, hardworking and dedicated employees were rewarded with unlimited employment if they chose it. A company's unwritten employment contract promised "life long" work in return for an employee's commitment to loyalty and work excellence.

The recent decades of downsizing, restructuring, outsourcing, mergers and acquisitions have meant that fewer and fewer companies have been able to keep the "bargain."

The concept of career resilience has replaced the former corporate contract. This new concept sees employees taking responsibility for their careers, their job performance and their continuing education and development. The career resilient employee, if ever faced with job loss, has options to fall back on. In that unexpected situation, he or she can rebound and prevail.

#### Specifically, career resilience means:

Ensuring that your employment skills do not become obsolete

Assessing whether your current skills will be required by your company or industry as you look ahead five to ten years

Understanding the job market and noting industry growth trends and high growth careers

Knowing how your talents, strengths and interests may translate into alternate jobs/careers should you find yourself unexpectedly unemployed

Knowing that a job loss does not have to mean a lengthy interruption of employment

#### RECOMMENDATIONS

No one will be as invested in your career as you. Take the initiative to design your own career development plan by considering the following recommendations:

1. Continually assess your skills.
2. Stay abreast of your job market.
3. Continue to learn; view education as a continuing process, not a one-time event.
4. Continually find ways to add value to your employer.
5. Continue to meet others in your industry.

## **Ongoing Career Development Plan**

Complete and periodically review a Career Development Plan. Why? *Because if you are not constantly 'in transition' you are 'in denial.'* Companies, positions and circumstances change rapidly. Pay attention to market trends and to the dynamics within your new company. You will be prepared if you . . .

### **Continually assess your skills**

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*Which of my current skills make me highly employable?*

### **Stay abreast of your local job market**

---

*What are the high growth jobs/industries/companies in my geographic area?*

### **Continue to learn**

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*What new skills or areas of study would make me highly employable?*

### **Always add value to your current employer**

---

*What initiatives could I take? What projects could I take on?*

### **Continue to meet others in your industry**

---

*How can I become more visible in my field?*

*Today's job market demands flexible people  
who can keep pace with ever-changing business needs.*

*To flourish, you must expect and be prepared to  
navigate your way through change.*



**Worry Less. FACET More <sup>SM</sup>**  
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