

# *So, you just got laid off..?*

You're in a good place. Read on...

It happens to everyone in their life at sometime or another. Maybe you saw this coming or maybe you didn't. The good thing is you have a lot of friends; some you haven't even met yet, who love you and are willing to help you in your search. You need to know a few things:

1. It's going to be OK.
2. It's not the end of the world.
3. You WILL find another (probably BETTER) job.
4. It's going to be OK.

This package is a collection of almost two years involvement with the OJT Tulsa career transition ministry. Consider this a "welcome package" to the ministry *and* your job search. It contains quite a bit of documentation and will answer a lot of the many questions you might have as you travel through your job search. Feel free to use the information in whatever way best suits you. You may want to read every page from beginning to end before you do anything (that's OK); you may want to jump in and start work on the first task you read (that's OK too). There are no rules; do what works best for you.

The package is broken up into three sections:

- "**1001 – Phase One**": With any adventure (and this is a GREAT adventure!) you have to start somewhere. For this adventure, you should start with the files in this folder / section. This information will guide you through self assessment; give you an idea of what to expect emotionally (5 stages of grief) and help you better understand yourself and what kind of job to look for.
- "**2002 – Phase Two**": Now you have a better understanding of what kind of job you want. Maybe it's similar or the same as the job you just had; maybe it's completely different. Either way; you should now be able to answer the question "What do you do?" or "What are you looking for?" Phase Two will help you polish up your resume and your "2 Minute Drill"; plus a few other things.
- "**3003 – Phase Three**": You're networking and meeting new people almost every day; having interesting conversations and learning amazing things about companies you may have never thought about before. By Phase Three you are getting job interviews! This section will help you to network and prepare for those interviews, standing out against the competition.

If you have a computer go to it right now and create a new folder on the "C:" drive. Name that folder "Job Search YYYY" (where YYYY = four digit year). This will be your central location for storing all your information.

Finally, a GREAT BIG THANK YOU to Bob Costello of MBC Associates who has been so generous to share most of the material you are about to read.

# Go Get A Great New Job Checklist

- ☐ Just starting
  - ☐ Create folder on C: drive. Name of folder should be “Job Search YYYY” (YYYY = current year)
- ☐ Phase One
  - ☐ Read either
    - ☐ “002 - 5 Stages of Grieving Over Job Loss - Kerry Scott - [www.cluewagon.com](http://www.cluewagon.com)”
    - ☐ “002 - Laid Off The 5 Stages of Grief - Michael Finley - [www.examiner.com](http://www.examiner.com)”
  - ☐ Get Involved!
    - ☐ OJTTulsa.org has a list of when & where the ministry meets. Check the website for details
    - ☐ Consider volunteering to help with the ministry
  - ☐ “003 – Self Assessment”
    - ☐ Skills, Interests & Personality Traits
    - ☐ Financial Assessment
    - ☐ Quality of Life issues
    - ☐ Personal Values
- ☐ Phase Two
  - ☐ Get a new email account. Dedicate this account to your job search
  - ☐ Google Search “Situation, Action, Result” (SAR) and do some reading
  - ☐ Accomplishment Specifics
    - ☐ Write down your entire employment history. Include title. Include year worked for future reference
    - ☐ Build list of accomplishments for each company. Don’t worry about format or SAR, just describe accomplishment
    - ☐ Reach out to friends & co-workers if necessary
      - ☐ Try to remember the numbers! Dollars, Percentages, Man-Hours, etc
  - ☐ Create Accomplishment statements using SAR format.
    - ☐ This can be longer than something you want in your resume; they always make good interview stories anyway. The key at this level is to make sure the statement has *measurable value*
  - ☐ Save list of Accomplishment statements in “Job Search ...” folder
  - ☐ Create “Two Minute Drill”
    - ☐ Save “Two Minute Drill” “Job Search...” folder
  - ☐ Create “30 Second Drill”
    - ☐ Save “30 Second Drill” “Job Search...” folder
  - ☐ Practice both drills

- ☐ Phase Two (Cont'd)
  - ☐ Resume!
    - ☐ Chronological? or Functional?
    - ☐ Find a style (or template) you like
    - ☐ Create Master Resume (has ALL your work history & accomplishments)
    - ☐ Find friend to review resume for grammatical, spelling, punctuation errors. Make corrections.
  - ☐ Networking "One Sheet"
  - ☐ Volunteer for the Launchpad
  - ☐ Business Cards. Keep it simple but effective.
  - ☐ LinkedIn
    - ☐ Complete profile (DO NOT check this box until your profile is at 100%)
    - ☐ Set goal for "1 recommendation per job". (If you have 4 jobs listed, you need 4 recommendations but you may not have any recommendations from 1 company/job)
    - ☐ Find, join and get active in LinkedIn Groups
  - ☐ Online Job Search
    - ☐ Build list of websites that you have a profile on
    - ☐ Decide what you are going to do about your 'online presence'
    - ☐ Join the OJTTulsa LinkedIn group and sign up on the OJTTulsa website ("Contact" section)
- ☐ Phase Three
  - ☐ Networking!
    - ☐ Get an organizer / portfolio
    - ☐ Make lists of contacts
    - ☐ Make the call
    - ☐ Get your first networking meeting (level 1 contact)
      - ☐ Update your notes
      - ☐ Follow up W/ thank you card
      - ☐ Schedule follow up call (21 days)
    - ☐ Get your first networking meeting (level 2 contact)
      - ☐ Update your notes
      - ☐ Follow up W/ thank you card
      - ☐ Schedule follow up call (21 days)
    - ☐ (By level 3 contacts I don't expect you to need this list)
  - ☐ Build your Job Hunt Schedule
    - ☐ Stick to it but remember to stay flexible based on needs & priorities!

- ☐ Phase Three (Cont'd)
  - ☐ Interviewing
    - ☐ Prepare for interviews even when you don't have one scheduled. Practice!
    - ☐ Research the company
      - ☐ Remember Google search & LinkedIn!
      - ☐ Remember your network!
    - ☐ Research the position
    - ☐ Study expected interview questions
      - ☐ Study your accomplishments for answers!
    - ☐ Refresh yourself on your Two Minute Drill
      - ☐ Customize your "recent work history" section with accomplishments that match the job description & requirements
    - ☐ Prepare your questions for the interviewer
    - ☐ Prepare your route to the interview in advance (road construction anywhere?)
    - ☐ Choose what outfit you will wear
    - ☐ Organize your notes & review the night before the interview
    - ☐ ACE the interview!
    - ☐ Send thank you notes

## **THE FIRST 48 HOURS**

Significant emotional events (including loss of job) are always accompanied by a wide range of emotions. These emotions, while perfectly normal, are generally non-productive, discomforting, sometimes painful and may also cause you to act in a manner that is economically damaging and/or self-destructive. At this point, it is important to realize that family and close friends will experience these emotions too and they can motivate you to act emotionally.

Time and careful planning will help everyone deal with these emotions. While your present state of mind may make this concept seem incomprehensible, it is critical that you get these emotions under control quickly. The immediate potential for harm is so strong that we offer 3 critical pieces of advice for everyone involved:

**COOLING OFF PERIOD:** Although the natural tendency/desire is to immediately confront the former employer to bring closure to the event, the timing is wrong. This is a significant event for your former employer, too. They are on their own emotional roller coaster. Consequently, you will have two emotional parties trying to make decisions. The best strategy for you is to disappear and plan your approach. Use the time to analyze your needs (financial and emotional), seek career counseling and fully understand the terms/implications of your separation arrangement. Then schedule a meeting to discuss the issues objectively and unemotionally.

**FRIENDS:** Unless they have an immediate job opportunity for you or they are experienced career counselors, these are the highest risk and most unqualified people you can talk to. Their well-intentioned calls usually intensify the emotions you are feeling and make you feel worse. While these individuals can be a big help in the near future, it is best to minimize contact with them until you know how to structure/control the conversation. Tactfully put them off until you are prepared to deal with them. This can be accomplished by saying something similar to “I appreciate your call but I’m not sure what I am going to do just yet. Give me a week to figure out my plans and I will call you back.”

**FAMILY:** As we mentioned earlier, your situation affects family members too, therefore, they will be experiencing emotions similar to yours. It is, also, not uncommon to see stronger, more intense emotions among family members than those you are experiencing. It is equally important for family members to gain control of their emotions too, as you do not need the complications of family pressures at this time in your life. The strategy for accomplishing this is **COMMUNICATE, COMMUNICATE, COMMUNICATE**. During this meeting you have been given a tremendous amount of practical and objective information. You need to share this information with those individuals who are close to you.

*You now have two choices. You can feel normal (angry, awkward, experience sleepless nights, etc.) and dwell on the past or you can begin **SEARCHING FOR SOLUTIONS**. The search for solutions means accepting your situation and devoting 100% of your energy to making the future happen quickly. Our experience is that the quicker you reach the search stage, the better you will feel and the quicker things will happen. The above advice was developed with this concept in mind. Our intent is to get you moving ahead instead of looking backwards.*

**SEARCHING FOR SOLUTIONS:** *This can be a great opportunity in that (and perhaps for the first time) you are totally in charge of your future/career. You have a number of critical/important decisions to make and they shouldn’t/can’t be made in a vacuum. The choices you make will have a dramatic effect on those close to you. We encourage you to step back, get your emotions under control and approach this change enthusiastically, but in a logical, planned fashion.*

## **EMOTIONAL ROLLER COASTER**

You just got laid off, or maybe it happened last week or even last month. Whenever it happened you need to realize that this is a major point in your life. We depend on our jobs for our livelihood. We depend on our jobs to feed our children, keep a roof over our head and for just about everything else. Sudden, (and in many cases unexpected) loss of income has a serious impact on a person's life.

On the next page, Bob has drawn what he calls the "Emotional Roller Coaster". I like how he explains the emotional impact of job loss so I'm using it. I also like his resolution (based on over 20 years of experience) for dealing with many of those emotions (simply put: focus on your search!). I don't take this lightly; I've experienced all of the emotions listed and I've seen his resolution work; personally.

We will start with the section "Layoff / Termination" and proceed from there.

### **SHOCK**

"I can't believe this happened to me." "I never saw it coming." Are both lines I have spoken myself. The initial reaction is shock. Getting "let go" from a company that we have been loyal to for however long; comes as a surprise to say the least. By the time you read this; it's likely you have gotten past "shock". By reading this you are obviously making an effort to focus on your new job instead of your old one.

### **ANGER**

*"I can't believe those dirty #\$, rotten, stinking, @#%\$\$!!\* did this to me!!!"*

Get mad. Take some time and get **really mad**. Yell. Scream. Throw things if it makes you feel better. I strongly suggest against throwing anything that might break or in a direction that might break something else. I also suggest yelling and screaming in a location where people won't be encouraged by your actions to offer you a white room with padded walls! Anger is good under the right conditions. After you yell / scream/ throw stuff you will have worked through most of your anger but not all of it. From now on, when you get mad; tell yourself "I'll show them! I'll just get a **better job!**" Now, go back to work on your job search.

*Make sure you work through your anger before meeting new people or interviewing! Put your best foot forward!*

### **RELIEF**

This may come as "I'm so happy I don't work for that dump anymore!" or it may come as "wow, this time off is really nice!" Either way, take a deep breath and get back to work on your job search. This sense of relief is better than experiencing the shock or anger but can deter you from your search. Enjoy the emotion but stay focused.

### **DENIAL**

Denial can be sneaky and creep up on you. Denial will show itself in your actions. Are you still spending money like you have steady income? Perhaps your finances are in pretty good shape and you're slacking in your job search. (What did I do? I stopped looking for work for about 6 months!) My father was fond of saying "The longer you put something off, the longer it will take to get it done." Have you put off creating a temporary budget to handle your finances until your back at work? What about those networking phone calls? *Get to work on your search. The longer you put something off, the longer it will take to get done.*

### **BARGAINING**

This may have happened when you were informed that your employer "no longer required your services". For some of us, the bargaining happens in our brain; we run through scenarios that could convince our boss to change his/her mind. For some of us, we try to bargain with our employers. Either way, it's very likely you have already passed this emotion.

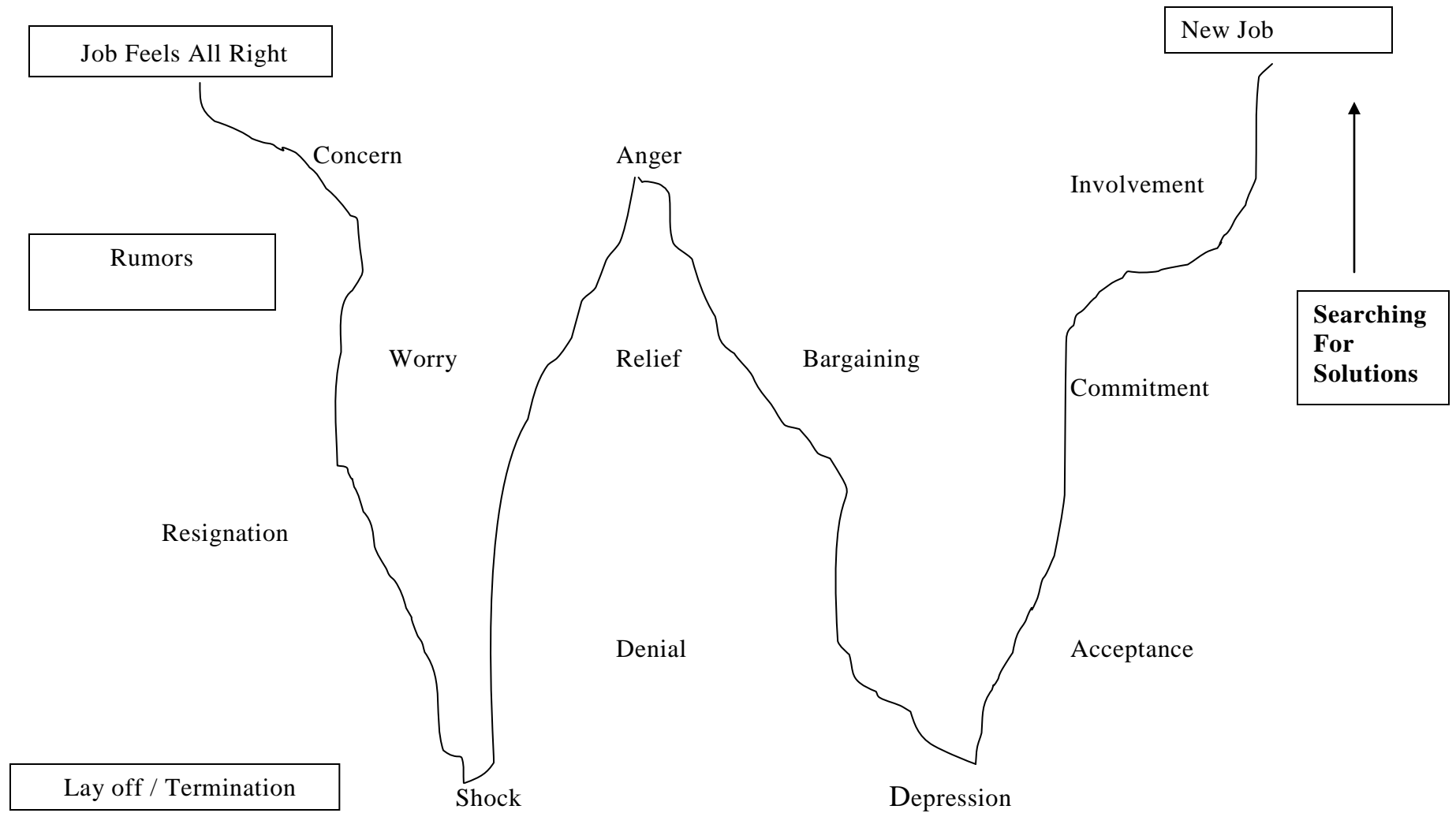
### **DEPRESSION**

Depression is very common for the job seeker. It can affect your decisions, your actions, *and cost you valuable time*. In a moment of depression, I was misquoted by the local paper saying "Nobody needs me..." (WOW! **That's** going to help my search!). The best defense against depression that I have found is to schedule a meeting with someone new. It drives me to look and act my best. It gives me a reason not only to get out of the house but to put on a tie and jacket. *Physical activity is your best defense against depression. Get out of the house! Work on your search at the local library. Go for a short walk. (Note: depression is any form is a serious thing. Only you know your personal needs, if you need help PLEASE reach out and find help!)*

The best resolution for dealing with the emotional roller coaster is *to get back to work on your search*. Make phone calls, schedule networking and informational meetings, attend events. Find local groups that are related to your profession and get involved. Go volunteer with a local charity.

Looking for a job is a full time job. You should be spending about 40 hours a week on your search. Stay active and get involved wherever you can. Spending time not only helps your search, it helps you emotionally as well.

## **EMOTIONAL ROLLER COASTER**





## **SELF-ASSESSMENT**

The initial step in beginning a job search and developing the required marketing plan is to conduct a thorough self-assessment. This step is critical for all individuals, even if they think they already know what type of position/situation they want next. The assessment process offers a number of important benefits:

- \* Helps you set realistic goals and allows you to pursue them with confidence.
- \* Prepares you for various aspects of the search (resumes, interviews).
- \* Gives you the information required to make quality decisions, and reduces the chances of having to make these decisions under unreasonable time pressure.
- \* Teaches you things about yourself that will benefit you later in life.

It is somewhat frustrating, but very wise to postpone active searching until you have completed the self-assessment.

The assessment and analysis forms that follow all have one objective: To make you aware of facts about yourself and your current situation that will increase the efficiency and practicality of the search you are about to begin. It is critical, therefore, that you give this section more attention than your initial reaction to its title may lead you to believe is necessary.

Yes, some of the exercises are tedious; yes, you may already know what you want in your next position; and yes, you may already be aware of your strengths and weaknesses. However, can you afford to risk not gathering the information that will eventually be the basis for all the actions you will be taking over the next several months?

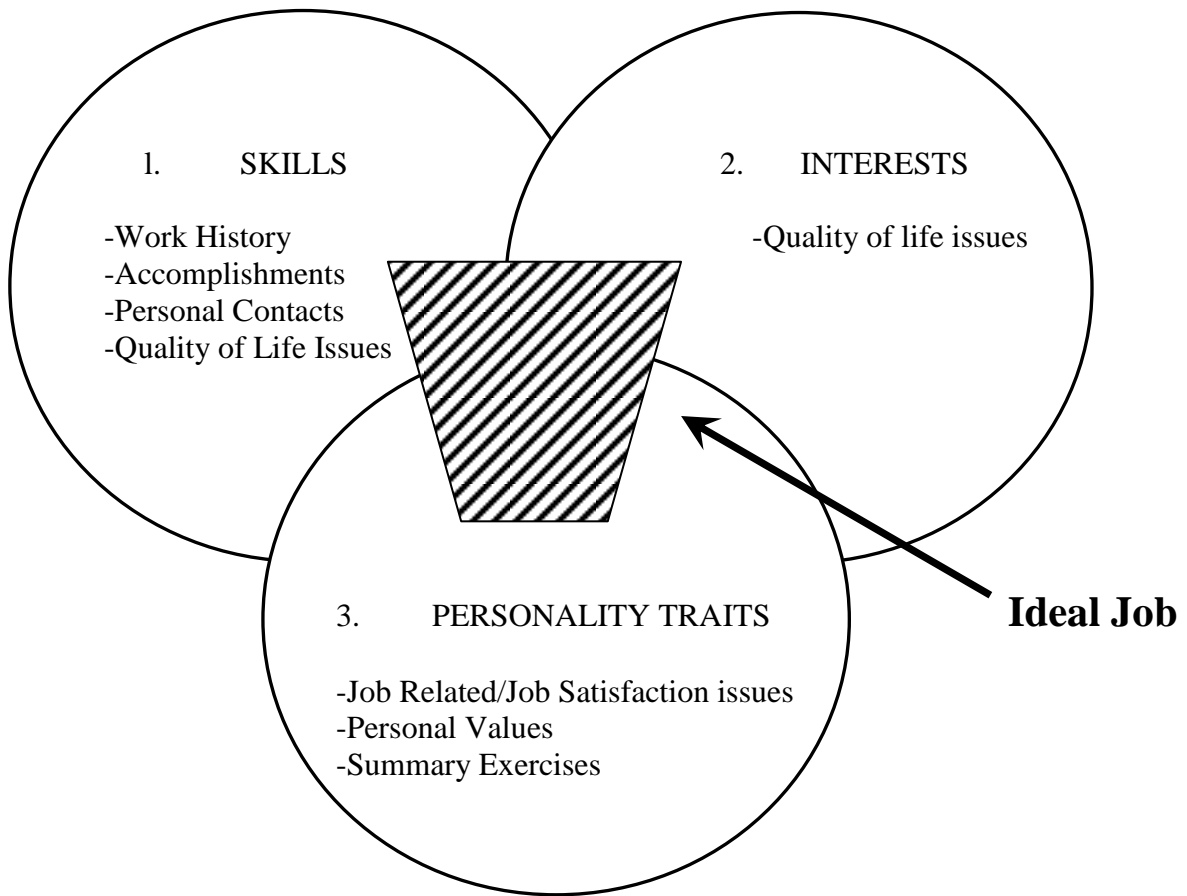
Remember, we are directing our self-assessment efforts at roughly defining the ideal position for you. This position should contain a blend of your skills, interests and personality traits:

- \* The skills which are required for satisfactory performance.
- \* The interests which will increase your motivation and satisfaction.
- \* And finally, to be comfortable, you must possess the personality traits that the job, organization or situation will require.

This brief period of activity is actually the foundation of your search; and, just like a skyscraper, a job search without a solid foundation is doomed. It's just a matter of time!

## **SELF-ASSESSMENT**

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- Prepares you for various aspects of the search (resume, interviews, etc.).
- Provides the information required to make quality decisions, reducing chances of making decisions under unreasonable time pressures.
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### 4. Financial

- How long can I afford to be in a job search?
- What is the minimum salary I can make?

## QUALITY OF LIFE ISSUES

These items generally refer to family needs and your job-related needs and desires. It's critical to discuss and evaluate the importance of these items prior to establishing a goal or beginning a job search.

Discuss the items below with your family. Be sure to carefully discuss the pros and cons for each item. Finally, prioritize the items in order of importance, reaching consensus when necessary. Also, be sure to discuss the implications of your work needs with the family. Since these items affect family members too, it's wise to give your family an opportunity to comment.

	YOU	FAMILY	CONSENSUS
* Geographic location (Unwillingness to relocate may extend search time dramatically; consider also climate, standard of living, etc.)	_____	_____	_____
* Access to specific types of recreation	_____	_____	_____
* Neighbors/friends (culture of Los Angeles is quite different than the culture of Bangor, Maine)	_____	_____	_____
* Other income-ability of spouse/ children to find income in new area	_____	_____	_____
* Special requirements (access to special facilities, e.g., medical, education., etc.)	_____	_____	_____
* Job travel requirements	_____	_____	_____
* Job time requirements	_____	_____	_____

QUALITY OF LIFE ISSUES (cont'd)

	YOU	FAMILY	CONSENSUS
* Job security	_____	_____	_____
* Income level and potential	_____	_____	_____
* Relocation potential (future)	_____	_____	_____
* Growth potential	_____	_____	_____
* Public vs. private company	_____	_____	_____
* Large vs. small company	_____	_____	_____
* Other _____ (specify)	_____	_____	_____
* Other _____ (specify)	_____	_____	_____
* Other _____ (specify)	_____	_____	_____

## PERSONAL VALUES

Our values strongly affect our job satisfaction level and determine how comfortable we are going to be in any environment. It would be wise, therefore, to review these values and be aware of their importance before committing to enter any new "corporate culture."

Assign a weighting from 1 (high importance) through 3 (low importance) to each of the values listed below. During job interviews later, it will be important to learn how the company's values match your values.

- \* Achievement - attaining a desired goal; working conscientiously to achieve a desired result \_\_\_\_\_
- \* Analysis/problem solving - identifying cause/effect relationships and searching for solutions \_\_\_\_\_
- \* Associates - colleagues and co-workers \_\_\_\_\_
- \* Communication skills - effective presentation of information verbally and in writing, to both groups and individuals \_\_\_\_\_
- \* Creativity - opportunity to originate and contribute new concepts, methods, ideas, etc. \_\_\_\_\_
- \* Independence - amount of freedom, tolerance for managing yourself \_\_\_\_\_
- \* Intellectual stimulation - continual challenge to use intellect and power of reason \_\_\_\_\_
- \* Interpersonal skills - effectively dealing with people at all levels, both inside and outside the organization \_\_\_\_\_
- \* Leadership style - type, structure, direction \_\_\_\_\_
- \* Managing - directing work efforts and activities of others \_\_\_\_\_
- \* Prestige - high standing in the estimation of others \_\_\_\_\_
- \* Security - assurance of expectations, freedom from doubt \_\_\_\_\_
- \* Stress tolerance - ability to work in a fast-paced environment with long hours, frequent deadlines, and multiple priorities \_\_\_\_\_
- \* Surroundings - types of conditions, objects in work environment \_\_\_\_\_
- \* Team orientation - desire to work as a member of a team \_\_\_\_\_

1 =High Importance      2 =Medium Importance      3 =Low Importance

## Self-Assessment - Financial

Practically speaking, one of the first assessments you must make is financial. The primary reason for looking at your monetary requirements first is that this is the most obvious place for search limitations to surface. Determining how long you can afford to continue your search is mandatory at this point.

Secondly, but not any less important, this exercise will create an awareness of the multitude of financial decisions you will have to face in the immediate future. Since most of these decisions have long-term implications, it is to your advantage to recognize them early. This awareness will hopefully prevent you from having to make quick decisions that are heavily influenced by rapidly approaching time deadlines.

Finally, this exercise will force you to think realistically about determining the target income required in your next position. Although many people do, receiving a huge increase in salary is not always the case. A thorough understanding of your financial situation is required before you accept any job offers.

Congratulations on your progress! Right now, before you even begin phase two, you are well ahead of the pack. You have a better understanding of yourself, what kind of job you want and what kind of company you want to work for than most people out there hunting for their next job.

In Phase Two we will work on your Two Minute Drill, 30 Second Drill and your resume. We will also discuss “The Launchpad”, email, online job search (including LinkedIn) and business cards. These are all important tools in your search.

## Email

- You probably already have an email account. I suggest you get another one. Yahoo!, Hotmail, Google and other services offer free email. My preference is Google for its flexibility and wide range of other services that Google offers. (Google docs, Google Contacts, Google Voice, etc)
- I suggest a new email account so that your personal email stays personal. This new account will be dedicated to job hunting. You will use this email address when offering your contact information. You will also use this email account for login credentials to job websites and other sites. In my opinion, the convenience of having a dedicated ‘profile’ for your job search far outweighs the investment you will make to open and manage a new account.
  - Remember, many email services (I know Google does) offer forwarding options. For example I have my “jobhunt” Google email account forward all mail to my “personal” Google email account. I check, organize and reply to email all through one account and when I send emails I have the choice of using my “personal” or “jobhunt” email address.
- Another benefit of opening a new email account is that you get to choose your email address name. firstname.lastname@provider.com (example chet.lohman@gmail.com) is the absolute best option to go for here. You want something they will remember right? Use your name!
  - If you can’t get “firstname.lastname...” “ then be creative but get as close as you can.
  - DON’T GET CUTE. Your E-mail address is someone else’s first impression of you as a professional so, for goodness sakes BE PROFESSIONAL.

We are going to do a LOT of writing in Phase Two! Get comfortable and make sure you are prepared to do a lot of writing. I prefer pen & paper so I would turn off my PC (no distractions) and grab a notepad & my favorite pen. You may prefer your PC, a tablet, loose paper, moleskin, a spiral pad, pens, pencils or any combination of all of these. Gather the materials that work best for you; you don’t want poor preparation to interfere with your thoughts.

There are two supporting documents in the Phase Two folder. “2901 - Action Verbs” & “2902 - Magic Sixteen”; refer to these when you are having trouble finding the right words in your writing.

## SAR (or Situation, Action, Result)

Before you can write, *you have to learn to write*. We are going to write from a perspective that at first may seem uncomfortable to you. Most of us don’t like to brag about ourselves and that makes it hard to write a good resume. Part of this phase is to get you used to; and comfortable with “patting yourself on the back in public”.

When answering questions about your experience or describing yourself; one of the best formats to use is “Situation, Action, Result”. “This was happening, I did this and the (profitable/positive) results were this.” If you are still at your PC, perform a Google search for “situation action result examples” and read a few of the results.

As you are writing, one of your goals is to build a resource of ‘stories’ that quickly and clearly demonstrate your value to others. One of the best ways to do this is to build ‘measurable-s’ into your stories.

Measurable-s are numbers, dollars, man-hours, percent values, any tangible number.

#### File “2002 - Accomplishment Specifics”

Your first task is to list your professional accomplishments across your *entire* working history. Go all the way back to your first job and don’t skip even the smallest accomplishment.

- Don’t worry about format or even if what you are writing makes sense. Right now you are just transferring memories from your brain to paper. You can organize them later.
- It may help to write down your employment history (complete with month & year that you were there). You will need this later anyway and now is as good a time as any to make the list.
- If you have trouble coming up with accomplishments; ask anyone that knew about your work. Did you talk to your spouse about your job? Great resource! Don’t be afraid to reach out to former co-workers or even your old bosses. Explain that you are updating your resume and you’re looking for accomplishments to add to your work history.
- If you are still having trouble; remember that your former employers were happy to write you a paycheck on a regular basis! *They paid you; so you performed something of value.* List your daily tasks and responsibilities; you can turn these into accomplishments.
- Remember your measurable-s! Add as many numbers as you can to your accomplishments! This helps to define your value to others. Reach out to former co-workers or do other research where necessary. The numbers do not have to be exact, approximate values are OK. Be honest and as accurate as possible.
- Once your list is complete go back through the list and start cleaning up your ideas. Try to build a SAR (Situation, Action Result) story from each accomplishment. A 10 year work history should have 14 to 17 statements.
- Store your completed list of accomplishment statements somewhere. Either on paper in your desk or on a file on your PC. You will refer to them often for this phase and throughout your job search.

#### The Two Minute Drill (and the 30 Second Drill)

##### File “2003 - The Two Minute Drill”

- Imagine you are in an interview and the other person says “tell me about yourself...” What are they looking for? What should you talk about? What do you tell? What do you *not* tell? This is where the Two Minute Drill comes in; it is the perfect answer to that stupefying question.
- You will cover your life history (the highlights!) in about two minutes. You will have this story prepared in advance and practiced so that when you use it (even for the first time!) it will sound natural and encourage the listener to ask questions.
- The format (pictured in the file) is as follows:
  - 10-15 seconds on personal life and education. If you don’t have a degree “I finished high school and started working at...” is an excellent line to use. For the personal life try to use information that is applicable to the discussion. Where you a military brat? (you’re flexible and adaptable). Where you the oldest of 5 kids? (you’re a natural leader)
  - 15-30 seconds on early career. If you have a greater than 10 year work history, this section is about the part of your career older than 10 years. Try to cover 1 or 2 key accomplishments from this time in your life.



- 45-60 seconds on recent work history. This is where you insert your key accomplishments. You will change this section most often as you want the accomplishments to match the job you are interviewing for. I suggest finding a few favorite accomplishments and using them most of the time when networking. For interviews, switch out your favorites for accomplishments that match the job description and responsibilities.
- 5-10 seconds on reason for leaving your last job. The question will come up, go ahead and offer an answer before it does.
- 10-15 seconds on “What’s next”.
  - “I’m here because...” or “I’m looking for...”
- Now that you have your Two Minute Drill you can trim it down to 30 seconds. There are times when even two minutes is too long so it’s good to have a shorter version ready.
  - 5-7 seconds on personal life & education
  - 20 seconds on work history (at least one accomplishment)
  - 5 seconds on reason for leaving last job (feel free to drop this item when acceptable)
  - 5-7 seconds on what you are looking for

## Accomplishments: Creating Your Specifics

The key to preparing a resume and for interviewing is to know your strengths/skills, knowledge/experience, etc. and to be able to show these through specific accomplishment statements that communicate your value to a potential employer.

Depending on the length of your career, you should be able to develop somewhere between ten to forty (10-40) of these statements. In order to effectively utilize your accomplishment statements/ the average individual will need fourteen to seventeen (14-17) accomplishment statements.

Developing accomplishments takes patience and introspection. However, used in a resume and in interviewing, accomplishments can sell you and support your objectives.

To identify specific examples of accomplishments:

Think back through your experience in terms of:

- Identifying problems
- avoiding problems
- solving problems

Create a list of specific problems or issues that you have faced in various jobs. Identify specific accomplishments using the following outline: (SAR- see samples and worksheet following)

### (S)ITUATION

- |                                     |  |
|-------------------------------------|--|
| • A problem or issue or opportunity | • What was the situation before I got involved |
| • Background information            | • What factors influenced or caused the issue  |
| • Who was involved                  | • How critical was the issue                   |

### (A)CTION

- |                                 |   |
|---------------------------------|---|
| • The resolution or solution    | • How did you evaluate the issue                      |
| • What options did you review   | • What did you do about it                            |
| • What was the final resolution | • What strengths did you utilize to resolve the issue |

### (R)ESOLUTION

- |  |                                      |
|--|--------------------------------------|
| • The positive outcome (what happened as a result of my actions) |                                      |
| • What was the solution worth to the company                     |                                      |
| • <b>Money earned</b>  | • Time saved                         |
| • <b>Money saved</b>   | • <b>Resources expanded or saved</b> |
| • Other  |                                      |

**To develop the actual accomplishment statements:**

- Use an action verb to start the statement (see list of Action Verbs)
- Describe the situation
- Describe a result
- Keep statements to approximately 3 typewritten lines
- Avoid technical jargon and abbreviations unique to a particular job or profession
- Eliminate proprietary data about a former employer
- Review to determine if the accomplishment supports your objective

A good accomplishment statement will show:

- The problem/situation before it got involved
- What I did about it
- This happened as a result of my actions (specify and quantify)

**Note:**

See Resumes for utilizing accomplishments in resumes

See Interviewing for utilizing accomplishments in interviewing

## SAMPLE SAR

### Situation:

- Company realized major account needed more attention.
- Responsibilities changed 3 yrs. ago when "promoted" (actually more of a lateral move) from regional sales manager to national accounts manager.
- 98% of company's business in my region was from this major account.

### Action(s):

- Increased sales from major account by doing the following:
  - developed "partnership" vs. client relationship by working closely with buyers
  - initiated follow-up program after orders received to prevent late shipment charges and reduce credit losses
  - worked closer with buyers to get their orders in system so goods were on hand when required for shipment

### Results:

- Exceeded quota by 20% each year for 3 years in new position, which was equal to about \$2-3 million in increased revenues.

### ACCOMPLISHMENT STATEMENT:

- Successfully built partnership/sales for company's largest account by working with buyers to identify and meet product/production needs; **exceeded quota by 20+%** for 3 consecutive years and **increased revenues about \$3 million/year**.

## SAMPLE SAR WITH ACCOMPLISHMENT STATEMENT

SITUATION: Realized production costs were high and looked for ways to reduce them. Sales had dropped: some product lines had been discontinued. Company had 2 sites in the same city, 1 that machined parts and 1 that assembled final product. Each site had unused floor space. Costly and time consuming to maintain 2 facilities and move materials/products between them.

ACTION: Took initiative to conduct feasibility study to see if facilities could be combined. Looked at fixed costs (rent, taxes, etc.), production costs and production schedules. Analysis showed that combining facilities would be cost effective and recommended to management.

RESULT: Consolidated facilities to one which reduced square footage from 520,000 sq. ft. to 250,000 sq. ft.. Taxes, utilities and material handling costs dropped... saving \$100,000 annually.

ACCOMPLISHMENT: Initiated and directed a feasibility study of combining 2 manufacturing facilities. Implemented a consolidation from 520,000 sq. ft. to 250,000 sq. ft. and saved an estimated \$100,000 annually from reduced taxes, utilities and material handling costs.

## ACCOMPLISHMENT STATEMENTS

SITUATION-----  
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ACTION-----  
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RESULT-----  
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ACCOMPLISHMENT-----  
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SITUATION-----  
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ACCOMPLISHMENT-----  
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### Diagram: "Capsule Me"

This is a process for developing the "two minute drill" or "capsule me" model.

This is a powerful tool used to provide an overview (capsule) of your history, key accomplishments and your interest in the position.

Once this model is developed, you can handle any question related to "tell me about yourself" by covering what has influenced you, your personal life, education, career, key accomplishments, and what you are seeking in a position. The model should lead your audience to conclude about 12-14 positive things about you in about 2 minutes. This model is effective in networking as well as interviewing. You should memorize it and deliver it with energy.

After creating your awesome and powerful Two Minute Drill, try to trim it down some more. Build a "30 Second Drill" for those times when you have just a few seconds!

- 5-7 seconds on personal life & education
- 20 seconds on work history (at least one accomplishment)
- 5 seconds on reason for leaving last job (feel free to drop this when appropriate)
- 5-7 seconds on what you are looking for

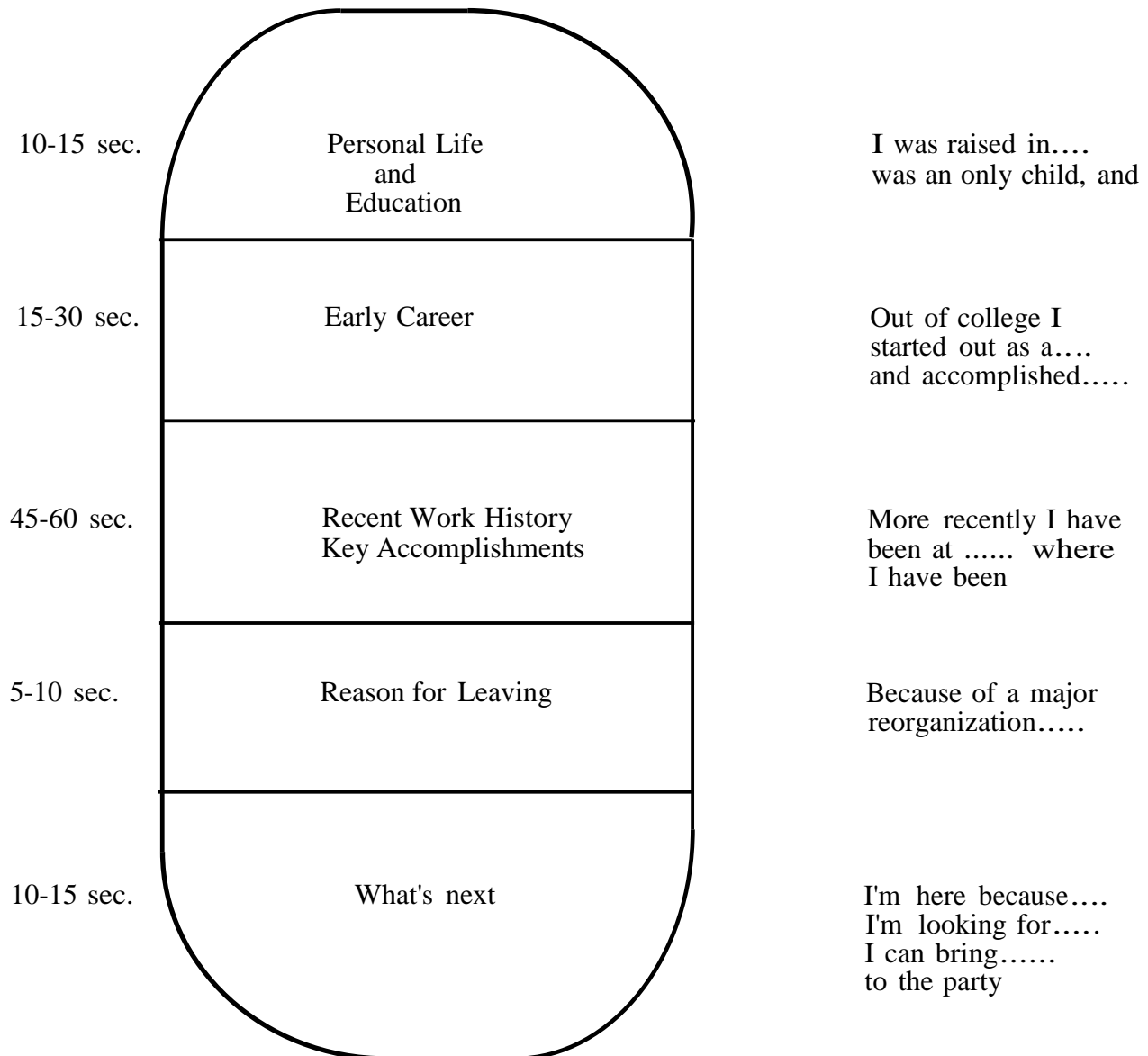
## CAPSULE ME

OR

### HOW TO ANSWER THE QUESTION "TELL ME ABOUT YOURSELF?"

Before the interview you must prepare a presentation that reduces your past and future into a two-minute capsule.

1. Brief statement about yourself, family, early life, and college education.
2. Early Career, two or three key accomplishments.
3. More recent work experience and key accomplishments. Be prepared; tailor these to the particular situation.
4. Reason for leaving last company.
5. Current Status:
  - How come you're here?
  - What are you looking for?
  - What can you offer?





## 2005 – “What’s next? (part II)\_Resumes!”

### Files

“2006 - Chronological Resume”

“2007 - Functional Resume”

“2901 - Action Verbs”

“2902 - Magic Sixteen”

“2903 - Lohman\_Chester - Training Manager” (NOTE, this file is offered as an example of a completed resume. It is unique in that it is neither Functional nor Chronological. Your resume should represent YOU so be creative!)

“2904 - Resumes - Summary Statement”

### A note on changing your resume...

You will get a LOT of feedback on your resume; most of it you asked for. Listen to all the feedback that you receive but don’t feel obligated to make the suggested changes. Suggestions for your resume are like opinions, everyone has one. Run everything you hear (including this document!) through your own filter. Ultimately your resume should always be able to answer one question: “Does this document represent ME and what I can offer a potential employer?”

Don’t be afraid to change your resume or even have multiple styles. I’ve known quite a few people that used a functional resume most of the time but kept a chronological copy for those times when recruiters insist on that style. I *do not* suggest keeping separate resumes for different professions (IE 1 resume for “Brain Surgeon” jobs and 1 for “Astronaut” jobs). The process we will use to build your resume will allow it to be flexible enough to work for *any* job you apply for.

### Why do you have a resume?

- Job applications require a resume.
- An introduction. Someone who has never met you should read your resume and WANT to meet you.
  - This one is important. When submitting a resume for a job application, the person reading your resume should want to meet you and interview you for the job!
- A reminder. Someone who has met you should see your resume and be inspired to remember you.

### What file type should I use?

- .DOC (MS Word 1997 to 2003) or .DOCX (MS Word after 2003)
- Don’t use .PDF
- NOTE: I also suggest a .TXT (notepad) copy of your resume. Build the resume in MS Word format then save the finished file as .TXT. This removes all formatting and gives you something that makes for easy copy/paste during those rare times you can’t upload a file and you have to enter your resume manually. You may want to open the .TXT file in Notepad and do a little cleanup.

### What file title should I use?

- “Firstname\_Lastname – Jobtitle.doc”
  - You want your name in the resume so they know which one is yours
  - Job title will help the recruiter when they search for your resume

### What format should I use?

- Do a Google search for “resume templates” and you will find a LOT of examples. This will give you some ideas.
- I suggest you stay away from heavy formatting, no pretty pictures or too many separation lines. This kind of formatting usually does not transfer well when uploading your resume to certain job sites. The rule is simplicity. Keeping your resume simple reduces the possibility that a job site could confuse the formatting and make your resume “ugly”. I also suggest black font & white background. Colors (different color fonts or colored paper) look pretty but distract the reader. When submitting your resume in paper copy use good quality paper (if it has a watermark, it’s usually good paper). {Again, remember it’s your resume do what represents you.}
- Keep bullet point styles consistent. Pick a style and stay with it throughout the resume
- Expand your borders! MS word, by default, inserts quite a bit of white space at the top/bottom & sides of a document. Move the borders out and up to increase the amount of space on the page you can use!
- FONT! I strongly suggest you stay with Times New Roman and use a 12pt font. Anything smaller than 12pt can be hard to read and Times New Roman is a very readable font style. **Arial**, **Courier** & **Verdana** are also good choices. Remember, the only thing you want your font style to do for you is make the text on the page readable. ‘Special’ fonts distract the reader from what they are reading.

### Chronological or Functional?

- This is an old question and it’s something only you can answer. Go with what works best for you. I mentioned earlier that I’ve known a few people that use both styles. I suggest you stay with one style. Remember that recruiters usually prefer Chronological resume format. If you decide to go with Functional (more powerful in my opinion) you may want to keep a backup copy in Chronological format for when that style is required.
- Chronological Outline
  - Name – Put your name in a larger (18pt) font and center it at the top of the page
  - Address, phone number(s), email address, web address, LinkedIn address. You can also center this but if you push the information out to the left & right borders you can put more information in the same number of lines.
    - What address to use? City & State are sufficient. Use information that you are comfortable with strangers knowing.
    - Phone number(s) If you offer more than one phone number be sure to mark the numbers so the reader will know what is “Home” and what is “Cell”.
    - Email address. Remember when I suggested you set up a new account dedicated to your job search? This is your first chance to use it!
    - Web Address & LinkedIn address. Do you have a website? (flavors.me is pretty common) If your website is dedicated to promoting your job search then *put it on your resume!* Do you have a LinkedIn profile? If not, get one. Either way; be sure to edit the “Public Profile” section so you have an easy URL.

- Objective. *Don't use an objective on your resume.* Years ago this was standard for any resume. More recently, “Objective” statements are seen as selfish (what can the company do for me?) because they describe what you are looking for. Feel free to use this space to list your preferred title (or even use the title of the position you are applying for!)
- Summary. *USE THIS INSTEAD OF OBJECTIVE!*
  - 2 to 3 sentences selling your experience and strengths.
  - Be sure to insert a powerful accomplishment statement.
- Career Experience
  - Start with most recent job, work your way backwards.
  - Company title is enough, no need to waste time describing what the company does. Remember YOU are applying for the job, not your former company.
  - Be sure to list the position you held.
  - List at least the start year and end year. Month is also OK to list but you don't need to be so detailed as to list the start & end day. (Use either “Apr 1999 – Feb 2003” or “1999 – 2003”).
  - When describing what you did at each job, use your accomplishment statements! Giving a description of your responsibilities makes the Career Experience read like a job description and does not SELL YOU
  - Highlight all measureable information (\$\$\$, %, “...**above goal**”, “...**ahead of schedule**”, “...**under budget**”) in bold font. You want to draw the reader's eyes to the good stuff!
  - Education. If you went to college PUT IT ON YOUR RESUME. It doesn't matter if it's not a related degree, it's a degree.
    - This is also a great section to list accomplishments from school. Had a 4.0 your entire time in school? Presidents Honor Roll? Graduate Phi Beta Kappa? PUT IT ON YOUR RESUME
  - Professional Affiliations or Technical Expertise
    - Optional section. Are you a leadership member in a ministry or public service group? Mention it. Membership is not enough to put something like this on your resume unless there is a (related to the job) accomplishment to be had from mentioning it.
- Functional Outline
  - Name – Put your name in a larger (18pt) font and center it at the top of the page
  - Address, phone number(s), email address, web address, LinkedIn address. You can also center this but if you push the information out to the left & right borders you can put more information in the same number of lines.
    - What address to use? City & State are sufficient. Use information that you are comfortable with strangers knowing
    - Phone number(s) If you offer more than one phone number be sure to mark the numbers so the reader will know what is “Home” and what is “Cell”
    - Email address. Remember when I suggested you set up a new account dedicated to your job search? This is your first chance to use it!
    - Web Address & LinkedIn address. Do you have a website? (flavors.me is pretty common) If your website is dedicated to promoting your job search then *put it on your resume!* Do you have a LinkedIn profile? If not, get one. Either way, be sure to edit the “Public Profile” section so you have an easy URL.

- Objective. *Don't use an objective on your resume.* Years ago this was standard for any resume. More recently, "Objective" statements are seen as selfish (what can the company do for me?) because they describe what you are looking for. Feel free to use this space to list your preferred title (or even use the title of the position you are applying for!)
- Summary. *USE THIS INSTEAD OF OBJECTIVE!*
  - 2 to 3 sentences selling your experience and strengths.
  - Be sure to insert a powerful accomplishment statement
- Accomplishments
  - This is where the functional resume becomes different. List your accomplishments with a bullet for each one. You can even segregate your accomplishments by category, a section for Management, a section for Sales, etc
- Career Experience
  - You still list your career history on a functional resume but the formatting is different. Put the company name, Dates you worked there and your title. No other information is required.
- Education & Professional Affiliations / Technical Expertise
  - These sections are the same as a chronological resume

How long should my resume be?

- This is a great question. In my opinion, your *master* resume should be long enough to house all of your accomplishments. If that takes 10 pages then you have a 10 page resume. You're not going to hand in a 10 page resume however!
  - A short note on length. Bob Costello; who has far, far more experience than I, believes that a two page resume can be built to cover 90% of the jobs you will apply for. The rest of your accomplishment statements can be kept in a separate document. The advantage here is that you are not customizing your resume for every application. Bob has an excellent point and again, has way more experience than I do. Choose what works for you; if you choose Bob's suggestion, you won't need the next two bullet points.
- When creating your master resume, don't concern yourself with length. Make sure the information on your resume tells the story you want to tell without too many words but, make sure you use enough words to tell the story! It's a fine balance and one you will 'play with' for awhile before you're completely comfortable with your resume. Your master resume will contain 100% of your employment history and all of your accomplishments so don't worry about the length.
- When submitting your resume, either for a job application or to share it during a networking meeting; remove the information that does not apply. If you are applying for a Brain Surgeon position, remove all the Astronaut information. The resume you submit for a job application should be no longer than 2 pages *so use your best and most applicable accomplishments!*
  - I mentioned you would want to trim your resume for networking meetings. This is a more flexible situation. First level contacts (we will talk more about contacts in the Networking section) should probably see your master resume. Second level contacts and beyond will most likely see a shorter version. It depends on the situation so use your best judgment and don't be afraid to make mistakes. Henry Ford said it best; "*Failure is simply the opportunity to begin again, this time more intelligently.*"

A few final notes on resumes.

- Try your resume out for a month. If you are submitting it for job applications and not getting interviews, consider changing it. It may represent you, but it is probably not representing you very well. **KEEP YOUR MIND OPEN TO THIS POSSIBILITY AT ALL TIMES.**
- Use normal font, stay away from *italic*. Use bold to highlight the measurable parts of accomplishments. The reader will give your resume between **7 & 15 seconds** before they make a decision. You want to make those seconds count. Draw their eyes to the value that you offer a company so they are encouraged to read more and contact you!
- Your summary statement is important. You want these few sentences to act as a quick highlight of what you do and your value. Be sure to read “2904 - Resumes - Summary Statement” when building your resume.

## **Utilizing Accomplishments in a Resume**

The two basic styles for a resume are: (examples follow)

- Chronological
- Functional

The Chronological style is to follow the pattern of work history and list accomplishments under each position.

In the Functional style, it is recommended that you select 2-3 major groups (such as Sales, Management, Administration) and list accomplishments that reflect the specific group.

You will need to determine which style best suits your work experience and accomplishments (see specific examples attached).

## CHRONOLOGICAL

## RESUME FORMAT

Presents your career in reverse chronological order, starting with the most recent position. It presents your skills and accomplishments under each job title and is by far the most common resume format.

### Advantages

- Traditional, therefore conservative.
- Emphasizes most recent accomplishments, particularly good if you are seeking a similar position.
- Emphasizes steady career growth.

### Disadvantages

- Accentuates frequent job changes, which may be viewed as job hopping.
- Reveals any lack of promotion.
- May not stand out from the others when placed in a pile.
- Shows employment gaps.

### Instructions

- Follow chronological sequence of elements as shown earlier.
- Omit a separate section for accomplishments. Instead, include individual accomplishments under each job listing.

## CHRONOLOGICAL OUTLINE

JOHN Q. PUBLIC  
City, State Zip  
<https://www.linkedinURL>  
(918) 000-0000 (Home)  
(918) 000-0000 (Office)

### SUMMARY

2-3 sentences giving credibility to career objective and selling your experience and strengths.

### CAREER EXPERIENCE

XYZ Corporation, Tulsa, OK	1997-2010
Vice President, Manufacturing	2002-2010
<ul style="list-style-type: none"><li>• Accomplishment</li><li>• Accomplishment</li><li>• Accomplishment</li></ul>	
Director of Engineering	1997-2002
<ul style="list-style-type: none"><li>• Accomplishment</li><li>• Accomplishment</li></ul>	
(Target is 14-17 accomplishments)	
ABC Corporation, Tulsa, OK	1992-1997
Plant Manager	
<ul style="list-style-type: none"><li>• Accomplishment</li><li>• Accomplishment</li></ul>	
ACE Manufacturing, Sand Springs, OK	1990-1992
Manufacturing Supervisor	
<ul style="list-style-type: none"><li>• Accomplishment</li><li>• Accomplishment</li></ul>	

### EDUCATION

Degree/Diploma, Area of Study, School/University, City, State

### PROFESSIONAL AFFILIATIONS or TECHNICAL EXPERTISE

Optional, as space allows or to fill in space.



MITCHAELE A. KENNEDY  
Nashville, TN 44433  
<https://www.linkedin.com/in/mitchealak>  
(615) 111-8888 (Home)  
(615) 999-0000 (Office)

## SUMMARY

A highly creative executive with a unique background in field service, service marketing, logistics management, field service systems, quality processes, and general management in the IBM compatible industry. Demonstrated success in start-up, turn-around, reorganization environments, and in building customer confidence. Excellent team player and team builder, who empowers employees to increase productivity and focus on customer satisfaction.

## CAREER EXPERIENCE

Armstrong Electronics, Inc., Nashville, TN  
Vice President, Field Operations

1997-2010  
2002-2010

- Created and directed an aggressive service revenue improvement program in a highly competitive IBM compatible market turning around 4-year, 8% revenue decline and achieving **5.4% increase** within 6 months.
- **Conducted first-ever Branch Manager Conference**, improved teamwork and established customer satisfaction as #1 goal.
- Reorganized service division into Strategic Business Unit, cut costs and provided consistent level of high-quality, nationwide service. Reduced service regions from 11 to 5, **cut expenses by \$810,000** per month and **exceeded gross margin target by 58%**.
- Selected to attend IBM's "Managing Total Quality" seminar; certified as MTQ facilitator.

Vice President, Field Support

1997-2002

- Initiated monthly customer meetings and placed managers at customer sites; within 6 months, 3 of 4 key accounts renewed multimillion dollar contracts and **all 4 increased new business**.
- Conceived and implemented a quantifiable quality measurements system for productivity, performance, and customer satisfaction levels; within one year, **improved restore time by 20%, mean-time-to-repair by 10% and productivity by over 20%**.
- Negotiated the purchase of ABC Service Division and developed and implemented the integration plan resulting in **\$230,000 of additional monthly revenue at 50% gross margin**.
- Positioned organization for new millennium by initiating study and implementing action plan to address spare parts management situation; reduced monthly purchases by **\$1 million**, inventories by **28%**, operating expenses by **\$700,000** emergency orders by **33%**, and improved availability by **25%**, all within 6 months.
- Saved over **\$130,000 per month** by increasing customers' awareness and use of the Technical Assistance Center by **50%**.
- Selected by Anderson Consulting to present "Logistics Strategies in the Service Business" at the Conference for Logistic Management, April 2001.

Director, North Central Region

1992-1997

- Successfully integrated 2 diverse field service organizations after acquisition that involved unifying 200+ technicians with different cultures/operating procedures and cross training on over 1,000+ product types, **all without losing a single customer**.

Director, North Central Region (continued)

- Built team “committed to excellence” by focusing on increasing customer satisfaction and employee “can do” pride and profit growth; at end of year, team won **nationwide top recognition** and exceeded margin targets by **17%**.
- Initiated regional training program to upgrade technicians’ knowledge of PC’s and LANs to keep pace with rapidly changing markets; trained 114 technicians (**57%**) in 6 months, which reduced customer service complaints by **50%**.
- Distinguished performance recognized when awarded **VIP award** in 1997.

Director, Headquarters Operations

1990-1992

- Played a key role in management team formed to **reverse 2 year, 7% decline** in field service revenues, researched/analyzed market potential and developed/implemented pilot operation to sell service to OEM’s that **increased revenues by \$3 million in 3 years**.
- Formed/led multi-departmental team to develop and implement comprehensive new product phase review process and created product support organization that successfully met criteria 60-day target for having all support strategies/elements in place for first customer shipment.
- Received the **Armstrong Excellence Award** for program that improved hard disk assembly by 50% in 1991 and achieved **Armstrong 100% Quota Club** and **Winner’s Circle** in 1992.

Area, Branch, and Field Manager (4 locations)

1978-1990

- Turned around organization that had 20% attrition, excessive overtime and unacceptable customer complaint levels; implemented “back-to-basics” strategy that **cut attrition to less than 7%**, overtime less than 10% and **significantly reduced complaints**.
- Demonstrated leadership by setting “stretch” goals for local branch that led to **increasing business from \$5,000 to \$30,000** per month within 1 year.

Palmer Corporation, Philadelphia, PA  
Manager, Customer Engineer

1974-1978

- Achieved 1<sup>st</sup> level manager within 3½ years after progressing through 3 levels.

## **Utilizing Accomplishments in a Resume**

The two basic styles for a resume are: (examples follow)

- Chronological
- Functional

The Chronological style is to follow the pattern of work history and list accomplishments under each position.

In the Functional style, it is recommended that you select 2-3 major groups (such as Sales, Management, Administration) and list accomplishments that reflect the specific group.

You will need to determine which style best suits your work experience and accomplishments (see specific examples attached).

## FUNCTIONAL OUTLINE

JOHN Q. PUBLIC  
City, State Zip  
<https://www.linkedinURL>  
(918) 000-0000 (Home)  
(918) 000-0000 (Office)

## SUMMARY

2-3 sentences giving credibility to career objective and selling your experience and strengths.

## ACCOMPLISHMENTS

### Management

- Accomplishment
- Accomplishment
- Accomplishment

### Sales

- Accomplishment
  - Accomplishment
  - Accomplishment
- (Target is 14-17 accomplishments)

### Marketing

- Accomplishment
- Accomplishment

## CAREER EXPERIENCE

XYZ Corporation, Tulsa, OK	1997-2010
Vice President,	2002-2010
Manufacturing Director of	1997-2002
Engineering	
	1992-1997
ABC Corporation, Tulsa, OK	
Plant Manager	
ACE Manufacturing, Sand Springs, OK	1990-1992
Manufacturing Supervisor	

## EDUCATION

Degree/Diploma, Area of Study, School/University, City, State

## PROFESSIONAL AFFILIATIONS or TECHNICAL EXPERTISE

Optional, as space allows or to fill in space.

GERALD W. OLSEN  
Milwaukee, WI 56789  
<https://www.linkedin.com/in/geraldo>  
(414) 333-6677 (Home)  
(414) 444-7788 (Office)

## SUMMARY

A "hands on" manager with a facility for problem identification/resolution and demonstrated success in managing all aspects of a manufacturing operation. Highly successful at cost control, situation management; staff development and goal attainment. Excellent communication and well-developed interpersonal skills leads to productivity.

## REPRESENTATIVE ACCOMPLISHMENTS

### General Management

- Employed with a two year deadline to either turn around or close an operation that had been in the red for ten consecutive years. **Reduced operating expense by 40%**, improved product lines offered and generated a profitable quarter in 14 months.
- Managed an repair and refurb operation having an annual budget in excess of **\$18 million**. Grew the operation from 167 employees generating **\$250,000** in revenue per month to 415 employees generating **\$1.5 million** per month.
- Managed a manufacturing facility with an annual budget of **\$3 million**. Under previous management, the operation was running at an annual loss of \$600,000. Restructured the organization, reduced headcount by 10% and broke even the first year.
- Managed a division with **\$2 million** annual payroll providing turn-key computer aided dispatch systems to police and fire departments. Grew the customer base from one accepted system to 19 in three years while **reducing contract cost overruns from 40% to 3%**.

### Manufacturing Operations

- Generated and installed a cost tracking/reporting system encompassing four manufacturing facilities (three located off-shore) actual product cost to planned cost for each facility. **Reduced manufacturing variances to  $\pm 1\%$  of plan**.
- Developed in-house printed circuit board (PCB) manufacturing capability for double sided boards generating an **annual cost savings of \$25,000**. Reduced response time for production changes, decreased inventory levels and increased contributed value.
- Developed in house fabrication capability for sheet metal chassis and enclosures. Recovered the complete cost of the facility in the first year and **secured outside contracts worth \$100,000** for sheet metal parts.
- Developed and installed new process, equipment and assembly aids to mechanize the PCB assembly area. **Reduced assembly errors by 70%** and **increased output by 45%** reducing the labor cost of PCB's by over 50%.

GERALD W. OLSEN

Page 2

### Manufacturing Operations (continued)

- Planned and implemented a manufacturing facility to move to another state. Setup the new manufacturing area. **Reduced assembly errors by 68% and increased output by 39% reducing the labor cost of PCB's by over 47%.**
- Established time standards for each sub-assembly, assembly and system, installed a labor reporting system on the factory floor. Increased production by **20%** and reduced overtime from 25% per month to less than **4%**.
- Assigned a troubled material planning/purchasing group responsible for planning/controlling \$80 million of field service inventory. Restructured the group and defined planning criteria which improved morale effectiveness and indentified over **\$20 million** of excess inventory.
- Generated a planning requirements system for assemblies repaired in-house that generated a three month requirement in monthly increments. Increased productivity by 20% which allowed accepting responsibility for new products with no additional headcount.

### Engineering

- Assigned to manage a troubled component engineering department to provide direction, standardization, responsiveness and uniformity of work assignment. **Reduced backlog from 6+ months to zero within one year.**
- Created a vendor approval/rating system resulting in a **reduction of component inventories by one third** and **component cost by 15%** over a 14 month period without adversely impacting production scheduled due to parts availability.
- Established a design philosophy/approach for a new memory system that minimized design proliferation, reduced manufacturing cost by **15%** while improving system flexibility and performance. Reduced engineering design changes by **87%** from previous systems.

### BUSINESS EXPERIENCE

Kimberly Computer Corporation, Milwaukee, WI	1997-2008
Director, Planning & Purchasing	2007-2008
Vice President, Service Support Engineering	2005-2007
Director, Repair Operations	2004-2005
Director, Operations 2nd Shift	2004
Director, Manufacturing Engineering	2003-2004
Director, Logistic Support Division	2000-2003
Manager, Manufacturing Engineering	1997-2000

Progressive Manufacturing Engineering Management and Plant Management responsibility with such prestigious companies as RCA and General Electric. 1985-1997

### EDUCATION

B.S. Electrical Engineering, University of Wisconsin, Madison, WI

Patents Issued: 4433221, 1122334

OK! Now you have your Two Minute & 30 second speeches, be sure to practice them! You have a solid resume and you have an email account dedicated to your job search.

In this last section of Phase Two; we will discuss “The Launchpad”, Business cards, LinkedIn, Online Job Search and talk a little about scheduling.

### The Launchpad

Bill Johnson has written an excellent FAQ on the Launchpad so I’ll start with that.

- Question 1: What is the big deal about the launch Pad?
  - *The big deal is that everyone in the room bonds with your search. Not only that, but you will receive names, companies, ideas and resume suggestions that will give you something to do immediately about your search. Recently Russ & I were trying to think of people who would be a fit for a job that came across his cell phone during the Launch Pad. I sent Russ a complete list of everyone who had done the Launch Pad because we can just read the names and images jump into our minds. Unfortunately, just introducing yourself does not leave a lasting impression.*
- Question 2: How can I get out there in front of strangers? It is too scary.
  - *You are not going to find a better room of friends. Your social friends are going to give a little advice or encouragement and then go back to their jobs and lives and forget. The people in that room are all in the same place or have been in the same place you are in right now. Even among the leadership group, there are very few people who haven’t experienced job loss. I, myself have been laid off politely, laid off rudely, been fired politely, fired rudely, have worked my way out of a job twice and quit and moved on twice, have taken the wrong job twice, and once I even testified in court on behalf of the company and right afterwards was basically told “thanks for all you have done for us....we don’t need you anymore.”*
- Question 3: Why can’t I just wait until my resume is ready?
  - *Because your resume will never be “ready”. The resume is not the most important part of the Launch Pad anyway. We would like nothing better than to help you make it more relevant, but your previous jobs, education, and experiences in your job history are going to be more important than the white space or type fonts in your resume. Besides, if you get on the Launch Pad and then realize that you really want to pursue your passion, you can always get back on the Launch Pad and look for new ideas on how you can do that.*
- Question 4: What is the acceptable format for the Launch Pad?
  - *Are you kidding? The 20 minutes are all yours. We only ask that you not use it to sell Amway or use false pretenses to promote some product. One guy passed out 3×5 cards and explained that he would appreciate feedback in a written form because he was ADD and was going to talk for 20 minutes....and he did. Another older gentleman took off his sport coat and started his Launch Pad by dropping down and doing 60 pushups.....just to let us know he wasn’t as old as he looked. Another young man read a prepared text on why he got fired and what he had learned from it, and yet another person talked the whole 20 minutes as he reasoned his way into going after his true passion of life. We recommend that you spend five to 10 minutes filling in the details of who you are and what you are looking for and then allow 10 – 15 minutes for feedback.....but it’s whatever floats your boat.*

- Question 5: OK. What do I have to do to qualify to get on the schedule?
  - *Everyone has the opportunity...for whatever reason, some have not tried. That is their loss. All you need to do is go to the website OJTTulsa.org and submit your request under the “launchpad” section; you will receive a reply informing you which day you are scheduled for. It is that simple. We ask that you respond through the site in order to keep track of who has volunteered and ensure we don’t miss anyone.*
- My final notes on the Launchpad
  - If you have a resume and haven’t completed the previous section on building your resume; feel free to volunteer for the Launchpad anyway. You can never volunteer “too soon” or often enough.
  - I’m not only the author of this document; I’m also a jobseeker. *I’ve volunteered for the Launchpad 7 times.* Get out there, get some feedback, make changes and get back out there again! The people at FUMC are there to help you and the feedback is always positive.

## Business Cards

- You are on the hunt for a new job. You need business cards. It’s that simple.
  - You will learn in Phase Three about networking and how your next job offer is way more likely to come from *who you know* than from a website like CareerBuilder.com (nothing against the websites, we will talk about those more later).
  - You meet people every day that may be your next connection to a job. Imagine you are waiting in line at Starbucks or the grocery store. You strike up a conversation with the person in front of you and it turns out that this person is connected to a *company looking for someone with your skills and they haven’t even posted the job opening yet!* You probably won’t have a copy of your resume with you (and it’s a little awkward to hand someone a resume in this situation) but you **will** have a copy of your business card in your pocket! ***See the value in business cards?***
  - As you search for a new job you will go to networking meetings and job fairs. What better way to help someone remember you than a business card?
- Perform a Google search for “free business cards” and you will find quite a few options. Business cards range in price all the way from free to quite expensive. You want something simple so free is fine.
- The card should have your name, your phone number (I suggest either your cell phone or a Google Voice number. If you are not familiar with Google Voice; of course a Google search will provide lots of information!) and a title.
  - The title should be something that explains ‘what you do’
  - Feel free to add a quote or phrase that helps explain what you do.
  - This is also a great place for an accomplishment statement!
- Business cards are personal. Make sure it has contact information and describes what you do; everything else is up to you.
  - I like to leave the back of my cards blank. It’s a great place for notes & cards with handwriting on them are less likely to be thrown away.
- Just remember to go with what works best for you.



LinkedIn ([www.linkedin.com](http://www.linkedin.com))

LinkedIn (or “LI”) is a professional networking site. You can build a profile, explain your professional history and connect with people that can help you professionally.

- I don’t have sufficient space to go into detail on LI here. Suffice to say it is one of the most important online tools you will use not only in your job search but will also continue to use after you find your next job.
- The group at OJT can help you with LinkedIn, check our site ([OJTTulsa.org](http://OJTTulsa.org)) for someone to help you. You can also attend the Tue night sessions; we have a class dedicated to LinkedIn.
- If you don’t already have a LI profile, go to [www.linkedin.com](http://www.linkedin.com) and build one. It’s not complex and won’t take very long.
- Make sure you join, and are active in, Groups. Also look for the “Answers” section and try to be active there as well.

## Online Job Search

### Files

“2009 - website list.xls”

Times have changed. Looking for a new job is no longer about putting on a suit, grabbing the Sunday Classifieds and hitting the town with 40-50 copies of your resume. Technology, the recession and many other factors have affected the process to look for a job.

- I suggest you keep a file on your PC with a list of the websites you have applied through. List the name (IE “IBM” or “CareerBuilder”), the URL, your username and your password. You may also want a column for general notes or notes on your resume. See file “2009 - website list.xls” for an example; there are over 40 different sites in the example file.
- Online job searching is not only about applying for jobs through company & jobsearch websites. You may also want to do something about your online presence. In today’s world, it’s likely that a potential company will perform a Google search on your name. At the very least they will look for your LI profile.
  - Perform a Google search on yourself to see what comes up. Go to [www.google.com](http://www.google.com) and in the search box type your name. If you use Google a lot you may already be logged into your Google profile so, be sure to log out first! What do you see in the results? Concern yourself with the first & second page of results. Most people won’t look farther than page two.
  - *Make sure your LI profile is at %100. Join and stay active in groups. Active LinkedIn users show higher in (Google) search rankings.*
  - You may already have an online presence. Have a Facebook or Twitter account? A Google search for your name may pull up these sites. Be very careful with your personal activity online as you may not want those results to be seen by a recruiter. I suggest you remove your full name from personal sites such as Facebook unless you are using that site for your jobsearch. (Again performing a regular Google search on your name will keep you informed of what recruiters see!)

- It's a matter of personal preference but there are many websites out there that you can use to promote yourself professionally. Consider Facebook, Blogger, Wordpress, Pintrest, Stumbler, Mashable, Twitter and many others.
- Online activity can be dangerously counter-productive to your jobsearch. We will discuss this more in later sections but for now, remember to keep your online activity to 'after business hours'. During business hours (8 AM to 5PM, Mon thru Fri) you should be networking!
- OJT Tulsa has a LinkedIn group, make sure to join. The group is private and unless you're a member you can't see the conversations so it's a safe place.
- Please(!) go to [OJTTulsa.org](http://OJTTulsa.org) and sign up for the mailing list; it's our best way to contact you if we hear about jobs you might be interested in.

Final notes on online activity...

Aside from applying for a job your purpose for online activity is to establish yourself as an expert in your profession. Active involvement in LinkedIn Groups, a blog, or active profiles in other websites give you an opportunity to use your skills & experience and show others what you know. This is not required for your job search but can be very helpful.

Congratulations! You have made a LOT of progress!

Phase One & Phase Two are very important parts of your job search as they prepare you for the final section, Phase Three. In Phase Three we will discuss networking and interviews. If you haven't already; I'll encourage you to get out there and start meeting new people!

We have covered a lot of information so far. You may want to read through Phase One & Two again to make sure you haven't forgotten anything. Feel free to spend some time signing up on jobsearch websites before moving on to Phase Three.

**ACTION VERBS FOR RESUMES**

ACCEPTED	CERTIFIED	DIRECTED	FORMULATED
ACCRUED	COLLABORATED	DISCOVERED	FOUNDED
ACCUMULATED	COMBINED	DISTRIBUTED	FRAMED
ACHIEVED	COMPLETED	DIVIDED	GAVE
ACQUIRED	COMPOSED	DOCUMENTED	GENERATED
ADMINISTERED	CONCEIVED	EDITED	GUIDED
ADVANCED	CONCENTRATED	EFFECTED	HALTED
ADVISED	CONCLUDED	ELEVATED	HEADED
ALLEVIATED	CONDUCTED	ELIMINATED	HIRED
ANALYZED	CONSTRUCTED	EMPLOYED	ILLUSTRATED
ANTICIPATED	CONSUMMATED	ENFORCED	IMPLEMENTED
APPLIED	CONTROLLED	ENHANCED	IMPROVED
APPOINTED	CONVERTED	ESTABLISHED	IMPROVISED
ARRANGED	COORDINATED	ESCALATED	INCREASED
ASSESSED	CORRECTED	EVALUATED	INITIATED
AUDITED	CREATED	EVOLVED	INSPIRED
AVERTED	DECENTRALIZED	EXECUTED	INSPECTED
AVOIDED	DECREASED	EXPANDED	INSTRUCTED
BALANCED	DEFINED	EXPEDITED	INSTALLED
BARGAINED	DEMONSTRATED	EXTRACTED	INSURED
BOLSTERED	DESIGNATED	FACILITATED	INTERCEDED
BOUGHT	DESIGNED	FIGURED	INTERPRETED
BROUGHT	DETERMINED	FLOATED	INTERVIEWED
BUILT	DEVELOPED	FORECASTED	INVESTIGATED
CENTRALIZED	DEVISED	FORMED	ISSUED

**ACTION VERBS FOR RESUMES (continued)**

JOINED	PACKAGED	REGULATED	STANDARDIZED
JUDGED	PASSED	REJECTED	STARTED
KEPT	PENETRATED	RELATED	STATED
JUSTIFIED	PERFORMED	RENEGOTIATED	STIMULATED
LAUNCHED	PILOTED	REORGANIZED	STIPULATED
LED	PIONEERED	REPORTED	STREAMLINED
LIQUIDATED	PREPARED	RESEARCHED	STUDIED
LOCATED	PRESENTED	RESOLVED	SUPERVISED
MADE	PROCESSED	RESTORED	SUPPORTED
MAINTAINED	PROCURED	REVERSED	SURVEYED
MANAGED	PRODUCED	REVISED	TABULATED
MARKETED	PROMOTED	REVITALIZED	TERMINATED
MEASURED	PROPOSED	SELECTED	TESTED
MINIMIZED	PROTECTED	SEPARATED	TRACKED
MODERNIZED	PUBLISHED	SERVED	TRADED
NEGOTIATED	PURCHASED	SIGNIFIED	TRAINED
OBTAINED	RECOMMENDED	SIMPLIFIED	UPGRADED
OFFERED	RECONCILED	SOLVED	UTILIZED
OPERATED	RECRUITED	SPARKED	VARIED
ORGANIZED	REDUCED	SPECIFIED	VERIFIED
ORIGINATED	REFERRED	STAFFED	WON

## **Magic Sixteen Qualities**

Aside from the technical aspects of the job, most interviewers will spend considerable time trying to determine your potential "fit" in the organization.

This subjective area frequently makes the interviewer more uncomfortable than the interviewee. Assuming you believe that you would be a good fit and that you are interested in pursuing the position, you will need to display and support your success in some of the characteristics that are interpreted to define "fit" in order to do this you want to show as many as possible of the "magic sixteen" characteristics that hiring managers are looking for to determine "fit."

As accomplishments were being developed, these "magic sixteen" were reviewed and incorporated into the process of building accomplishment statements. Often these "magic sixteen" are also referred to as areas of strength.

Using accomplishments and strengths you can often provide the hiring manager with enough solid information about your skills and abilities to be a successful candidate.

The "magic sixteen" list follows.

## THE MAGIC SIXTEEN

1. **Ability to Communicate:** Do you have the ability to organize thoughts and ideas effectively? Can you express them clearly when speaking and writing? Can you represent your ideas to others in a persuasive manner?
2. **Intelligence:** Do you have the ability to understand the job assignment? Learn the details of the operation? Contribute original ideas to your work?
3. **Self-Confidence:** Do you demonstrate a sense of maturity that enables you to deal positively and effectively with situations and people?
4. **Willingness to Accept Responsibility:** Are you someone who recognizes what needs to be done and is willing to do it?
5. **Initiative:** Do you have the ability to identify the purpose for work and to take action?
6. **Leadership:** Can you guide and direct others to obtain the recognized objectives?
7. **Energy Level:** Do you demonstrate a forcefulness and capacity to make things move ahead? Can you maintain your work effort at an above-average rate?
8. **Imagination:** Can you confront and deal with problems that may not have standard solutions?
9. **Flexibility:** Are you capable of changing and being receptive to new situations and skills?
10. **Interpersonal Skills:** Can you bring out the best efforts of individuals so they become effective, enthusiastic members of the team?
11. **Self knowledge:** Can you realistically assess your own capabilities? See yourself as others see you? Clearly recognize your strengths and weaknesses?
12. **Ability to Handle Conflict:** Can you successfully contend with stress situations and antagonism?
13. **Competitiveness:** Do you have the capacity to compete with others and the willingness to be measured by your performance in relation to that of others?
14. **Goal Achievement:** Do you have the ability to identify and work toward specific goals? Do such goals challenge your abilities?
15. **Vocational Skills:** Do you possess the positive combination of education and skills required for the position you are seeking?
16. **Direction:** Have you defined your basic personal needs? Have you determined what type of position will satisfy your knowledge, skills, interests and goals?

## CORPORATE TRAINING / MANAGEMENT

### Profile

Creative leader with the flexibility and initiative to encourage my team to reach goals and drive performance to new levels. Results driven, self-motivated, skilled communicator; corporate trainer and metrics expert, specializing in sales, operational information and client relations.

### Professional Accomplishments

- Facilitated design and training for over **200 representatives** in **4 call centers** on new software implementation. Training completed & agent-usage at requested levels by deadline.
- Introduced finance department to HardMetrics reporting; saved **\$50,000 in salary** revenue the first month.
- Payroll Process Improvement; formulated solutions focusing on a streamlined and accurate payroll reporting system, overcoming the challenges of constantly changing contracts.
- Payroll Process Improvement; standardized payroll department codes across all locations. **Simplified payroll hours** tracking & supported hours reduction company-wide.
- Improved performance throughput for the team based on data analysis, training & coaching of direct reports, to achieve contractual obligations for **10 consecutive months**.
- Suggested changes in agent call handling protocol; predicting a **5% increase** in JD Powers' results.
- Identified changes to agent call handling protocol to reduce AVG 60 min call times by **6%**
- Compiled data resulting in a **3% decrease** in transfer requests by customers speaking to offshore agents.
- Managing all design and GUI changes to Qjac; combined with accurate and comprehensive reporting based on data derived through Qjac, generated over **\$2 Million in revenue**.
- Working with a team of peers, reduced a 200 hour training package by 40 hours. Average savings per class = **\$46,000** for each following class.
- **Invited by the client (AT&T LD) to consult** with the curriculum design team, affecting improvements to the training material for all vendor and client training.
- Earned **5 promotions** during the first 3 years at TCIM Services.
- Recognized throughout a tri-state area as **Subject Matter Expert** for wireless technology & handsets.
- Received the **Superstar Challenge award** for top sales in a tri-state area.

### Professional Experience

#### TELERX MARKETING INC

2011

#### Project Coordinator II (HardMetrics project management) - Contract

- Designed and implemented training project to re-introduce newly redesigned reporting software to entire company. Training rolled-out and completed on time.
- Administrated & supported management of reporting software (HardMetrics) handling over **50 programs** and **2800+ metrics** for approx 5000 employees in 5 call center locations.
- Offering insight to better and more efficient management of HardMetrics software (Call Center Performance Manager), involved with major redesign of data input, validation & new version training. Support project roll-out company-wide.

#### TCIM Services Inc.

2000-2010

#### HardMetrics Implementation Manager, (2007-2010)

- Managed HardMetrics Call Center Performance Manager Software; a centralized resource for all performance data across the company. Facilitated validation of all Inbound & payroll data; created and published reports.
- Trained all management, from first level operations up to (& including) the company President on the practical use of HardMetrics Call Center Performance Manager and how to apply HMCCPM derived information to daily operational demands. Supported transition of HMCCPM information to identification of performance improvement areas at all levels of operation.

- Member of Payroll Process Improvement team. Facilitated meetings; compiled & distributed meeting progress reports. Identified problems & formulated solutions, focusing on the goal of an accurate payroll tracking and reporting system. Required to remain flexible and imaginative to overcome the challenges of constantly changing contracts.
- Coordinated with the payroll manager to standardize information tracking and naming conventions. Supported reliable payroll processes & reduced cost.
- Monitored all data, reviewing for data integrity & timely updates to datasets. Also reviewed for abnormalities in performance trends.
- Attend regularly scheduled, recurring calls for different departments gathering feedback on improvements, changes, report & training requests for HMCCPM.
- As a side project; facilitated design and training for new software implementation. Managed logistics and trainers; travelling onsite when required.

### **External Training & Quality consultant, Reporting Manager & Team Lead (Clients/SBC & Accenture), (2004-2007)**

- Responsible for training 100% of TCIM team members, also trained first level client (ACN) contact & supporting reporting staff members.
- Attend daily conference calls with client(s) for agent monitoring, consulting on vendor process changes & improvements & client requests.
- Acted as first point of contact with client for all reporting needs. Second point of contact for team management.
- Compile information gathered from the monitoring team. Generate reports directed towards improvement of service levels, consumer perception or cost savings.
- Partner with language certification team, compile data, generate reports.
- Manage all design, GUI changes & reporting through Qjac, a web based quality monitoring and reporting system.

### **Nat'l Training Coordinator, Training Manager, Lead Trainer (Client: AT&T Long Distance), (2000-2004)**

- Attend regular meetings with clients, offering insight on training trends.
- Evaluate & gather feedback on training material, offer feedback to client on necessary changes &/or improvements.
- Designed & updated training material based on internal or client demands.
- Managed logistics around classrooms, materials, schedules & other needs for a group of 12 trainers & 10 classrooms on a consistent rotation, including training new-hire classes as needed.
- Monitor, coach & develop training staff, encouraging professional growth.

### **VOICESTREAM (T-MOBILE) WIRELESS**

**1998-2000**

#### **Retail Sales Rep, Subject Matter Expert for wireless technology**

- Discovering a need for advanced knowledge regarding wireless technology and handsets; performed research and located experienced resources such as tower engineers and handset manufacturer representatives.
- Received recognition throughout the region and earned the title Subject Matter Expert for wireless technology.

### **Education**

Extensive experience and accomplishments equal to a Bachelor of Professional Studies; interested in pursuing degreed education specific to my profession at the first opportunity.

### **Skills and Experience**

- Analytical thinking, decision making and problem solving skills.
- Excellent personal communication skills including client interaction, conflict resolution, and high stress situations.
- Project management : Leadership, Negotiations
- Microsoft Word, Excel (VBA), PowerPoint, OneNote, Project, WebEx & HardMetrics software



## YOUR SUMMARY STATEMENT (Bob Costello; June 9, 2011)

### *WHAT NOT TO DO:*

"Hard working, forward-thinking, professional and dedicated team player seeking employment with solid company where I can apply my skills and abilities to make a valuable contribution."

The problem:

This isn't unique!

It doesn't describe what the candidate does!

It doesn't differentiate the candidate from millions of others!

### *WHAT TO DO:*

FOUR ELEMENTS (Can you identify all four of these in YOUR statement?)

1. **JOB TITLE** - All of the best summary statements I have seen start with the job title. It guides the reader and lets them know right up front how you can help them. Some resume experts suggest adding this title after your name at the very top of the resume. Both tactics serve the same purpose: guide the reader. Examples include: "Human Resources Generalist", "Certified Project Manager", "Sales manager", etc.
2. **SPEAK TO OUTCOMES** - Where possible, use numbers later on in the document to back this up but tell them what happens to departments or businesses where you are involved. You can't promise success in a job you are seeking and don't yet have, but you can use past success at other companies as an indicator of what a prospective employer can expect from you. If there is a common thread of success, that's your banner headline. "Won contract extensions", "increased sales by X%", "completed projects by an average of X% under budget", etc.
3. **TOUCH ON SKILL SET** - What do you have that others don't, which make you a better asset? Using my skills as a polished presenter, creative problem solver, etc.
4. **SPEAK TO ORGANIZATIONAL FIT** - Are you a strong team player who thrives on camaraderie and competition or an independent, task oriented self-starter? There is a place for both in an organization, so don't pretend you will be content taking orders on the phone all day when you'd rather be out connecting with people (or vice versa). You should tell a prospective employer what type of environment allows you to deliver the greatest return.

### *EXAMPLE:*

A highly creative executive with a unique background in field service, service marketing, logistics management, field service systems, quality processes, and general management in the IBM compatible industry. Demonstrated success in start-up, turn-around, reorganization environments, and in building customer confidence. Excellent team player and team builder, who empowers employees to increase productivity and focus on customer satisfaction.

Title = Executive

Outcomes = successes in start-up, turn-around, etc

Skill Set = field service, marketing, logistics, field service systems, etc

Organizational Fit = team player

This is the most exciting part of your job search. You have come a very long way and should be proud of what you have accomplished. Know that you are far, far ahead of the average person searching for a job. You have a community of friends, an excellent resume and a slick LinkedIn profile. You know exactly how to answer the questions “Tell me about yourself.” & “What are you looking for?” In this section we will discuss networking.

#### File “3002 - Networking Yourself”

Read ALL of this document. You will notice that you have already completed some sections (see how far ahead you are?). After reading, come back here and we will cover a few points in more detail.

- “What is Networking?”
  - The most important piece of information to take away from this section is that *networking is about building relationships*. Be self-aware and try not to be so busy “networking” that you miss a relationship!
  - The organizer (or portfolio) (Step 4). This is a must-have. 9” by 12” is a great size because it will hold copies of your resume flat and you don’t want to fold them before handing them out. Your organizer is your new American Express card; *never leave home without it*.
- Step 5 “Start making lists”
  - It’s very important not to ignore a possible contact. Even that sweet little old lady down the street that always makes you fruitcake for Christmas is a potential contact.
  - This is a good time to explain contact levels. Anyone that you know that will answer the phone if you call is a “1<sup>st</sup> Level Contact”. Your 1<sup>st</sup> Level Contacts will suggest people for you to meet; these are “2<sup>nd</sup> Level Contacts”. 2<sup>nd</sup> Level Contacts will offer names of people you should meet and those people are “3<sup>rd</sup> Level Contacts. It goes on from there but you get the point.
  - A note on making lists. How you manage this list is entirely up to you. You can keep an electronic copy (see file “3901 - Sample Phone List.xls”) or you can keep a paper copy (see file “3902 - Individual Contact Record.doc”). A very intelligent friend of mine suggested using a spiral notepad; with a page dedicated to each person. There are free software options, Google Calendar/Voice/Contacts or even day-planners. Use a method that works for you.
- Step 6 “Networking”
  - Make the call. Your 1<sup>st</sup> Level Contacts are easy, which helps. 2<sup>nd</sup> & 3<sup>rd</sup> Level Contacts may make it a little harder to pick up the phone. Remember that 60% (or more!) of jobs in today’s market are found through networking. You are reaching out to friends or friends – of – friends. Pick up the phone and make the call. Every call is easier after the first one.
  - Be sure to keep your lists close at hand when making phone calls. You want to be able to share your target companies and any other pertinent information when speaking to people.
  - Set a daily goal for how many phone calls you will make. Setting this goal gives you a “light at the end of the tunnel” and helps motivate you. Be realistic.
  - A note on Networking, it can be hard to keep track of who you called, who you need to call and who you are meeting with. Look at “3903 - CAREER TRANSITION LADDER” and consider using it or something like it. Bob Costello built this to help his clients track their networking and it has proven its value many times over.

- “The Conversation”. This section is full of great examples. You may want to practice some of these examples with a friend or in front of the mirror.
- “The Response”.
  - Remember this is an informational *interview*. You want to make a positive impression so dress appropriately.
  - Bring your organizer with you and make sure to practice your 2 Minute Drill ahead of time.
  - Be respectful of their time.
  - Ask for help or guidance; it’s a good idea to take notes during the meeting.
    - Leave a copy of your resume or your networking One Sheet (we will discuss that later).
    - Thank them for their time and let them know you will check in to inform them of your progress.
    - Make it a personal goal to retrieve 2 names from every person you meet with. This will help to expand your network. You won’t get 2 names every time but it’s a solid goal to strive for.
- “The Follow Up”
  - Follow up is a very important part of networking and most often overlooked or at the very least, not given the priority it deserves.
  - If you have personally met with someone; you owe them a Thank You Note. This should be hand-written on a thank-you card. Go with simple cards, nothing flowery or fancy. You should send the thank-you note within 24 hours of your meeting.
  - You should also follow up call every one you have met with personally. Call each person every three weeks. Remind them of your conversation, let them know your progress and mention any meetings you may have had with names they suggested.
- Remember to update your notes after every meeting and every phone call. Keeping accurate notes on your networking will make it more productive and help you to remember personal details about individuals. When you bump into someone you have networked within the past; they will be impressed you remembered something about them.
- “Other Closing Thoughts”
  - Recruiters. Recruiters can only help your search. It never hurts to contact a few recruiters.
  - Newspaper ads. If you get the paper, by all means look for ads that match your skills.
  - Company websites. You have made a list of companies that you would like to work for. Connect with (“follow”) those companies on LinkedIn. Go to the company website and look for a “Careers” section.
  - WRITE IT DOWN BY HAND. Taking notes and writing things down (pen/paper) helps to strengthen your memory.

Read the document “3003 - General notes on networking” for more notes on networking.

### Your Job Hunt Schedule

I mentioned earlier that online activity can be detrimental to your search if you choose the wrong time of day. You had a schedule when you were working and it’s just as important to have a schedule now.

- Of course everyone has personal demands that influence their schedule. Consider the information below as suggestions. Taking your children to school is a priority that you may have to schedule around; laundry can probably wait until the evening hours.
- Think of your job hunt as your ‘new job’. You should spend at least 40 hours per week on your job hunt.
- Start your day by 8AM at the latest. Earlier is better.

- Phone calls should happen from 07:30 AM to 9 AM. This is the best time to catch someone at their desk but not in the middle of a project. They are more likely to answer the phone during this time.
- Schedule meetings from 09:30 AM to 3(ish) PM. Remember to allow for travel time between meetings. Don't forget about road construction when allowing for travel time. This is Oklahoma!
  - If you have a day that there are no meetings scheduled. Look for other excuses to get out of the house. Go to Starbucks or the library and update your LinkedIn profile from 11:30 to 1 PM. Many people check LI during their lunch hour.
- Make more phone calls from 3:45 PM to 5:30 PM. Again, you are more likely to catch someone "wrapping up" their day and willing to pick up the phone instead of sending your call to voicemail.
- 5:30 PM and the rest of the evening. This is your 'online time'. Update LinkedIn, apply for jobs online. Write your blog. Your online activity should almost always be scheduled for after 5.
- The logic behind this kind of a schedule is you want to call and meet with people during business hours when they are more likely to be available. This is your person to person activity and due to the schedules of others, has some restrictions (usually 8 AM to 5 PM). Online activity is just you and the computer so can be scheduled for any time.
- Do some research on tools that can help automate your online activity. Buffer ([www.buffer.com](http://www.buffer.com)) is a great example of a tool that can automate your Twitter posts. Automating your online activity (such as posts to Twitter, LinkedIn & Facebook) can really help you make the most of your schedule. Spend the evening finding great stuff to post and let the tools post it for you throughout the following day!

## THE NETWORKING “One Sheet”

Networking should be the biggest part of your job search. Most of your time should be spent meeting face – to – face with people and building relationships. These conversations should cover highlights of your professional career, among other things. Be a real person, strive to build a connection with each person you speak to and be prepared to make those meetings as productive as possible.

You should always have a copy of your resume with you for those times when someone asks for it. In some cases the person you are meeting with may not ask and you might not feel comfortable offering it to them and that’s OK. Always have your resume with you for those moments when it is needed. Additionally, you should have a way to share your resume electronically as well. I like to keep a draft email with my resume attached to it. I can access that draft email from my phone and I only need to fill out the “To:” field, add a little text and I can send my resume to someone in seconds. Google Drive and Dropbox are both excellent options as well.

I also suggest building a “networking one sheet”. This is a one page document that highlights *you*. Your networking one sheet should have the following:

- 1) Your picture. It’s best if you use your LinkedIn profile picture. This should be a ‘profile’ shot (shoulders and above), should be professional and is OK to print in black & white. Color is nice but there may come a time when you need to print black & white for cost reasons.
- 2) Your name and a general title for what you do. This should be in larger font so the reader can see it quickly. List your phone number & email address so they can contact you.
- 3) A professional summary – this should describe what you do using language that speaks to your valuable.
- 4) A list of recent accomplishments. 3 – 5 accomplishments are enough. They should speak to your value (measurable!) and should speak to the skills you would prefer to use in your next job. (I’m great leading teams and I like it, I’ll use an accomplishment that tells where I did a good job leading a team. I am also great with MS Excel but I hate it, no MS Excel accomplishments on my one sheet!)
- 5) A section for education, awards and other miscellany
  - a. Education is important because the person you’re networking with may have graduated from the same school.
  - b. Awards are important, they speak to your value and if you’re networking with someone in your profession they may recognize the award.
  - c. Perform volunteer work related to your profession? Anything else of value you want your network to see? This is a good place to put those things.
- 6) Target Positions – This is a list of the titles you might hold.
- 7) Target Companies – Like small companies? Like to work for a big company like IBM? This is where you describe the type of company you want to work for. Size, geographic area, culture, whatever is important to you about the next company you will work for.
- 8) Representative Target Companies – this is your list of the actual companies you are aware of that you are interested in. Would you like to work for AT&T, how about Creek Nation Business? This is the place on your One Sheet that you list the companies you are interested in.

The next page has an example One Sheet that you can use as a template to build your own. If you have trouble with the formatting reach out to the volunteers at OJTTulsa.



# Chester Lohman

## Corporate Training & Management

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### Professional Summary

Creative leader with the flexibility and initiative to encourage my team members to reach goals and drive performance to new levels. Results driven, self-motivated, skilled communicator; corporate trainer and metrics expert, specializing in sales, operational information and client relations.

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### Accomplishments

- Working with a team of peers, reduced a 200 hour training package by 40 hours. **Average savings per class = \$46,000** for each following class.
- Identified changes to agent call handling protocol to **reduce** AVG 60 min call times by **6%**
- Managing all design and GUI changes to Qjac; combined with accurate and comprehensive reporting based on data derived through Qjac, **generated over \$2 Million in revenue.**

### Education

Oklahoma State University	B. A. Communications	2008
University of Tulsa	Masters of Organizational Psychology	2012

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### Target Positions

Training Manager | Director of Learning & Development | Instructional Design Lead | Learning & Development Manager | Corporate Learning Consultant

### Target Companies

Midsize to large footprint companies in the Tulsa MSA that handle a high volume on call traffic with clients, peers, vendors or other consumers. Companies that measure performance through increased or sustained consumer loyalty rather than typical, more easily tangible factors.

### Representative Target Companies

Coca Cola	HireRight	A T & T
OneOK	OneGas	The Williams Co
U. S. Cellular	Arvest	Creek Nation Business
Capital One Auto Finance	Cherokee Nation Business	Enterprise Holdings

## NETWORKING YOURSELF IN TODAY'S MARKET

There was a time (a long, long time ago in a galaxy far, far away) when looking for a job was a matter of reading the paper and contacting recruiters. Nowadays technological advances coupled with the unsteady state of the economy have made the situation extremely complex. The easy availability of the internet means that, not only does that job posting have the potential of being seen by millions of people, but hundreds of people will be sending their resumes for the same job.....sometimes instantaneously.

In order to be successful, the job seeker must make a sustained effort to supplement the paper, recruiters, and internet job postings. This paper is compiled with the intention of showing you how you can direct that sustained effort in a manner that will significantly increase your chances of success.

In reading through this material, always keep these thoughts in mind:

- 1) Looking for a job is a full time job
- 2) Most prospective employers will not come looking for you
- 3) Quite often the best jobs are never advertised
- 4) *Statistically, 65 -70% of all jobs are obtained through networking*
- 5) Your odds of obtaining a job simply by E-mailing your resume around are better than the odds of winning the lottery.....*but not much*

IF YOU HAVE BEEN LIMITING YOURSELF TO USING THE INTERNET FOR YOUR JOB SEARCH THERE IS A VERY GOOD REASON YOU ARE READING THIS PAPER RIGHT NOW. PAY ATTENTION!

### WHAT IS NETWORKING?

Networking is a way of expanding your list of personal contacts so that you may get your information in front of people who might actually do something to help you. By personally contacting people you know, you can get yourself introduced to people whom you don't (yet) know, who can in turn introduce you to other people who can in turn introduce you to more people. If you are diligent in pursuing your networking, the number of people you will meet will grow incredibly the further you go.

But that is not enough. NETWORKING IS ALSO ABOUT BUILDING RELATIONSHIPS. The key to a successful relationship is communication. You not only want to meet new people, but you want them to remember you so that when they do hear of a job opportunity, you will come to mind.

We can group the networking effort into the following steps:

## STEP1-PERSONAL ASSESSMENT

Before you set off on a journey, you need to know where you are going. What is it you really want to do? When someone asks you what you are looking for, “I don't know”, “anything”, or “whatever”, are ***not acceptable answers***.

You need to assess your financial situation. If money is going to be a problem, you need to budget your finances and plan for alternatives. The stress of an unknown financial future can affect your demeanor and can show in your interaction with others.

On the other hand, if money is not a problem, you need to define your passion.....this might be an opportune time to look for something that you would really enjoy doing.

## STEP 2 -THE RESUME

Your job search will always require a resume. Put some real effort into developing your resume for it should describe clearly who you are and what you can do. In networking, the resume serves two purposes:

- 1) As an introduction - For someone who has never met you, a resume should make them want to meet you.
- 2) As a reminder - For someone who has met you and talked to you, the resume should inspire them to remember who you are.

## STEP 3- THE TWO MINUTE DRILL

Call it what you want...elevator speech, self introduction, or two minute drill, you need to be prepared to answer the question “Tell me about yourself”.

If you are not prepared, this can become a rambling dialogue of personal trivia that adds no value to your effort and starts your meeting, whether it is a networking meeting or an interview, off on the wrong foot.

Spend some time writing this down and memorizing it, and limit it to two minutes. It should contain:

- 1) Something brief about your early life and education (10- 15 seconds)
- 2) Something about your early career, including accomplishments (15 .... 30 seconds)
- 3) Your recent work history including two accomplishments (45- 60 seconds)
- 4) Your reason for leaving (5-10 seconds)
- 5) What's next (10 - 15 seconds) -tailor this to the particular situation



This step is **critical** for being prepared for your interview. If prepared properly, it will convey organization, competence, success, and motivation, all within two minutes.

It is also great for networking, because each time you personally network with someone you don't know, you are making sure you are not wasting their time with trivia and you are practicing for your next interview.

#### STEP 4- ORGANIZE YOURSELF

Right click on the "start" icon at the lower left of your computer screen. Highlight the "C" drive and set up a file folder called "Job Search XXXX" ("XXXX" = current year). Under this title, set up folders called "Resumes", "Contacts", "Resources"...and any other folder title that you may need to help you find things quickly. Then save everything you do and everything you find that will aid you in your search. (NOTE: I suggest folders for "Thank You Notes", "Cover Letters", "Research" & "Interview Prep Notes" as well)

We suggest that you set up this file directly below the "C" drive so that you can find it easily in the future. I know you don't intend to ever run into this problem again, but if you do, finding these resources will help you jump start your campaign.

Order some business cards; nothing cute, nothing fancy. Pick a shade and a font that shows your business sense. Put your name on the first line, your specialty on the second, and then put your contact information. Business cards add a touch to your campaign that says you are an orderly person with a good business sense. *Carry them with you always.*

Get yourself an inexpensive, approximately 9" x 12" leather or leather-like organizer (office depot, staples, Wal-Mart) that you can use to carry a pen & pencil, notepad, business cards, and copies of your resume everywhere you go. It should become an extension of your arm. This not only keeps all of your important networking and interviewing information right by your side, but it also gives you something to do with your hands when you network or interview. Also, a zipper helps to keep things from falling out while you are in the middle of an interview (very embarrassing.....trust me).

#### STEP 5- START MAKING LISTS

While you are relaxing and getting prepared to network, start compiling your list. Keep a pad of paper and a pencil handy for those moments when you recall another person you need to talk to. Any time you write someone down, also look up their phone number and E-mail address if possible.

Start with your church. Most churches have a pictorial directory and it always has been helpful to go through it and circle the people that I know and that I know might know of me. If you have friends who go to another church, ask to borrow their directory and go through it name by name looking for people you know.

Move to your circle of friends around your children and their activities. Go through the school directory and highlight or circle everyone you know. Don't overlook sporting activities...coaches, other parents.

Write down people you know from college, high school, business acquaintances, your banker, your broker, your accountant, plumber, etc.

Write down target industries that service companies you might like to work for.

- A. If you are looking for a job in accounting, you should target every CPA firm in town, not necessarily to work for them, but because they are doing tax returns and audits for every company in town and may know about job opportunities first.
- B. If you are looking for a job in marketing, do the same thing with advertising & PR firms in town.
- C. Contract attorneys also deal with many of the mid-size and larger corporations
- D. Insurance agents who deal in property and liability insurance are also involved with practically every company in town.

Make a list of companies that you would like to work for.

Create a form on your computer that will aid you in tracking your contacts. Look for the Excel file "Sample Phone List" in this folder; or use other resources, the important point is *be organized about tracking and following up with your contacts*.

This list will become your first level of contacts. They are the best place to start because they will be less threatening, will have a personal interest in helping you, and will give you a chance to practice your networking technique before you hit the big time.

## STEP 6- NETWORKING

You are now ready to get down to business. Remember, there are some simple goals you are trying to achieve through networking:

- 1) You are trying to get your information into the hands of people who have jobs available, people who know about a job that is available, and people who might eventually know about a job that is available.
- 2) You are trying to get the greatest coverage possible, and
- 3) You want to be active on someone's mind if they hear about a job opening.

We are now going to break networking down into four steps:

- 1) The Contact
- 2) The Conversation
- 3) The Response
- 4) The Follow-up

## THE CONTACT

*Force yourself to make the call.* Your first list is the easiest....friends you know. You don't necessarily need a face to face with friends you know well. Be upbeat about what you are doing and let them participate in your excitement. Tell them what you are looking for and ask them if they know anyone well-connected that you should talk to. Explain to them that it is not necessary for them to steer you to an open job right now, just to people who might know of open jobs from time to time. Be sure to get a number for any names you are given.

Go over your list of targeted companies & service companies and ask them if they know anyone who works at those companies.

Ask them if they mind you using their name when you contact the names they have given you.

Using the sheet you set up in “organizing yourself”, enter the names and numbers of the contacts you have just been given. These are your second level contacts.

Second level contacts may seem a little more difficult but not really. ALWAYS KEEP IN MIND THAT SUPPLYING NAMES IS USUALLY NON-THREATENING TO PEOPLE WHO ARE ASKED, AND MOST PEOPLE FEEL GOOD ABOUT HELPING YOU WITH YOUR REQUEST.

The difference between a first level contact and all others is that your goal is to get a face-to-face meeting to discuss your search. Handling your networking by telephone may get you through your contact list quickly, but ten minutes after your call is over, you have been forgotten. The true key to networking is to build relationships with people who will keep you in mind for that time when they hear about a job opening that fits you. Your goal in networking with an individual you do not know is to:

- 1) Cause them to remember you when they hear of a job opening
- 2) Give them reason to refer you to friends or acquaintances
- 3) Give you names of other people who can help you.

Keep this in mind.....for whatever reason; you may not be comfortable soliciting a face-to-face meeting with someone you don't know. TRY TO GET OUT OF YOUR COMFORT ZONE. IT WILL BRING YOU GREATER REWARDS AND WILL BRING AN OVERALL IMPROVEMENT TO YOUR GENERAL LIFE-SKILLS.

If you still feel that face to face networking is not right for you, conduct your interviews by telephone\* and we will call this “Plan B”, below, as we give you ideas of what to say. At least give us the following two concessions:

- 1) When you have completed your interview and have secured several other names to pursue, mention that you are going to be out and about later in the day, could he spare a couple of minutes for you to hand-deliver your resume so he can put a face with it.
- 2) When you are several months further down the road and you still don't have your desired results and you are thinking about panicking, would you at least think about swallowing your pride and admit that maybe we knew what we were talking about in making these relationships more personal?

## THE CONVERSATION

When calling someone you have never met, your conversation could go something like this:

*"Mr. \_\_\_\_\_, my name is \_\_\_\_\_. I was talking to \_\_\_\_\_ and (s)he suggested that I talk to you. I have a background as a \_\_\_\_\_ and I am looking for \_\_\_\_\_."*

(Try this) *"Do you have several minutes for me to come by, introduce myself, hand-deliver my resume and get some guidance on companies to target?"*

(or this) *"Do you have several minutes for me to come by, introduce myself, and get some feedback on my resume?"*

(or finally this) *"Do you have several minutes for me to come by, introduce myself and drop off a resume?"*

The response you get will be one of the following:

- A. "Not really"
- B. "Sure, Come on by sometime"
- C. "I would love to help you but I don't have any jobs available right now" ....or.... "I just don't have the time to spare"

If the answer is (A), switch to the direct mode; you can say something like,

*"I don't know if you have ever had to look for a job in a bad economy, but it is quite challenging. One thing I am trying to do is expand my knowledge of the Tulsa job market. I specialize in \_\_\_\_\_ do you know of any companies that could use my talent or do you know anyone else I could talk to who could get me a little closer to my goal?"*

If you still get a negative response, you have to quickly determine if this person is just pleasantly ignorant or if you are possibly getting on their nerves. If it is the latter, thank them for their time and move on. If it is the former, try this.....mention the list of companies that you would like to work for that you prepared in step 5 above (we know you have this list because you have been diligently following our directions up to this point). You might say something like,

*"I would like to contact (name three companies) to see if they might be able to use someone with my talents. Do you know anyone that works at any of these companies?"* Sometimes mentioning a specific company will jar loose a tidbit of information that could help.

If the answer is (B), say

*"I know your time is valuable, so name a time that would work for you and I will be there."*

If the answer is (C), say,

*"Thank you, I can appreciate that. I am not just looking for a job, but I am also looking to get my resume in the hands of people who may hear about a job that is available sometime in the future. I want to get my name out in the market so that I will get a call when that time comes. Can I leave a resume with you and do you know anyone else I might call who might hear of jobs of this nature from time to time?"*

Remember, you are still looking to personally hand them a resume, if at all possible. If they say "sure, E-mail one to me" respond with *"I will be glad to do that, however, I also know that my resume will have a little more value if someone can associate a face with it.....I'll be in the area (today/tomorrow), can I just come by and drop it off?"*

\*Plan B (for those who feel that they just can't handle the personal aspect of our advice and are going to conduct their networking strictly by telephone)

A typical telephone approach might be

*"Mr. \_\_\_\_\_, my name is \_\_\_\_\_. I was talking to \_\_\_\_\_ and (s)he suggested that I talk to you. I have a background as a \_\_\_\_\_ and I am looking for \_\_\_\_\_. Do you know of anyone who might be able to use my talents or anyone well-connected who might be able to direct me further?"*

Remember, your goal is to get at least two more names and to get a resume into the hands of people who might hear of jobs available. You will either get a positive response that involves a little further conversation, a positive response that doesn't involve providing names, or a negative response. If it appears to you that the person on the other end is not put off by your conversation, you have to at least try to hand-deliver a resume. (How threatening can it be to walk into an office and hand someone a resume, especially if you have had a pleasant conversation).

When completing the telephone conversations in this section, keep the following thoughts in mind:

- A. Try to be up-beat, positive, and avoid any negative conversation.
- B. Fill in your telephone contact sheet after every call. If the person was not in, find out when they will be back and mark that on your sheet. Put anything interesting you got out of the conversation in the comments section.
- C. Try to avoid sending a resume without some form of personal contact. The half-life of an unpersonalized resume is about 5 minutes. If you do E-mail a resume to someone, be sure to read the follow-up section below to see how to keep that resume active in the hands of a recipient.

## THE RESPONSE

Okay, so your initial conversation was a success and you are going to see someone. Here are some tips to keep in mind:

- 1) This is, in reality, an interview....an informational interview, but still an interview. Dress appropriately. If you are looking for a white collar job, dress in a business manner (leave casual Friday dress for later, when you have a job). Remember, any time you are meeting someone for the first time; you never get a second chance to make a first impression.
  - a. Leave your nose rings & eyebrow rings at home
  - b. Cover up any exposed tattoos
  - c. Have a decent haircut
  - d. Shine your shoes, press your clothes
  - e. Pay attention to personal hygiene
  - f. Avoid heavy colognes or perfumes
- 2) Carry your organizer with you, and use it to take notes while you talk.
- 3) Open your conversation by using the two-minute drill explained above. This will keep you from rambling, will set the tone for the meeting, and will allow you practice so you are ready when you do an actual interview.
- 4) Be very aware that you are taking your host's valuable time....be respectful of that.
- 5) Be observant. Make some notes of what you see in the office (personal pictures, mementos. evidence of a hobby or a sports obsession. etc.)

- 6) Ask for their help or guidance.....a good place to start is to ask them to give you feedback on your resume. Take notes if you get some. Be sure to ask if they have any ideas of someone who could use your talents.....be sure to get names, numbers, and permission to use your host's name.
- 7) Leave a resume and ask them to keep it handy
- 8) Thank them for their time and tell them you will check in from time to time to let them know how you are progressing.

\*Plan B (for those who are not networking personally)

If you get the opportunity to drop off a resume personally, pay attention to the tips listed just above. If you are E-mailing a resume, always personalize it with a cover letter. Have a standard cover letter written in Word (DOC not DOCX) so that you can personalize it and attach it with your resume. The cover letter should have an opening paragraph referring to your conversation, a body that focuses them on the more important parts of your resume, and a closing paragraph that asks them for their support and thanks them for their time.

## THE FOLLOW-UP

This may be the most important part of networking and is the part most often overlooked. If you don't follow-up, you are like a duck hunter using a rifle....you will only get a duck that is sitting right in front of you, but forget the ones on the wing. You will only get a job if one is available when you call. You want to also be in the running for jobs that open up in the future that become known to someone in your network.....they have to remember you for that to happen.

First, if you have just personally visited with someone, you owe them a personal thank-you note. If you have legible handwriting, make it a short, hand-written note on a thank-you card. Thank them for their time and for the courtesy they have shown you. Ask them to please keep you in mind if they hear of something in the future that might be a fit. If your handwriting is something only a mother can love, send them a note on some personalized stationery saying the same thing. Make sure that you personally sign it. Send these off the day of your meeting, but no later than the morning after.

Second, for everyone who has given you the courtesy of their time, whether it is through a personal visit or a pleasant phone conversation, **re-call them every three weeks**. Remind them of your conversation, let them know that you have been following up on their suggestions (if you have had success getting contacts from their contacts. let them know that), and ask them if they have had any other ideas since your previous conversation. Whether they have any additional information or not, thank them for their time and ask them to keep your resume "warm".

You have just accomplished two things:

- 1) You have let them know you are serious about finding a job
- 2) You have let them know that you are still in the market

About the third time you re-call someone, their antenna will be up for you, because they will realize that you are persistent, serious, and someone they would feel comfortable recommending for a position they hear about. Whether they hear of a job at a casual party, over lunch with a friend, or in a phone conversation with an associate, they are more likely to remember you if you have been diligent about keeping up with them. **YOU HAVE NOTHING TO LOSE BY KEEPING UP WITH THIS STEP.**

Also remember to fill in your phone sheet after every conversation or call; this gives you a ready list for re-calls as well as a reminder of anything additional that came up as a result of your last conversation.

## OTHER CLOSING THOUGHTS

There are other things you can and should do besides networking to look for a job, and here are a few that come to mind:

- A) **Recruiters** - It never hurts to contact several recruiters who specialize in your field. Employers these days do not often like to pay the high fees for placements when there is such a large supply of candidates, but some still do. Remember, there is no cost to you for using a recruiter, but the recruiter is also not working for you....they are working for the company that will pay them.
- B) **Newspaper Ads** - You should answer an ad that matches your qualifications. Just realize that the entire circulation of the paper is seeing the same ad, so your odds of getting a response are pretty slim...still, you have to try.
- C) **Company Websites** - Job postings on company websites are very good sources for openings. A job is posted on a company website after a company has scanned its data files and polled its employees for potential candidates. You should respond to these openings, but immediately get busy doing research on the company. You have to send your resume through proper procedures in order to be considered, but that does not mean you have to sit around and wait for a response. Using the internet and the network you have been establishing, try to find someone in the company who will be an advocate for your resume. HR will make their own decisions, but they may give your resume additional scrutiny if someone in the company asks them to. In any case, your resume and your cover letter both need to be in very good shape to get proper notice.
- D) **Internet Job Postings** – You may find something on Monster, Career Builders, or other internet sites, and you should respond. Just remember that even more people are viewing those sites than are reading the newspaper classifieds and the tools on the internet allow interested parties to get regular alerts, so the odds of getting noticed are even worse than the newspaper.
- E) **Social Websites** - LinkedIn is a site that needs your attention. Through Linked-in you can meet people who work in the companies that you might want to work for. You can throw out directed questions and search for individuals in a company. You can also search job postings, which are a little more private than open internet job sites. If you are creative, you can get a lot of information off of Linked-in.
- F) **References** - Along with preparation of your resume, you should prepare a separate sheet with your references. You should have at least three, probably no more than five. One person should know you well on a personal basis and at least one person should be able to respond to your work habits and skills. Include their title if your reference is in business. An ex-employer is great if you are on good terms. NEVER LIST A PERSON AS A REFERENCE IF YOU HAVE NOT PERSONALLY RECEIVED THEIR PERMISSION TO DO SO, AND· ALWAYS LET YOUR REFERENCES KNOW WHEN A COMPANY HAS REQUESTED THEIR NAME SO THAT THEY ARE EXPECTING THE PHONE CALL
- G) **Prayer** - last, but certainly not least, solicit the prayer support of family and friends and God will reward you for your diligence and hard work.

## Preparing the Two Minute Drill

Prepare a presentation that reduces your past and future into a two minute capsule

1. Brief statement about yourself, family, early life and college education
2. Early career with two or three key accomplishments
3. More recent work experience and key accomplishments. Be prepared; tailor these to the particular situation
4. Reason for leaving last company
5. Current Status
  - a. How come you're here
  - b. What are you looking for
  - c. What can you offer

10-15 sec	Personal Life and Education	Born and raised in... Graduated HS went to college
15-30 sec	Early Career	Out of college I... And accomplished...
45-60 sec	Recent Work History Key Accomplishments	More recently I have been at... Where I have been...
5-10sec	Reason for Leaving	Because of a major reorganization...
10-15 sec	What's Next	I'm here because... I'm looking for... I can bring ... To the party

This model should lead your audience to conclude about 12-14 positive things about you in two minutes. This is effective in networking as well as interviewing. Memorize it and deliver it with ease and energy!



## General notes on networking from Bob Costello's presentations...

1. First level contacts do not require face to face meetings. A phone call is OK. Face to face meetings are preferred but the assumption is that you will have 'face time' with this person anyway as they are friends.
2. Second level (and above) contacts must always have face to face meeting. Your reason for pursuing a face to face meeting (as opposed to email or phone) is to put YOUR FACE with your RESUME.
3. When speaking to contacts be sure they understand that you are not asking them if they know about a job opening but *if they know about someone related to your profession that can help you with your search.*
4. Suggestions for when you call someone (to ask for a meeting)
  - a. ALWAYS "Mr/Mrs \_\_\_\_\_, my name is \_\_\_\_\_. I was talking to (mutual friend) and he/she suggested that I talk to you. I have a background in (begin 30 second drill)"
  - b. Attempt #1: "Do you have a few minutes for me to come by and introduce myself, hand deliver my resume and get some guidance on companies to target?"
  - c. Attempt #2: "Do you have a few minutes for me to come by, introduce myself and drop off a resume?"
5. Remember that every face to face meeting is an informational interview.
6. Try to open the conversation with your 2 minute drill (or shorter version "30 second drill").
7. BE OBSERVANT. This DOES NOT MEAN be a stalker or be nosy. Notice personal items in the office as subject matter for personal moments in the conversation.
  - a. Do you see a picture of kids? Have kids of your own? There is a subject for a personal moment in the conversation. ("I see you have children, I have (number of kids) myself...").
  - b. 90% of your conversation during a networking meeting should be about business. 10% should be about making a personal connection with the person that you are meeting with in order to show them that you are A REAL PERSON and not a job hunting robot! Remember, we are all human.
  - c. This personal connection will help them to remember you (and your skills!) later; when they see an opportunity for you.
8. Keep to your time limits.
  - a. Whatever time you ask for, stick to that time *and nothing more.*
  - b. "Can I have a few minutes..?" = 10 minute meeting
  - c. "Do you have 20 minutes to meet with me?" = 20 minute meeting
  - d. Do this even if the meeting is going well. This is an opportunity to impress the person with the fact that you keep your word and respect other people's time. "Keep your word" & "Respect other peoples" anything are both qualities that fit into almost any company culture
9. Ask for help and/or guidance.
  - a. Let them give you suggestions on your resume or offer names of people that you can reach out to
10. Call everyone that you have met with every 3 weeks for follow up.
  - a. Thank them for their time.
  - b. Let them know their suggestions or contacts have helped (or met with) you
  - c. Ask them to keep your name and resume "warm"
11. For every face to face meeting send a PAPER mail thank you note.
  - a. This separates you from the rest of the world. Everyone SAYS they send thank you notes, *almost no one does.* (When is the last time you received one???)
  - b. This also brings you back to the front of the person's memory. Any promises they may have made you in the meeting that they haven't kept; they will remember now

It's time. You have sent out your resume, attended networking events, had meetings with people, and applied online and now...

You just got ***the phone call***.

“Hello Mr. Jones. We have received your application for the Brain Surgeon position we have open and would like to talk to you. Is Wednesday at 2 PM ok with you?”

You're excited. You should be! This is the moment you have been working and waiting for!

Interviewing is a skill. Just like any skill it can be improved with preparation and practice. We will work on honing your interview skills in this final piece.

### Preparation

You **MUST** prepare for interviews. The more you prepare the more confident you will be when you arrive. Below is a list of suggested tasks for preparation.

- OJTTulsa.org has a schedule of Tuesday evening meetings; each of these meetings have a special class dedicated to interviews. It doesn't matter if you have an interview coming up or not. *Go to the class and practice.* You can also check OJTTulsa.org for volunteers that are willing to help you practice.
- Research the company. Go to the company website and check them out. Perform a Google search on the company. If you have a library card you can access Hoovers website through the library website; check the company out on Hoovers. Google the names of executives in the company. See if the company has a Wikipedia page. Check out their stock, how has it performed over the last 3 to 5 years? Can you identify why?
- Search LinkedIn for the company. Look for the executives you found on Hoovers; check out their profiles. Look for employees (or former employees) of the company. If you are connected (either directly or through people you know) and have the time, try to schedule a meeting with any employee you can. Ask them what it is like to work for the company.
- Research the position. Go back to the company website, find the careers section and locate the posting. Google search the position title and the key responsibilities listed in the posting.
- Open Google and search for “interview questions” and “sample interview questions”. Research the possible questions you may be asked during the interview.
- Take notes on all your research. Did you find an interesting article about the company? Print it off and perhaps you can bring it up as a speaking point during the interview. (Of course the article should paint the company in a positive light! No negative media!)
- Build a list of questions you want to ask during the interview. **REMEMBER** the interview is a two way discussion. You should speak 30-40% of the time. You don't want to ‘hog’ the conversation but you **DO** want to be an active participant. You are interviewing the company as much as they are interviewing you.

### File “3005 - Interview Questions To Ask”

- This document is a list of 9 questions you may want to ask during the interview.
- It is **NOT** all-inclusive! Do some research and be prepared with other questions.

The next few files will cover using your accomplishments in interviews. Read the job posting again, paying attention to the responsibilities and requirements. Select your accomplishments that best fit what the company is looking for. Study these accomplishments and perhaps even print them off to take with you during the interview.

#### File “3006 - Using Accomplishments in Interviews”

This is an introduction to using accomplishments to answer interview questions. Remember the Situation, Action, Result format. What was the situation? How did you respond? What was the (positive!) outcome?

#### File “3007 - Answering the Tough Questions”

This is a presentation given by Bob Costello. Bob is the founder of MBC Associates; a Human Resource consulting firm with over 20 years experience.

Read the entire file and take notes. The first few pages are an excellent discussion about the interview environment and the remaining pages are questions likely to be asked during an interview. (A small piece of irony for you: over the last few years almost everything about unemployment has changed. It has changed for the job-seeker and for the company. Both are using different methods to find that ‘perfect fit’. In almost every case, the questions asked during the interview have not changed in years. Exceptions to this are companies like Google or Microsoft.)

- Remember the interview is a time of ‘mutual exchange’. The employer is deciding if you have the skills and ‘fit’ the company culture while you are deciding if this is a company you will be comfortable working for.
- Most interviewers are untrained and nervous. Interviewing people is not part of their daily routine and they are out of their comfort zone. You can make them comfortable by taking control of the conversation and explaining how you are a good fit. Remember this is not ‘man-handling’ or hogging the conversation; you want to control in a passive way that lets them feel like they are still in control.
  - Answer questions in 2 minutes or less.
  - Always finish with a question. “How does that sound?” “Ok..?” “Would you like to hear more?”
- The Money question
  - Also see file “3008 - Money Question Strategies” for more information. The bottom line is to avoid giving them a direct answer for as long as possible. Your goal is to make THEM give YOU a number. This puts you in a better position.
  - Exception to the Money question: Recruiters. They will need to know what you expect for compensation.
  - Paper or online applications that require you to enter a salary number.
    - Leave it blank
    - Write OPEN or NEGOTIABLE
    - Enter a range
    - Enter \$1.00 (yes, One Dollar)
    - Enter \*\*\* (SHIFT & “8” on your keyboard)
    - Be creative. Paper won’t refuse an entry and many websites will allow some of the above suggestions

- Strengths & Weaknesses question
  - Strengths: This is a great opportunity to sell you! I suggest using your most powerful accomplishment statement that matches the job requirements.
  - Weaknesses: Name a downside of one of your strengths. Note that you recognize this problem and are working to improve it. Google how to answer this question. (Be ready to explain HOW you are working to improve!)

#### Other notes on interviews...

- Get a business card (or at least a name) from *everyone*. This includes the person at the front desk. Within 24 hours (I suggest you run straight home and start writing!) send each person a thank you note.
  - Bring your business cards with you, 10 or less should do. It makes it easier to get someone's business card when you are offering your own.
  - Send a thank you note to the front desk person. This is an IMPORTANT person. Many companies will speak to the front desk person after an interview and ask how you treated them. ALWAYS be polite to the gate-keeper!
  - Thank you note to the recruiter (unless you have already sent this one. I usually send a thank you note to the recruiter after they call to schedule the interview).
  - Thank you note to each person you interviewed with. In most cases this is one person. Some interviews will be a panel.
  - You have been to the company, you know the address. You have no excuse for not sending thank you notes. This reminds them about you and sets you apart from other interviewers. I'll never forget speaking to a recruiter after an interview. She told me to send a thank you card and mentioned that NOT ONE PERSON THAT HAD BEEN IN FOR AN INTERVIEW SENT A THANK YOU CARD.
- Dress the part. In my opinion, an interview requires a suit, polished shoes and a well pressed shirt.
  - A note on suits. I never wear my jacket in the car. Wearing a jacket in the car puts wrinkles in the lower flaps. Keep a hangar in the car or just fold your jacket (length-wise, not top to bottom) and put in the back seat.
  - I also never carry a wallet when wearing a suit. I use a money clip. Wallets tend to be heavy and/or fat and throw off the balance of the pants or even worse make the jacket hang weird. If you don't have a money clip, use an office binder clip. This stuff will stay in your pocket anyway so no one will know you're using a binder clip!
- I know I don't have to say this but I'm saying it anyway.
  - Shave. I don't suggest wearing a beard to an interview. Mustache or goatee in today's society is usually acceptable as long as they are well trimmed.
  - If you haven't had a haircut recently, consider getting a haircut as long before the interview as possible. You want your hair neat but don't want to look like you got a haircut that morning!
  - Shower. Brush your teeth. Don't chew gum. A tic-tac is fine.
- Organize your notes and review them the night before and the morning of the interview.
  - You want your accomplishment stories, answers to interview questions and questions you plan to ask to be fresh in your memory.
  - Also review any notes you have made on the company and/or the position.

- Plan your route.
  - If you have been actively networking then you have been driving around town quite a bit and should know the active construction areas. Road construction slows down traffic.
  - Consider 'rush hour' traffic. You don't want to get caught in traffic and be late to the interview!
  - Arrive to the parking lot no more than 15 minutes early. Enter the front door no more than 10 minutes early. You want to show that you are eager for the interview but also respect their time. You are probably not the only person interviewing today and you don't want them to feel 'rushed'.
- Call a friend.
  - You are probably nervous. It's normal. Have a friend ready to call that you can talk to just before the interview.

After the interview...

- This can be a stressful time. "Do I call?" "Why haven't they called me?" "What if they went with someone else?" Lots of questions will run through your mind. Find that friend you called just before the interview and sit down with them; let off some steam.
- Kim Armstrong is an Executive Recruiter & Job Coach at Vintage Services. She has some excellent thoughts on interviewing and I thought it best to quote her.

*Regarding the question going through the mind of HR recruiters.... they want to hire strong candidates with easy-going, low maintenance personalities. Problem people...cause more work for HR. I can tell you exactly what I hear from HR Managers consistently. (Below are a few do's & don'ts...this is not an exhaustive list...just a few points).*

*DO's in an interview situation*

- *Be professional and polite – with everyone.... like the receptionist, the janitor, the HR assistant, the HR Rep., the hiring manager. Say "hello" or smile to everyone you see while at the company you are interviewing. (Trust me.... this will be discussed when you leave).*
- *Must have a firm hand shake...practice this! It will reflect your level of confidence....and they WILL REMEMBER.*
- *Be transparent, honest, friendly, relaxed. Act as if you have a very calm and flexible personality when dealing with people.*
- *If you're not outgoing...then get involved with a Toastmaster group...and learn how to communicate better.*
- *Be polite. Write a brief thank you note and MOVE ON. If you get a call back – then act pleasantly surprised and eager to move on to the next step.*

*Don'ts in an interview situation*

- *Don't act nervous....relax. Don't act desperate, rude, frustrated.*
- *Don't ask pushy questions.... like... "how do I rank?" "what are your benefits?" "how often do you give raises/promotions?" (It's not about you and what you can get).*
- *Don't do anything that would be considered rude. Like using their pen to take notes. Don't chomp on gum or a piece of candy. Don't take your phone in.... you wouldn't want to take a call or read a text message while waiting for your interview or during your interview.*
- *After the interview....don't call them to follow-up. You can send a brief thank you email initially and maybe a follow up email a week or two later....but don't stalk them!*

- *If you speak with someone at the company and they filled the position..... Your reply should NOT BE .... “Why didn’t I get the job?” or “Why wasn’t I selected?”.....THIS IS THE WORST THING YOU CAN DO. Often you will be blackballed from the company for this type of rude response. (It may be a legitimate question to you....but they will not appreciate you questioning their decision).*
- *If they filled the position.... your reply should be.... “thanks for the opportunity to interview with your company....please keep me in mind for other positions that I may fit”. This will often land you a future job with the company....if they liked your personality and thought you would fit into their culture.*
- *If one person at the company tells you the position has been filled....don’t contact another person in HR or the Hiring manager. They will talk amongst themselves and this will backfire on you and easily get you blackballed from working for that company.*

*Don’t get so excited about your interview or a company that it comes across negatively in the interview or your follow up. HR and hiring managers will remember this negativity and make notes in your file and in their computer system. No one wants to hire a “loose canon” who gets upset easily.*

*I constantly hear stories about all sorts of botched interviews that could have been handled differently by the candidate.*

*If you cannot communicate well, if you’re not a likable person, if you show any sign of frustration, if you act snobbish, if you act desperate, if you act uptight, if you’re considered rude in any way ..... YOU WILL NOT GET THE JOB... and you will never be considered for another position within that company....notes will be made in your file and in their system. IT’S NOT ABOUT HOW YOU PERCEIVE YOURSELF....IT’S HOW THEY PERCEIVE YOU! If you’re perceived negatively....you must be willing to change!!*

*Ask someone at the job ministry meeting to be honest and tell you how you’re perceived. If they can’t tell you one negative thing you need to work on.....ask someone else who will be truly honest! There has to be something you can change....no one is perfect.*

You have had quite an adventure so far; building your resume, networking and meeting new people, practicing your Two Minute Drill, researching companies. Long hours and way more work than you normally put in at the office.

Searching for a job is **hard work**. Interviews can be stressful. Your day to day life might be chaotic. *You deserve this job! You’ve worked hard for it and done everything right!*

Maybe the company calls you and makes an offer. Maybe they don’t. Remember that *your perfect job is out there and you will find it.* Until that time you will have an exciting time meeting new people and learning new things. Know that you have friends that not only care about you but understand the frustrations and challenges you are going through. Make it a regular appointment on your calendar; attend the meetings at OJT every Thursday (or somewhere else). The positive emotion that flows through that room for an hour and a half is contagious. As a close friend of mine once said “it’s a great place to get a hug”.

***I know*** your job is out there, waiting for you to find it. If any of this information helped you along the way, let one of the volunteers know.

**1. "What are you seeking in the ideal candidate for this position?"**

This question allows you to counter by adding any particular skills or qualities that you have left out in the interview, but that the employer thinks are important.

**2. "How would you describe your management style?"**

When you are being interviewed by a hiring manager to whom you would report, this is a great question for gathering insight into whether you might get along.

**3. "Can you give me some examples of the types of projects I may be working on?"**

If the job description was a bit vague on the types of assignments you would be doing or if you are otherwise unclear on this point, this question is essential.

**4. "What do you like best about working for this organization?"**

This question not only gives great insight into the culture of the organization, it also makes the person answering the question feel good. In addition, if the person answering can't come up with something good to say, this is a red flag about the place where you might be working.

**5. "How did this position become available?"**

This question is a bit pushy, but it is important if you do not know how the position opened. Is the organization expanding? Or did the last person leave, and can you subtly find out why?

**6. "What would you like to see happen 6 to 12 months after you hire a new person for this position?"**

This question is akin to "How will I be evaluated?" or "How do you measure success in this role?" It can also clue you in on whether the expectations for the job are realistic.

**7. "What resources are available for this position?"**

This question addresses the technology, staff or budget resources you will have and gives many insights into whether the organization is being realistic about what you can accomplish given the resources available.

**8. "Is there anything you are still wondering about my candidacy that might keep you from offering me the position? Is there anything further I should clarify?"**

This question shows you are open to feedback or critique and also tells the employer you want every opportunity to reassure him or her that you would be a great employee.

**9. "What is the next step in the process? May I have your business card?"**

The final question can help relieve your anxiety after the interview because you at least have some clue about how long it will be before the employer gets back to you. Ask for business cards from each person interviewing you so you can send thank-you notes.

## **Utilizing Accomplishments in Interviews:**

After building your accomplishment statements look at them and determine what strengths or abilities are reflected in the accomplishment. The following are examples of some areas that you will see in various books and the MBC & Associates list (Magic Sixteen).

- Communication
- Analytical
- Initiative
- Goal oriented
- Reliable / Dependable
- Flexible
- Leadership
- Detail Oriented

Make two lists for your reference when interviewing.

- Start with the strengths you have identified and list the specific accomplishment(s) that reflect how you utilized that strength.
- List the accomplishments with notes as to which strength(s) you utilized.

Many accomplishments will reflect more than one strength.

Reviewing these two lists will help you firmly set these accomplishments in your mind so that you can quickly use them to answer even the unexpected interview questions.

For example:

Consider the interview question "describe the most difficult situation you have faced." Your accomplishments will likely provide an answer. If not, identify this situation in a similar manner (what was the situation, how did you respond, the positive outcome, what strengths did you use) so that you are able to easily handle that question if it is asked.

Another potential question could be to "describe a situation that did not work out as well as you expected." Identify a "minor" problem or situation (what was the situation, how did you respond, the outcome, and what you learned from the process).



**Presentation by Bob Costello to the FUMC Jobs Group**

July 16, 2009

Bob is the owner of MBC Associates.

**TOPIC: Answering Tough Interview Questions**

Interviews should be a time of "equal exchange" of information before a decision is made. The employer is deciding if you have the qualifications and "fit" to work in the organization. You are evaluating the firm as a future employer and making sure you will be comfortable working there.

Most interviewers are untrained and apprehensive. You can use that to your advantage in the interview. The non-HR people doing the interviewing are usually out of their element conducting an interview; it is not what they "really do" on a daily basis! You can put them at ease and "take control" (not in a negative way) by how you handle yourself.

YOU need to TELL THEM what they really need to know, even if they don't ask the question. Bob said to volunteer the answers to these questions (the employer concerns):

- Do you have the skills to do this job? Tell me your qualifications.
- Are you going to blend into this organization (aka "fit")? The response may be like this... "I am the type of person who will.... (Fill in the blank). I will fit well in this organization because.... (Fill in the blank). (They are looking for elements of your personality, normal behavior patterns, etc.)

Bob next talked about "curve balls". Noting that untrained interviewers cannot handle "curve balls" well, that can work to your advantage. Bob reminded us that "There are NO hard interview questions if you are prepared! He referenced his book for ideas on answering some of them.

Remember to plug accomplishments into the interview as a way of selling yourself and use memorable stories to do it. It is acceptable to use "accomplishments" that are not on your resume at this point to answer questions.

Bob asked the group what they thought were the hardest interview questions. They responded with these:

- What is your reason for leaving previous position?
- What is your biggest fault?

Bob said that the money-question usually ranks highest. That is about salary/compensation desired. This question usually happens too early in the interview process for you to give a good response. According to Bob, if it is discussed too early (prior to a job offer), you will likely get the response WRONG 66.6% of the time. Since you really do not know much about the job/environment yet, you need to refer to his system for deflecting the money question until a later time. If the topic comes up early in the process, they are likely shopping based on price and not value. If you answer their question and that answer doesn't match their expectation, you won't get a chance for the job.

Bob's Rule #1 "Never ever, ever give them a number!" It is not a valid parameter to base a judgment on anyway. How do you throw "curve-balls" on the money-question? See handout on Money-Question Strategies. The goal here is to get the money-question out of the way of the interview (you selling yourself). While the first two tactics may work for inexperienced interviewers, the experienced folks (HR backgrounds) will likely start with the last two.

- Delay
- Reverse and React
- Discuss Ranges, but don't violate rule #1. Always ask for feedback to keep the discussion moving.
- Last resort: Total compensation (not just salary). Be vague and ask for feedback on the spot. This is a game.

When they offer you the job is when you want to talk about money, not before. They need to love you first. Remember, too, that managers can offer you from the minimum to the mid-point of the range. Do not expect the high-end of the range. Go back to discussion of fit and skills if necessary. Example: They tell you the range is \$60K to \$90K annually. A fair way to interpret that is \$60K to \$75K (mid-range). If that doesn't match the job they are asking you to do, you will know that the "fit" is not right.

**Exception to the money-rule discussion: Recruiters.** They need to know up-front what you expect for compensation. They are trying to place you and want the expectations to match to those of the client.

On paper job applications where it says "desired starting salary", write OPEN or NEGOTIABLE. In the boxes for "salary history", leave blank the most recent job and go through the process outlined above.

On computer job applications, if you can, try to avoid listing salary information where possible. Try a range or "\*" or something. If you have to do something, Bob says to list total compensation, not just salary.

Strengths and Weaknesses Interview question discussion:

- Discussions of strengths are giant selling opportunities! Make it memorable (high impact). Pick the most relevant strength (to the job you are applying for). Keep the discussion to two minutes. Give situation, action, and result. The interviewer can reach their own conclusion on the strengths. Work it into a story. They are still looking to answer the "FIT" question here; you are beyond the skills qualification portion that they get from the resume. Use The Magic Sixteen to give you ideas for what to emphasize.
- Discussions of weaknesses are a game to play. Think about it before you go into the interview. Take a downside of your strength. Bob's example today was: An Analytical person who tends toward perfectionism. They eventually get overloaded so they work late and take work home on weekends. Note that the problem has been recognized and that you are working to prioritize and learn to delegate more. Show them what you are doing to fix it and move on to a new discussion. If they try to get you to name additional weaknesses, don't let them.

Tell them that you are focusing your attention on this one right now, while not denying that you may have additional weaknesses.

The most powerful tool you have is "tell me about yourself" (2- minute "Capsule Me" handout). Tell what has influenced you and let them conclude 12-14 positive things that they hear about you from that 2-minute summary. The summary should include briefs about personal life, education, early career, relevant key accomplishments, reason for leaving last position, and what you want from this job. Memorize it, but deliver it with energy!

## MONEY QUESTION STRATEGIES

**BOB'S #1 RULE:** Never ever, ever, ever give them a number!

Strategy #1: Delay

- Premature. Let's focus on the job and how I meet your requirements.
- I want to learn more about the job/company and have you learn more about me first.
- Jobs/companies are different....

Then move directly into selling yourself and your accomplishments. Don't wait for "approval". Remember, interviewers are typically untrained and nervous.

Strategy #2: Reverse

- I'm sure you have a range in mind. Can you share it with me?
- What do you normally pay for this position?
- What did the last person make?

And React

- "Surprised. Lower than I expected..."
- "I'm sure we can reach agreement....."
- "In the ballpark...."

Most people won't ask more than once or twice.

Strategy #3: Range

- "I've done some research and found that comparable jobs pay...."
- Range must be reasonable -must have done some research.
  - Bottom of range equal to or greater than your minimum salary requirement. Did you violate Bob's #1 Rule? No, but close.

You must ask for feedback. "How does that range fit with your plans?"

Strategy #4: Compensation (Salary+Benefits+Bonus+Overtime+Commission, etc.)

- |                  |          |
|------------------|----------|
| • Salary         | \$50,000 |
| • Benefits (30%) | \$15,000 |
| • Bonus          | \$??,000 |
| Total            | \$67,000 |

**ALWAYS ASK FOR FEEDBACK AFTER OFFERING AN ANSWER**

**QUESTION: "WHAT/HOW MUCH DO YOU KNOW ABOUT OUR COMPANY?"**

- Always be prepared--demonstrate that you have done some research.
- Library, employee newsletters, annual reports, informational interviews with other employees or former employees are potential sources of information.
- Know product lines, marketing strategy, company history, management philosophy, problems, financial results, etc.

**QUESTION: "WHY SHOULD WE HIRE YOU?"**

- If the situation is right for you, discuss how quickly you can become effective for them.
- Relate how your experience could be easily applied to their needs.
- Mention accomplishments that are applicable to their needs.

**QUESTION: "WHAT IS YOUR MANAGEMENT PHILOSOPHY?"**

- "Participative", "goal-oriented", "relying heavily on delegation" are generally good buzz words to use.
- A technically correct answer is one that matches the style of the company.
- Be honest! Don't "oversell" yourself into a position that you won't be happy in.

**QUESTION: "WHAT DID YOU LIKE ABOUT YOUR MOST RECENT JOB?"**

- Select situations or accomplishments that relate to the new position.

**QUESTION: "WHAT WORD WOULD SUBORDINATES USE TO DESCRIBE YOU, OR WHAT DO SUBORDINATES THINK OF YOU?"**

- These types of questions are usually designed to get at strengths/weaknesses.
- Identify three strengths and one weakness. (Don't volunteer weakness unless directly asked.)
- Show consistency by relating to management style as discussed earlier.

**OBJECTION: "YOU SEEM TO BE OVER-QUALIFIED FOR THIS POSITION."**

- First, clarify this objection-are they really saying, "You're too expensive"?
- Don't agree-sell your experience as valuable to them.
- Discuss how this type of position has challenges that interest and motivate you (only if it really does).
- Talk about longer-term goals and your desire to grow with a dynamic organization like this.
- Potential responses:
  - "Your situation requires a strong person."
  - "You could get a quicker return on your investment."
  - "A rapidly growing organization will have a continuing need for experienced people/managers."
  - "I can see why you might say that for the short-term. The immediate challenges can be quickly resolved and then I will be well-placed to deal with more strategic issues."

**QUESTION: "WHY DID YOU LEAVE YOUR LAST POSITION?"**

- Stick to the truth--be consistent.
- Take the offense--you can't be indecisive or express a fear of discussing this question.
- If applicable, try to present yourself as a small part of a larger action-i.e., reduction in force or reorganization.
- Be sure your former employer/supervisor and your references all have exactly the same story.
- Surprisingly, most potential employers won't press very hard for details unless you lead them to. Keep details to a minimum.
- Everyone/every situation have some value. In discussing former employers/managers, speak only about the positive aspects. Don't "bad mouth."

**QUESTION: "YOU'VE BEEN OUT OF WORK FOR A LONG TIME. IS THERE A PROBLEM?"**

- Discuss how this has been an opportunity for you to plan and take charge of your career.
- Describe your self-assessment process and how you have some very clear goals. Also be prepared to expand on those goals.
- "While I've had several opportunities, I am disciplining myself and following a plan to locate my ideal position."
- *Have you doing any volunteer work? Now is a great time to mention it.*

**QUESTION: "WHAT HAS BEEN YOUR GREATEST SUCCESS?"**

- Refer to powerful accomplishments and, if possible, one that relates to a specific need that this employer has.

**QUESTION: "WHAT IS YOUR BIGGEST FAILURE?"**

- Pick something unrelated to this situation.
- Pick a situation that didn't have the results you wanted, describe what you learned from this situation and, if possible, introduce a new accomplishment that proves you learned something.

**QUESTION: "WHAT ARE YOUR GOALS?"**

- Avoid discussing anything less than one year away.
- Short-term: 1-3 years
- Long term: 5 years

Unlike most goal-setting exercises, avoid giving specific or quantified results. An appropriate response might be "Continuing my professional development with a growth-oriented company." Don't appear to be an immediate threat. Talk about future potential as the company grows.

**OBJECTION: "YOUR BACKGROUND ISN'T REALLY WHAT WE WERE LOOKING FOR. YOU'RE NOT QUALIFIED!"**

- Aggressively introduce accomplishments where you had to learn something new before you could achieve results.
- Be prepared with two or three accomplishments of this nature.
- Discuss how your skills/experience have developed over a long period of time, their uniqueness, and how they are easily transported to this particular situation.
- Also show that you anticipate some difficulties and expand upon how you will deal with them.

**QUESTION: "ARE YOU CONSIDERING ANY OTHER OFFERS AT THIS TIME?"**

- Don't lie, but show success.
- "I'm pursuing several other opportunities at the moment, and I'm also very interested in this one."
- Avoid giving details about other opportunities, but offer to keep them advised if something becomes "hot."

**QUESTION: "WHAT DO YOU READ IN YOUR SPARE TIME?"**

- Keep it related to business.
- Mention national newspapers--i.e., Wall Street Journal, trade journals, and books on management.
- Be careful! The interviewer may read the same material and want to discuss it in detail.

**QUESTION: "DESCRIBE YOUR DAILY/WEEKLY ACTIVITY."**

- Question is normally asked to see how well you plan.
- Discuss your planning system-mention Day-Timer, etc.
- Discuss/emphasize planning and other activities, rather than technical aspects.

**QUESTION: "DO YOU PREFER A LARGE, MEDIUM, OR SMALL COMPANY?"**

- Where are you right now?
- What advantages/motivators does each situation offer you?

**QUESTION: "WHAT FRUSTRATIONS DID YOU EXPERIENCE AT XYZ CORP.?"**

- Always speak about former employers in a positive manner.
- No company/position/situation is perfect. Prepare one or two frustrations and include detail on how you dealt with or overcame them.

**QUESTION: "HOW DID YOU GET ALONG WITH OTHERS (MANAGERS, PEERS, DEPARTMENTS, ETC.)?"**

- The higher up the corporate ladder you aspire, the more important being a team player becomes.
- Identify accomplishments that demonstrate your ability to work with others (task force, team, membership, etc.).

**QUESTION: "WHY ARE YOU CHANGING FIELDS?"**

- Potential employers want to know if your desires or objectives are realistic.
- Before discussing skills, knowledge, and accomplishments that you know are transferable, develop a list of problems and differences that you anticipate and discuss how you plan to deal with them.

**QUESTION: "TELL ME ABOUT YOUR LAST BOSS."**

- Be honest. If you didn't get along, say so; but also expand upon the things you did to make the situation work.
- Don't dwell on his/her negatives--stress what you did to make the situation work.

**QUESTION: "WHAT DID YOU LIKE LEAST ABOUT YOUR MOST RECENT POSITION?"**

- Select a situation/responsibility that definitely won't apply in the new position.
- Stress that even though this area wasn't actually to your liking, you were still able to achieve success doing something that wasn't your favorite activity.

**QUESTION: "HOW WOULD YOU HANDLE THIS SITUATION OR PROBLEM?"**

- Stay out of the woods. Answer with, "I did it this way before." Quantify your answer.
- Relate a similar accomplishment from your past. Stress the results.
- Before answering the question, ask the interviewer, "What have you tried so far?"

**QUESTION: "WHY DO YOU WANT TO WORK FOR US?"**

- You can solve a problem for them and doing so would provide you with a lot of satisfaction.
- You see long-term growth potential and opportunity to contribute and grow at the same time.
- You appreciate their management philosophy and style.
- You believe in what they are doing and would be challenged by a chance to contribute.
- Do not mention compensation and/or benefits at this time.

**QUESTION: "HOW LONG WOULD YOU BE WILLING TO STAY WITH US?"**

- Discuss your need to continue developing in a particular field and relate it to their plans for growth/expansion.
- Avoid giving specific years or months.
- Most executives think in terms of four plus years when hiring a manager.

**QUESTION: "ARE YOU WILLING TO TRAVEL / RELOCATE?"**

- There is an obvious reason they are asking this question.
- Your self-assessment should have addressed these issues. If you're not, what are your chances of being successful in this position?

**QUESTION: "ARE YOU A GOOD \_\_\_\_?" (MANAGER, ACCOUNTANT, ARTIST, ETC)**

- Prove you are.
- Be prepared with at least two accomplishments to support your positive answer.



The following are typical questions asked by line managers. As a general rule they should be answered with accomplishments. Decide which accomplishments you will use to deal with them.

- "How have you helped increase sales, profits, etc?"
- "How have you helped reduce costs?"
- "How have you helped increase productivity or efficiency?"
- "Tell me about your budget responsibility."
- "How many people did you supervise?"
- "Are you an aggressive person?"
- "How did you do in college?"
- "How do you feel about working under pressure?"
- "How do you feel about working long or irregular hours?"
- "Are you creative?"
- "Are you a strong communicator?"
- "This position is unique in that it requires \_\_\_\_\_. Would that be a problem for you?"
  - Excessive driving
  - Getting dirty
  - Working in a manufacturing plant
  - Weekend work Excessive paperwork Heavy travel
  - Union/non-union efforts
- "Can you relate to people two or three levels up/down from you in the organization?"
- "This position requires a high energy level. Do you have it?"
- "This isn't the environment you're used to. How would you adapt?"

## MONEY QUESTION STRATEGIES

### BOB COSTELO'S RULE #1

**“NEVER, EVER, EVER, EVER, GIVE THEM A NUMBER!!!!”**

#### Strategy #1: Delay

- Premature: “Let’s focus on the job and how I meet your requirements. OK?”
- “I want to learn more about the job / company and have you learn more about me first.”
- Jobs/companies are different...

Move directly into selling yourself and your accomplishments. Don’t wait for “approval”.

Remember, interviewers are typically untrained and nervous.

#### Strategy #2:

##### Reverse

- “I’m sure you have a range in mind, can you share it with me?” (If they give you a range, you probably cannot go above mid-point. If the range is \$40 to \$60 K annually, your cap is probably \$50K annually to start)
- “What do you normally pay for this position?”
- “What did the last person in this position make?”

##### React

Once they give you a number, you should be prepared to react to the information.

- “Surprised. Lower than I expected...”
- “I’m sure we can reach an agreement...”
- “In the ballpark...”

If the money discussion has come this far and you have a number; you now have a good idea what salary they will offer you. You should already know what level salary you can accept so it’s a good idea to give the interviewer some insight into your thoughts. If the salary is too low, maybe this isn’t the right job for you. If it’s in the ballpark of what you are willing to accept, there is no reason not to continue with the interview.

#### Strategy #3: Range

Some interviewers are more skilled or simply must have a number. It’s not often that the salary discussion will reach this point but if it does, you will have to give them a number.

First, try to give them a range (this will allow you flexibility for negotiations later on.)

- “I’ve done some research and found that comparable jobs pay...”
- **THE RANGE MUST BE REASONABLE. YOU MUST HAVE DONE YOUR RESEARCH.**
- The bottom of the range should be equal to or greater than your minimum salary requirement.

*Have you violated Bob’s #1 rule? No, but you came close!*

**ASK FOR FEEDBACK!** “How does this range fit with your plans?”

**“Final Lockdown” or Strategy #4: Compensation (Salary + Benefits + Bonus + Overtime + Commission + etc)**

This is even more rare than reaching level #3 but some interviewers will be specific and require that you offer them a number that you are willing to accept.

In order to still give you some “breathing room”; offer a Compensation number instead of a Salary number.

- “I’m willing to accept a compensation package of...”

Here is an example...

• Salary	\$50,000
• Benefits (30%)	\$15,000
• Bonus	<u>\$ 2,000</u>
Total	\$67,000

Remember to ask for feedback!

“How does that sound?”

“Is this within your range?”

\*Contact Type Codes: "P" (Phone), "L" (Letter), "F" (Face-to-Face)

[illegible]

## Career Transition Ladder

This document will help you track the productivity of your networking. Print the following two pages and place them side-by-side on a wall in your working area. You want to be able to access this easily and see it often. At a glance, you should be able to see not only how productive your networking activity is (or is not) but also why.

Start with the “Level 1” column. For each networking connection, write their name in the middle section (“Contact”). Write the number of leads they have provided you in the left section (“Leads”) {obviously this may change so you will want to use pencil or erasable ink}. Write the code for each contact in the left section (“Code”). Codes are listed at the bottom of the sheet. The connections you generate from this meeting will be listed in the second column; “Level 2” and so on.

Example:

You called your friend, Bill Nyes and had a short conversation with him about your search. Bill gives you Robert Fullbright, Sam Davees & Mary Clark as possible connections. You call all three and schedule meetings with Robert & Mary. Still excited about the new people you will meet soon, you send a thank you note to Bill. Your Transition Ladder would look something like this...

Level 1	Level 2
3 Bill Nyes 1,2	0 Robert Fullbright 1,3
	0 Sam Davees 1
	0 Mary Clark 1,3

With a quick glance you can see that Bill has been a great help. You can also see reminders to do a little research on and plan thank you notes for Robert & Mary; you might consider trying Sam again in a day or so.

As time progresses this list will have more names and more codes; if you see lots of 1's & 3's, your networking is going pretty good (your getting meetings!). If you see 4's and no 3's; obviously you should start calling people instead of emailing them to request a meeting. A lack of 2's should remind you to send thank you notes. Lots of 1's and no (or few) 3's may mean you could improve your approach when you call someone to request a meeting (reach out to a friend or contact that can help you with this, considering practicing with them).

### Level 3

Leads\_\_\_\_\_Contact\_\_\_\_\_Code\_\_\_\_\_

[illegible][illegible][illegible]

88

## CAREER TRANSITION LADDER

### Remembrance/Referral Meeting

#### Level 4

Leads\_\_\_\_ Contact\_\_\_\_ Code\_\_\_\_

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### Remembrance/Referral Meeting

#### Level 5

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### Remembrance/Referral Meeting

#### Level 6

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Code: 1= Phone    2=Letter  
3903 – Career Transition Ladder

3=Meeting    4=Email  
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