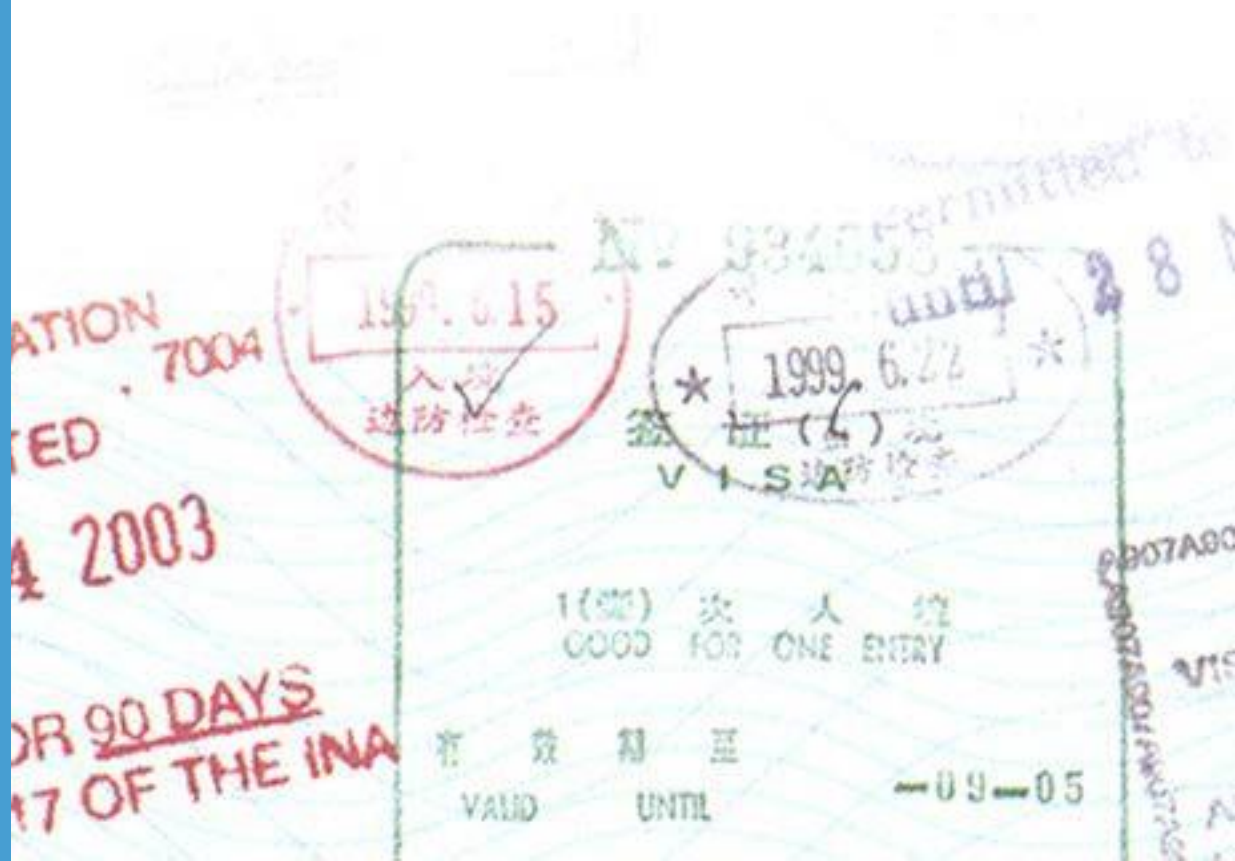


# GUIDEBOOK

## *Your companion for the journey to employment*



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# Passport to Employment

## ROADMAP TO YOUR CAREER SEARCH

Passport to Employment (“P2E”) is an outreach to the unemployed, under-employed, and those who are dissatisfied with their jobs, in the greater Indianapolis area. We are an employment search support and networking resource where we equip the job seeker with valuable skills and tools for success.

For current information on all P2E meetings, events, and resources, see the

- P2E web page: [golove.org/passport](http://golove.org/passport)
- P2E Linked page: [linkedin.com/company/77011233](https://www.linkedin.com/company/77011233)
- P2E Linked Group: [linkedin.com/groups/12582333](https://www.linkedin.com/groups/12582333)

## P2E WEEKLY MEETING

**Monday evenings, 7-9 p.m.**

- Teach and reinforce key disciplines in a successful job search
- Encouragement and support
- Networking

## WORKSHOP LESSONS: “STEPS TO MARKETING YOURSELF INTO A NEW CAREER”

There are several critical disciplines in launching and maintaining an effective career search. P2E has a number of concise “Workshop Lessons” videos for a crash course addressing the basic requirements of a job search. Topics include personal branding, resumé, cover letter, networking, informational meetings, interviewing, and more. See the various resources on the P2E website.

## LINKEDIN LEARNING

LinkedIn is a powerful tool in connecting professionally and in finding a new career. To learn about LinkedIn and how it can be a valuable asset in your job search, see the various resources on the P2E website.

## P2E ACCOUNTABILITY GROUPS

Practical, “sleeves-rolled-up” setting, keep momentum, what’s working, ways to “get unstuck”.

- Accountability check-in: progress, actions/next steps
- Weekly meetings and locations: Visit [golove.org/passport](http://golove.org/passport) for specific times and locations

## ENGAGE WORKONE

Purpose: Orientation to the search and WorkOne resources at WorkOne office locations

- Enroll, get oriented, find a WorkOne Career Advisor
- Indianapolis/Marion County, Indiana: [workoneindy.com](http://workoneindy.com)
- Counties surrounding Indianapolis, Indiana: [workonecentral.org](http://workonecentral.org)

WorkOne offices have a variety of resources to help you learn and apply key disciplines, including

Resumés and Cover Letters	LinkedIn
Career Networking	Informational Meetings
Interviewing & Interview Practice	Computer Skills (Microsoft Word, Excel, PowerPoint)

Enroll via WorkOne Office / WorkOne Career Advisor

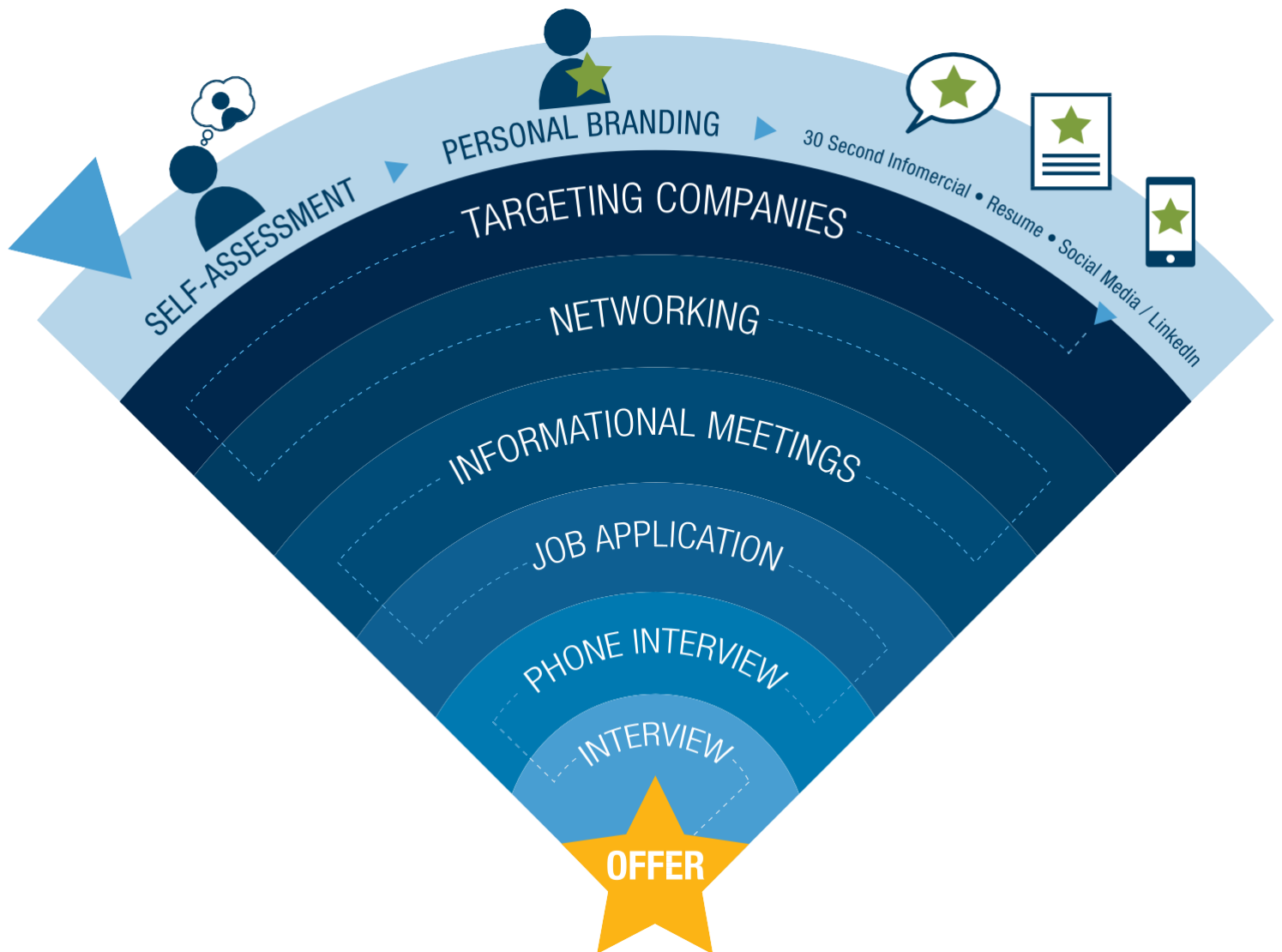
## ENGAGE P2E STAFF

- Connect with P2E Staff on LinkedIn
- Meet with individual P2E Staff as needed



# The Job Search Process

ADAPTED FROM MIKE JOHNSON



# Career Search Strategy

## YOUR INITIAL STEPS

### THE PURPOSE OF HAVING A STRATEGY

It's often said that getting a full-time job is in itself a full-time job. Experience gives weight to this principle: the more you focus intentionally on developing a strategy, learning key best practices, and being diligent about applying them – the more likely it is that you will find a new career more quickly, and closer to your target position, than those who do not.

### YOUR FIRST STEPS

- Find support among family and friends. Do not isolate yourself!
- Get involved with an accountability/support partner or group
- Develop a short-term financial strategy
- Always develop a daily and a weekly plan, and stick to it
- Begin networking through every possible contact
- Spend dedicated time each day to your job search
- Determine to take care of yourself (health, diet, fitness, sleep)
- Maintain a consistent daily routine, as if you had a full-time job
- Consider a continuation of your health coverage

### DON'T GO ALONE

Career transition is not a journey you should take alone. Consider it a team effort in which we help one another with contacts, counsel, encouragement, and accountability. Most jobs that get filled are not posted publicly. Most are filled through networking. Networking is hard without relationships!

#### *Three Fundamental Rules to help you connect*

- *The “3-Foot” Rule:*  
If you get within 3 feet of anyone, you are obligated to share your career transition experience with them. You have to actually talk to people outside of your immediate friends and family!
- *The “Help Others First” Rule:*  
If you're wondering who can help you find job leads, turn your thinking around and adopt a new mindset that asks, “Who can I help?” For example, participate in structured volunteering events, and look for ways to help individuals with a skill or ability you have.
- *The “Have a Weekly Plan” Rule:*  
Each week be prepared to talk about the job and employers you are seeking, including a list of the top 5 organizations you want to network with. Know or ask for the help you need, whether that's contacts, information about an employer, or encouragement to keep going.

*continued...*



## HOW BADLY DO YOU REALLY WANT A NEW JOB? (It's the question that must be asked)

Adapted from Dale Hinshaw, SPHR The Networking Coach, [dhinshaw@omnihrconsulting.com](mailto:dhinshaw@omnihrconsulting.com)

### **There are two types of jobseekers:**

- Those that really want to land a new job
- Those that don't really want to land a job but want others to think they do

Those that really want work get addicted to networking. They make phone calls, set up networking meetings, and are active in professional networking sites to support their "habit." Additionally, they seek out opportunities to hone their skills, learn from others who have been successful, and look at online job boards as an afterthought.

**The key to their success is they realize the job search is THEIR project, not anyone else's.**

On the other side of the coin are the jobseekers who really don't want to find work but want others to think they do. They spend all of their time searching job boards and have excuse after excuse as to why they are not putting in time on the phone to start or continue the networking process. Additionally, they claim that there are no networking groups for them, or they have no idea how to use current technologies (such as social media). When they contact anyone about their search, their first question is, "Can you find me a job?"

**The key to their failure is they hope someone or something else (a person, the internet, etc.) will find them a job.**

When it comes to how badly YOU want a job, ask yourself these questions:

- Are you hungry for a job?
- Are you thirsty for a job?
- Is it a fire that burns you up inside?
- How badly do you want it?
- How badly do you need it?
- Are you eating, sleeping, and dreaming with that one thing on your mind?
- 'Cause if you want it all - you've got to lay it on the line.

If you are ready to lay it out on the line, these are the key disciplines that will help you get started and carry you through the job search process. Each of these disciplines are explored further in the following sections of this resource. Learn and apply these - they are fundamental to your success.

- [Self-Assessment](#)
- [Personal Branding and Marketing](#)
- [Your Resumé](#)
- [Describing Your Accomplishments](#)
- [Targeting Companies](#)
- [Networking](#)
- [Social Media](#)
- [Informational Meetings](#)
- [Effective Cover Letters](#)
- [Job Application Strategy](#)
- [Interviewing](#)



## EMPLOYERS' PREFERENCE WHEN LOOKING FOR A NEW HIRE

Contributed by John Inderstrodt

Job seekers are often frustrated with the relatively low level of response they are getting from their search, from “surfing” job postings and submitting job applications. However, the way you may tend to have approach this, often (or mostly) does not align with how the employer is approaching their own search.

Look at this comparison of how prospective employees (job seekers) approach looking, vs. how employers approach the same activity. What do you need to change in your approach?

### In order of preference

When prospective employee is looking for a job

#### 1. Resumés

Using a resumé to get invited in for an interview

#### 2. Ads

Answering an ad in the paper or posting on the internet

#### 3. Agencies

Using an agency – private (executive search firms, college placement etc.) or public, federal, state or local employment agencies, to find an opportunity

#### 4. Colleagues

Asking friends about job vacancies where they work

#### 5. Referrals

Asking friends about job vacancies they may know of

#### 6. Contacts/Networking

Using a friend or business colleague for a direct introduction to employers (specifically the person who has “the power to hire you for the job you want” (specifically the person who has the “power to hire you for the job you want”

#### 7. Drop in with proof

In an interview initiated by the job-hunter showing proof of what that job-hunter can do

#### 8. Inside the Company

Getting inside the company as a temp worker, short term contract worker, volunteer, or whatever and hoping you will eventually be hired from within because you are a current employee of the company

### In order of preference

When employer is looking for a new hire

#### 1. Inside the company

Hiring or promoting from within”- inside their company either a present employee or a temp worker or short-term contract worker, or volunteer who is already working there

#### 2. Colleagues

Asking colleagues about employees, past and present and where they work

#### 3. Referrals

Asking colleagues about employees they might know at other workplaces

#### 4. Drop Ins with Proof

In an interview initiated by the job-hunter asking for proof of what the job-hunter can do

#### 5. Contacts/Networking

Using a friend or business colleague for a direct introduction to prospective employees

#### 6. Agencies

Using an agency – private (executive search firms, collegeplacement etc.) or public, federal, state or local employment agencies, to list an opportunity

#### 7. Ads

Posting an ad in the paper, or posting it on the internet

#### 8. Resumés

Reading resumés to decide who to invite in for an interview





# Personal Branding and Marketing

## UNDERSTANDING YOURSELF



### WHAT IS “PERSONAL BRANDING?”

The concept of “personal branding” is a relatively recent one. Branding in a business-to-consumer context involves the brand’s reputation (*What is it known for? How have we experienced the brand?*), and value proposition (*What can the brand do for me? Why would I select this brand’s product or service, above other offerings?*). “Personal Branding” essentially involves understanding and articulating:

- Who you are
- What you are good at (and best at!)
- Where you can best contribute
- How you add value (to your target organization)

### SELF-ASSESSMENT

#### *Understanding and Characterizing Yourself*

Understanding yourself, and then being able to characterize yourself, are key steps toward establishing your “personal brand.” Specific areas include:

- *Your Knowledge, Skills, and Abilities*
  - ▶ What do you know? What can you do? What have you done? What are you good at? Best at?
  - ▶ Categorize your skills in terms of:
    - Transferrable (“Soft”) Skills - adapt to new jobs, companies, etc...  
*Examples: Verbal & written communications, design & planning, sales/business development process*
    - Knowledge-Based (“Hard”) Skills - specific to a profession or industry  
*Examples: Server administration, Microsoft Office applications, insurance industry issues and drivers*
- *Your Personal Attributes and Characteristics*
  - ▶ Preferences: How are you “wired?” Where do you like to focus your time and energy?
  - ▶ Understanding your key attributes vs. your skills (they are different!)  
*Example: You can learn to communicate effectively; yet empathy is an innate character trait*
  - ▶ What are your core strengths?
- *Your Interests - What Do You Most Enjoy Doing?*
  - ▶ When was the last time you were so absorbed that you completely lost track of time?  
What were you doing?
  - ▶ What are you passionate about?
- *Key Experience*
  - ▶ What have you contributed? What are you most proud of, or satisfied with, in your professional life?
  - ▶ Highlight practical, quantifiable achievements

*continued...*



## Self-Assessment Tools

It can be a bit overwhelming to look at the list above, then try to come up with some of these via a blank sheet of paper! There are variety of personality assessment tools (listed below) that can help bring personal attributes and characteristics to light and assist you in building your own outline. These instruments can help provide you with perspective on your personality and personal attributes, your preferred style, and work environment.

Using sentences, phrases and key words from a personality assessment report, helps yield additional insights and ways of describing oneself that might not automatically come to mind. This effectively increases the “resolution” of your own view into how you are wired, and what can help you to stand out.

They can even highlight potential career areas that may be a good fit for you. This can help especially if you are interested in changing direction, or even if you feel stuck in a stereotype from your previous jobs.

Some of these are available from a certified practitioner (such as Myers-Briggs, *Strong*, and DISC), but free versions are often available online. Others are available for the price of a book.

- Myers-Briggs Type Indicator
- *Strong* Interest Inventory
- DISC Assessment
- StrengthsFinder 2.0 (Gallup)
  - ▶ [gallupstrengthscenter.com](http://gallupstrengthscenter.com)
- *What Color is Your Parachute?* (Career edition), by Richard Bolles
  - ▶ A “Flower petals” exercise walks you through various ways of describing who you are
- Key Words Exercise: Ask 4-6 people who know you well
  - ▶ What 3-4 words come to mind when you think of me?
  - ▶ Write down the words they give you

## BUILDING YOUR BRAND

Once you have worked through the various areas in “Understanding and Characterizing Yourself,” you probably have a lot of notes! All of this is raw material in the process:

- Skills
- Personal Attributes
- Experience
- Accomplishments
- Core Competencies
- Interests and Passions

To build your brand, you want to come up with your most essential focus: **What are your “top things” (skills, strengths, experience), that most translate to value (to your target employer)?**

The key question to answer: What do you want someone to most remember about you, five minutes after

- You have given your [30-second infomercial](#), and walked away
- They have put down your resumé
- They have viewed your LinkedIn profile

*continued...*



## MARKETING YOURSELF

Create a [Marketing Profile](#) for your search. It will help you develop and condense your personal brand and your search strategy. This is not your resumé, though getting the content into this format will help you in creating an effective, impactful resumé.

Review the additional Reference Documents in this section for very practical tips and suggestions, and templates to help you develop your own, unique personal brand.

**You are likely great at something!** But does your Marketing Profile highlight it? Does your resumé reflect it? How about your LinkedIn profile? Do they reflect your brand, your focus? As you work through this process:

- Write, rewrite, rewrite again
- Condense and distill: What are your Top 5 Attributes, Soft Skills, Hard Skills?
- Work toward key words and phrases

**Take the time to focus on understanding yourself and develop your personal brand!**

## REFERENCE DOCUMENTS

Use these tools on the following pages to help you develop and document your personal brand:

- [Practical Tips on How to Market Yourself](#)
- [30-Second Infomercial](#)
- [30-Second Infomercial Worksheet](#)
- [Marketing Profile Template](#)
- [Marketing Profile Example](#)
- [Business Card Sample](#)





# Practical Tips on How to Market Yourself

- Contact Work One and register at “Indiana Career Connect.”
  - ▶ Sign up and begin taking weekly scheduled classes on basic job search skills
  - ▶ Enroll in online courses to receive additional job skills and certifications
  - ▶ Make yourself a friend of the career counselors
- Change your voicemail
  - ▶ Example: *Hello, you have reached the voicemail of (Name). (First name) is currently out seeking a new career in (Job market or title). When he/she returns from his/her job search, he/she will return your call. Please leave your name, number, and a brief message. Have a great day!*
- Wear a professional name tag
  - ▶ Clear plastic pin or snap-on style.
  - ▶ List your name with a job title such as: *Earle Hart seeking position as a Retail Manager*
- Create and order a job search business card
  - ▶ Business cards are easier to exchange than resumés
  - ▶ Job search business cards will be kept available by your network
  - ▶ Front: name, address, phone number, email address, LinkedIn, & promotional byline
  - ▶ Back: Brief resumé in bullet point form highlighting your skills or accomplishments
  - ▶ Business cards set you apart from the competition and show professionalism
- Create a “WOW” resumé
  - ▶ Research job descriptions in the area(s) in which you are seeking employment so you can be sure to include key qualifications, and skills
  - ▶ Write a personal marketing statement that causes the reader to want to know more
  - ▶ Match the job title on your resumé to the job posting title
- Prepare and practice a [30-Second Infomercial](#)
- Establish a LinkedIn account
- Create and mail a job search letter to family, friends, neighbors, organization members, etc.
- Create a reference or referral list on hard copy and on your LinkedIn profile
- Develop a portfolio
- Submit your resumé to all job search websites and update it weekly
- Check [Indeed.com](#) twice weekly for new job postings which fit your skill sets
- Check the Passport to Employment Job Board weekly
  - ▶ [golove.org/passport](#) listed on the left-hand side
  - ▶ Job opportunities updated every Monday
- Review the top 10 interview questions: develop your [STAR stories](#) and practice!

*continued...*



- Begin a spread sheet of prospective contacts (i.e., former employers, peers, suppliers, vendors, clients, competitors, trade organization contacts, social organization contacts, religious group contacts, etc.) for networking and follow-up.
- Create a daily/weekly/monthly action plan for both job search and personal activities. Creating lists with accountability helps you to focus.
- Hold a weekly family update meeting and involve all in your job search.
  - ▶ Your spouse, children, parents, siblings, in-laws, and others have their own networks that can help you find a new career.
  - ▶ Do a weekly email update for those who do not live in your home or neighborhood
- Develop a generic cover letter for quick reformatting. Cover letters should, however, be done to address the requested job skills of the job posting. Utilize the “T” format. *More on resumés and cover letters in the “Your Resumé” and “Effective Cover Letters” sections!*
- Find an accountability partner or mentor and meet with them weekly.
  - ▶ Preferably find someone of the same gender
  - ▶ Find someone who will be an encourager, but will also speak truth
- Schedule a minimum of two [Informational Meetings](#) per week
- Research all exhibitors at posted job fairs, trade shows, and exhibitions, and apply when company needs, or perspective needs match the skills you offer.
  - ▶ Volunteer to assist at conventions
- Join networking groups and social networking sites
- Network---Network---Network---Network
  - ▶ 83% of new jobs are acquired from networking
  - ▶ Get out of the house and off the computer doing web job searches!
  - ▶ Check out the [“Networking”](#) section for more tips
- **Most importantly, it’s all about attitude.** Project a positive attitude and the determination to succeed, and things will happen for you.

Bruce Flanagan, author of a job search book called, *It’s Not About You, It’s About Them*, wrote the following:

*“The job search is about you, but the application of the job search is about them. Throughout this book, you will see this phrase, “It is not about you, It is about them.” You are a worthy person and should be doing a job that is your passion. However, that is not why companies and organizations hire people. People are hired because they have the skills that companies can use to either make a profit or complete their mission. Whether a profit, nonprofit, or government position, the skill the company needs and that you offer must match to be assured consideration for the job. A job search is the hardest work for the poorest pay of any job you will ever do. If you are not spending as many hours in your job search as you are spending doing your previous job, you will probably not find a job you will enjoy on the same level that you were accustomed to.”*





# 30-Second Infomercial

## PURPOSE

The 30-Second Infomercial is your opportunity to sell/promote you and your skills! Infomercials are designed to provide your skill sets that make great first impressions to prospective employers.

An infomercial can be used during a job interview, during an elevator ride, or when talking with a potential network resource.

Your 30-Second Infomercial is YOU. It is what YOU do and where you want to go. Opportunities occur when an employer or networker asks, "Tell me about yourself." YOU must be ready to take charge of that discussion, and it must become second nature when those opportunities occur.

## WHAT IS IN THE 30-SECOND INFOMERCIAL

- Who are you?
  - ▶ Give your name
- What job(s) do you seek?
  - ▶ Job titles/areas of the company
- What are your strengths?
  - ▶ Briefly outline 3 of your key strengths
- What benefits or value do you bring?
  - ▶ Give 1-2 brief examples
  - ▶ "Sell yourself" and tell how good you are (brag just a little!)
- Where do you want to work?
  - ▶ List ideal job(s), ideal companies
- Close with your name the jobs being sought
- Ask, "Who do you know that I might speak with?"

**Use the worksheet on the next page to draft your own 30-Second Infomercial >>**





# 30-Second Infomercial

## WORKSHEET

Hello, my name is \_\_\_\_\_

I'm currently looking for a role/position as \_\_\_\_\_  
*(job titles/areas of the company)*

Some of my key strengths are

---

---

---

A couple of examples of how I've contributed using these strengths are

---

---

---

---

I'm particularly interested in working as a \_\_\_\_\_  
*(job role)*

with \_\_\_\_\_  
*(company/companies)*

Thanks for listening. Again, I'm \_\_\_\_\_  
*(name)*

Who do you know that I should be speaking with?





# Marketing Profile TEMPLATE

## Name

*Current Job Title*

Contact information, including LinkedIn profile



< Photo (optional) >

### WHO I AM

< Brief narrative, e.g., *30-Second Infomercial* >

### HOW I ADD VALUE

< Ways that you can contribute to the new group's success >

- 
- 
- 

### WHAT I PROVIDE

< Key skills, capabilities and personal attributes you bring to an employer, e.g., a condensed version of the summary from your resumé >

### TARGET ROLE(S)

< Target jobs/areas of most interest >

- 
- 
- 

### WHAT I'VE DONE

< Key accomplishments, e.g., highlights from your top 3 STAR Stories >

- 
- 
- 

### DESIRED CONTACTS

< Roles/Names >







# Marketing Profile

## EXAMPLE

### Susan Seeker

*Operations Management*

Indianapolis, IN

317.555.5555

[susan.career.seeker@gmail.com](mailto:susan.career.seeker@gmail.com)

[linkedin.com/in/susancareerseeker](https://www.linkedin.com/in/susancareerseeker)



#### WHO I AM

Creative, hands-on business leader with 15+ years' experience with Fortune 500 firms, spanning product management, CRM, and delivery operations. Focused on innovation, customer service, and business process improvement through results-driven project management and operational excellence.

#### WHAT I PROVIDE

Strategy, Process improvement and CQI  
Data analysis  
Financial analysis  
Resource/capacity demand  
CRM and Portfolio management  
Lean Six Sigma – Green Belt  
Microsoft Office, Project, SharePoint  
SAP JMP, SAP/Business Warehouse

#### WHAT I'VE DONE

- Successfully managed process change, contingency plans, cost/benefit analysis to increase business performance and productivity, within budget.
- Managed diverse, multidisciplinary and multi-site teams to promote sustainable change.
- Formulated policies, streamlined sales processes, and anticipated industry and market trends to create strategies and identify viable business growth opportunities.
- Implemented process improvements that reduced customer complaints by 60%, with a savings of \$18,000-\$20,000 annually.
- Developed a strong team of 20 Service Providers through training, mentoring, follow-up, accountability.

#### HOW I ADD VALUE

- Actively seek out opportunities to strengthen and exceed operational goals and objectives.
- Systematic with “big picture” vision, to convert complex requirements into actionable projects and plans.
- Deliver outstanding customer relationship management and retention strategies.
- Build strong teams by cultivating trust, instilling confidence, and collaborating with leaders, customers, stakeholders, and subject matter experts.

#### TARGET POSITIONS

- Operations Manager
- Operations Consultant
- Senior Business Analyst
- Project Manager

#### TARGET COMPANIES/INDUSTRIES

- Companies focused on superior customer service and fulfillment, who values customers and employees
- Healthcare/Life Sciences
- Biotechnology
- Pharmaceutical
- Energy and Environmental
- Insurance

#### DESIRED CONTACTS

- COO, Director of Operations
- Vice President/Regional Executive
- HR Executive





# Business Card SAMPLE

Templates and printing services  
available online through companies  
such as [Vistaprint.com](https://vistaprint.com) >>

## Name

*Target Job Title*

## Tagline or 3 core strengths

*Email address*

*LinkedIn personalized URL*

*Address / Phone number*

**Core strength 1**

**Core strength 2**

**Core strength 3**

*(Use a bulleted list of core strengths if you used a tagline on the front of the card. See below for other ideas of what information to include on the back of your card)*

## FRONT OF THE CARD

- Specific formatting is up to you (font, centered, or left/right justified)
- Use a tagline or 3 key skills/strengths
- Email address: This should be separate from your personal/shared email, dedicated to your professional persona and career search
- LinkedIn URL: Create a personalized URL vs. default assigned LinkedIn URL
- Address: You may elect to only use city and state, if you are concerned about privacy and security. Keep in mind that you do want employers to communicate with you!
- DO include your mobile phone number

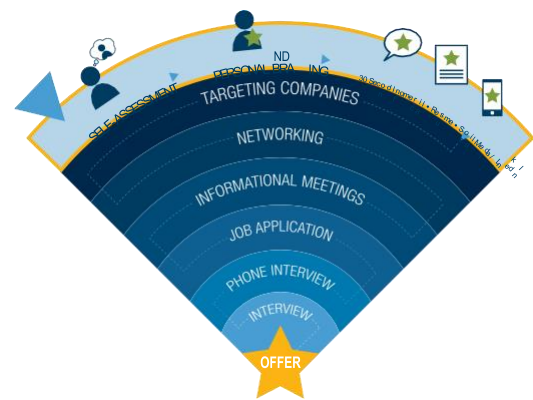
## BACK OF THE CARD

- A back is completely optional. Many people don't use the back of the card at all to keep cost low.
- Purpose in using the back: convey key highlights from your "personal brand"
- Ideas:
  - ▶ Core Strengths
  - ▶ Key Skills (List top 3-4 skills)
  - ▶ Professional Certifications
  - ▶ Target Industry/Industries
  - ▶ Key Motivators



# Your Résumé

## EXPRESSING YOUR BRAND



### WHAT IS AN EFFECTIVE RESUMÉ?

An effective resumé is one that:

- Conveys your target role, and your personal brand; that is, a summary of the set of skills, abilities, strengths, and characteristics that describe you, and what you bring to add value to a prospective employer
- Helps you stand out from other resúmes which an employer is considering
- Gets you noticed in a positive light!

If you have been applying for several jobs and are not getting called back, it may be time to examine your resumé against these best practices.

### RESUMÉ BEST PRACTICES

Use a format that **leads with your essential brand**. Note the following format (in outline form) that is widely accepted as a best practice in Human Resources and Recruiting arenas:

- Name, Contact information
- Target job role/title
- Summary
  - ▶ Brief narrative; 5-6 lines maximum
  - ▶ Include a bulleted list of strengths/core competencies
- Professional Experience
  - ▶ List of jobs
  - ▶ For each job role, provide:
    - Company, Job title, dates (*years only*)
    - Job scope (*Brief narrative – what do you do?*)
    - Accomplishments (*Bulleated list – what was result/impact?*)
- Education & Certifications
  - ▶ List with the most recent first, going backward in time

*continued...*



## ACCOMPLISHMENTS

Many people fall into the trap of listing key duties they performed, as their Professional Experience section. Instead, what will help set you apart:

- Job Scope: Highlight key areas you performed as part of the job. Include number of people managed, budget you were responsible for, and other key facts. An effective format is 2-4 sentences highlighting the scope, followed by a 'bullet list' of key accomplishments.
  - ▶ Never use "Responsibilities included..." This goes without saying, and just takes precious space.
- Accomplishments: Here is where you use your [STAR Stories!](#)
  - ▶ These are NOT "tasks" (that would belong in the Job Scope narrative statement)
  - ▶ Your Accomplishments "bullets" should answer the question:
    - What have you achieved, or your efforts helped achieve?
  - ▶ What was the result/business impact? Did you:
    - Reduce costs, increase revenue/profit? How?
    - Meet/exceed company objectives? In what way?
    - Create/implement new procedure or system? Results?
    - Identify/solve a major problem for your area? Results?
    - Develop or do something for the first time? Results?
    - Improve employee performance or productivity? How?
    - Receive any special recognition or awards? Why?

## OVERUSED WORDS

Be careful of using catch phrases or clichés; that is, words and phrases so common that they get passed over.

### *Most Overused Words in Resumés (according to LinkedIn)*

CREATIVE	ORGANIZED	EFFECTIVE
EXTENSIVE	EXPERIENCE	TRACK RECORD
MOTIVATED	PROBLEM SOLVING	INNOVATIVE
COMMUNICATION SKILLS	DYNAMIC	

**Q:** Why should I not use these words?

**A:** They don't say anything specific.

**Q:** Is there a time when these words are appropriate?

**A:** Yes, when they match key words or phrases (requirements) listed in a job posting you are targeting.

Forbes summed it up well: Human Resource departments sift through thousands of resumés each year. The vast majority use these catch phrases. Recruiters skip over such words hunting for nuggets of what the applicant has accomplished in prior jobs.

*continued...*



Focus your resumé on what you have done, not how you have done it (save that for the interview!). Give relevant examples of past projects or tasks that highlight skills the new job will require. Align your resumé wording to the job description to show you understand what is required and that you have the experience necessary to excel. The easier you make it for a recruiter to hire you, the more likely you will be hired.

Look over the list of overused words above. For those that you believe describe you, think about how you might rephrase that with another word or 2–3-word phrase. Use a Thesaurus to help you. Examples:

- Innovative = Generate new ideas
- Creative = Imaginative, or Inventive

## 15 BEST WORDS TO USE ON YOUR RESUMÉ

*Harris Poll 2014 - RESUMÉ WORDS EMPLOYERS WANT TO SEE, reported by Jessica Hernandez. Results from Harris Poll on behalf of CareerBuilder, of more than 2200 hiring managers and HR professionals.*

“Below is their list of the BEST words you can use on your resumé. You’ll note one common theme among the top 15 best words—they are mostly action-driven verbs! It’s time to pull out your resumé and play a quick game of word search!”

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| 1. <b>Achieved</b> - 52%         | 9. <b>Increased/Decreased</b> - 28% |
| 2. <b>Improved</b> - 48%         | 10. <b>Ideas</b> - 27%              |
| 3. <b>Trained/Mentored</b> - 47% | 11. <b>Negotiated</b> - 25%         |
| 4. <b>Managed</b> - 44%          | 12. <b>Launched</b> - 24%           |
| 5. <b>Created</b> - 43%          | 13. <b>Revenue/Profits</b> - 23%    |
| 6. <b>Resolved</b> - 40%         | 14. <b>Under budget</b> - 16%       |
| 7. <b>Volunteered</b> - 35%      | 15. <b>Won</b> - 13%                |
| 8. <b>Influenced</b> - 29%       |                                     |

## RESUMÉ TOOLS

90% of large companies use Applicant Tracking Systems to search for qualified candidates from large applicant pools. ATS help employers by analyzing resumé and CVs, identifying those whose content matches given sets of keywords, and weeding out those who don't rank highly.

**A job seeker's defense:** Use these tools to see how you “stack up.” Give yourself an advantage!

### Word Cloud

“Word Cloud” tools available online help visualize textual content for most occurring key words. Some examples are:

- [edwordle.net](http://edwordle.net)
- [worditout.com](http://worditout.com)
- [tagcrowd.com](http://tagcrowd.com)

*continued...*



## Recommended Word Cloud Exercise – Target Job Role

- Generate two Word clouds
  - ▶ Copy textual description and qualifications into a Word Processing document
  - ▶ Generate a Word Cloud using the target job info
  - ▶ Do the same with your resumé
- Compare the two visual images
- Are you aligned with key elements of the target job?
  - ▶ Where are there gaps?
  - ▶ Do you need to adjust your message? Or your skills and experience?

### **Job Scan**

[jobscan.co](http://jobscan.co)

A recent arrival is a tool which analyzes your resumé against a target job and provides a report indicating how well your resumé or CV matches that job.

*After using either or both of these tools, adjust your resumé to integrate additional key words. Match terms and key words in your resumé, to the language the employer is using in their job description.*

## **REFERENCE DOCUMENTS**

Use these tools on the following pages to help you build an effective, powerful resumé:

- [Resumés That Get Results!](#) (by Don Bauder, a professional resumé consultant)
- [Resumé Format and Tips](#)
- [Resumé Example](#)
- [Resumé Example #2](#)
- [4 Reasons Recruiters Throw Out Your Resumé](#)
- [Spark Your Resumé](#)





# Resumés That Get Results!

## BY DON BAUDER

[Don\\_bauder@hotmail.com](mailto:Don_bauder@hotmail.com) / 317.517.9198

### PROFESSIONAL RESUMÉS

<b>Contact Information:</b>	Header
<b>What you bring to the employer:</b>	Your brand / Key words
<b>Qualifications:</b>	Why you are qualified to work for that employer
<b>Accomplishments:</b>	Proof you have the qualifications and skills Part of qualifications or include at the end
<b>Education:</b>	Proof you have the qualifications and skills
<b>Professional Experience/Work History:</b>	Describe the employer Justifies why you were there Give the scope of the position ( <i>people supervised, dollars managed, branches, cities...</i> ) More accomplishments

### THINGS YOU NEED TO KNOW ABOUT A PROFESSIONAL RESUMÉ

- It is about THEM...NOT YOU
- Tell a story
- Your brand
  - ▶ "If you don't know where you're going, you might wind up somewhere else." - Yogi Berra
- 1 or 2 pages
- Portray yourself as active - use action verbs
- Quantify your experience
- Focus on relevant skills needed by the employer in [STAR stories](#) - not "responsible for"
- Only include the last 10-15 years
- Don't need long sentences - short bullet points
- No more than 6 lines without a break
- Forget the Objective Statement - I don't care what you want to do
- No personal or hobbies section
- Every resumé sent is different





# Resumé Format and Tips

## NAME

City, State

555-555-5555

[johnsmith@att.net](mailto:johnsmith@att.net)

LinkedIn: [linkedin.com/in/john.smith](https://www.linkedin.com/in/john.smith)

*With increasing concerns of privacy and identity, current recommendations are to include just your city and state, vs. your entire home address. It's valid and appropriate for the employer to know your locale. But you can save the full address for a job application – it's not really needed on your resumé.*

## JOB TITLE

*The title of this section is the specific title such as "Human Resource Director" or "Human Resource Management." (Note: It is suggested that you do not use headings such as "Objectives," "Position Wanted," or similar wording.) Or, if you do not have a single Job Title you are targeting, you can use an overall area, such as "Operations Leadership", "Learning and Development", etc.*

## SUMMARY OF QUALIFICATIONS

*The purpose is to summarize your professional experience and gain immediate attention of an employer seeking a candidate with your background. Common practice has been to use a narrative of 3-4 sentences, maximum of 6-8 lines. However, HR staff are scanning a resumé in as little as 6-8 seconds, so it is critical to gain the employer's interest in the first half-page of your resumé! So, use a few "bulleted" items to highlight your key qualifications – why you have what it takes to perform in this area and deliver value. Grab the employer's attention!*

- *Key Strengths that you have and use in your job*
- *Key skills – Core Competencies that you have, what you do the best, are most confident in, enjoy the most*
- *Make sure to include Transferrable Skills (or "Soft" skills), and more specific "Knowledge-based" skills specific to a domain (also known as "Hard" skills), such as industries, technical skills, or those that require professional certifications you have.*
- *Your impact – what do you do that is a consistent pattern of delivering results, or value*

*Tell the employer your professionalism and what you can do for them – to resolve their problems, meet their challenges and increase their bottom line. Focus on the employer's needs.*

*Note: If the above information "zeroes in" on the available position and tells the employer what you can do to solve their problems and add to their bottom line, they will read more of your resumé, thus increasing your chances for an interview. When resúmes are plentiful, the goal of the resumé screener is "how many resúmes can be screened out" in order to get the number of resúmes down to a manageable few to review.*

*continued...*





## PROFESSIONAL EXPERIENCE

**Title** (Also consider including 1 sentence regarding employer type, size, revenue, number of employees)  
**Employer, Address** (City, State) **From \_\_\_\_ to \_\_\_\_ dates** (years only)  
Job Scope (brief narrative text)

*Summarize responsibilities: 2 to 4 sentences are usually sufficient. What is/was the heart of the job? Provide more detail and information on the more recent position(s) unless those positions are not relative to your current objectives. Emphasize experience related to the position/profession for which you are applying.*

- List key accomplishments – Usually in a bullet format. Quantify as much as possible.
- Focus on the Action and Result from key STAR Stories during this assigned job role.

Note: It may be worthwhile to word and arrange (in order of importance to the employer) your key accomplishments to coincide with the needs of the employer. Also, never use the phrases, “Duties included” or “Responsibilities included” – these just take extra space away from the content you want to emphasize.

*[Editor’s Note] Keep your Professional Experience section to the most recent 10-15 years of your work history, to avoid broadcasting your relative age. If you have additional experience prior to that timeframe that you want to highlight - that is relevant to your target role/area add a new section:*

## ADDITIONAL EXPERIENCE

### Early Career

*If you have a lengthy employment history, the “early years” may be summarized. Do you have an extensive work history? Employers are most interested in what you’ve done recently, so consider focusing on the last 10 to 15 years in the Professional Experience section above, and for anything earlier, providing a brief summation.*

*As a rule, don’t include dates in this section (it only highlights how long you’ve been around and might lead to age discrimination).*

*Options:*

- Follow the format in the Professional Experience section, just list key positions but don’t include dates
  - o Job Title
  - o Employer, City & State
  - o (Job Scope is optional, unless there is something significant in the responsibilities or scope you want to reinforce)
  - o Bulleted list of a few Key Accomplishments achieved while in this role
- List additional Accomplishments as bullets, and then mention the position and employer.
  - o Accomplishment – Job Title, Employer (City & State)

*Focus on that experience that is most relevant to your target position. If it’s less relevant (or not at all), there is no need to include it! (Especially college jobs or internships, or entry-level jobs before you got settled.)*

*continued...*



## PROFESSIONAL DEVELOPMENT/TRAINING

*Bullet special training, seminars, internships, etc. relative to your profession. Include computer training/ knowledge. List most recent activity first.*

## EDUCATION/CERTIFICATION

*List education, and certifications that apply to the position applied for. List most recent certifications first, followed by formal education, college degrees, etc.*

## PROFESSIONAL/COMMUNITY ACTIVITIES AND AFFILIATIONS

*(Optional: Candidate Preference, Filler; Depending on room available; Max. 2 Pages)*

*General suggestion - list items that would be beneficial to the specific job/company/industry. Do not list non- job-related activities, fraternal organizations, religious organizations, civic activities, community activities, etc. (That said, use your judgement – some organizations value people who volunteer their time and energy.)*

## ADDITIONAL SUGGESTIONS

**CONSISTENCY:** Use consistent formatting features in spacing between lines, headers, font size, text justification, punctuation and use of formatting like bold and italics. Consistency will show that you are detail-oriented and will make your resumé easier to read.

**FONT:** Make your resumé easy to read (type size 11 to 13, depending on font type). Use capitalization and bolding sparingly, there should be an easy visual “flow” of the resumé contents – make your resumé easy to read. Too much information may be distracting.

**COVER LETTERS:** Cover letters are being used less frequently. So, using a cover letter sets you apart! Use it to affirm your interest in the job. Highlight how your qualifications meet the employer’s stated requirements in their posted job description – see the section on Cover Letter and use a “T”-shaped format. It will make you stand out, make it clear how you fit and exceed requirements, and differentiate yourself from the great majority of others competing for the position.

**RESUMÉ FILE NAME:** When you e-mail your resumé, consider “personalizing” the file name of your resumé, for example: “Doe, John – HR Manager”

**REMEMBER:** - Think like an employer – What background, skills, competencies are they looking for to meet their challenges (solve their problems), increase their bottom line? Be aware of the employer’s time and make it easy for them to review your resumé. Do not crowd the resumé with too much “stuff”. Do not include activities that are not job related. There is no need to include references (or even “References furnished on request” unless requested or until the first (or subsequent) interviews. It’s not a good idea to list everything you’ve ever done on your resumé. Instead, only include the highlights of your job responsibilities -- aspects of your work that show you’re qualified for your career goal. Your background, training, education, interests, competencies are unique. Capitalize on your uniqueness by determining what they are and presenting them in your resumé.

### Check your resumé for these four must-haves:

1. An error-free presentation -- no typos and a consistent design.
2. A clear focus with an easily determined target job/area
3. Evidence of your accomplishments; show that you went above and beyond your job duties.
4. Keyword density. Include industry keywords so your resumé will be found in electronic applicant searches.

*continued...*



## QUICK TIP: PUT YOUR RESUMÉ TO THE 10-SECOND TEST | by Kim Isaacs

Many resumé reviewers skim resumés for as little as 10 seconds during the initial screening, so your resumé needs to quickly relay your objective and key qualifications. Show it to someone unfamiliar with your career field and see if the person understands your goal and top credentials after even a 10-second review. If not, revise your resumé so your important selling points are easy to find at the top of the document.

*[Editor's Note: Recent experience suggests that some reviewers take as little as 6 seconds to scan a resumé to decide whether to discard, or consider, passing the candidate along for evaluation.]*

## A VALUABLE TOOL IN YOUR JOB SEARCH | by Marnie McCown-Guard

Headhunters are a valuable tool in your job search, and it pays to make their job easier by providing a resumé they can use!

Executive recruiters, or headhunters, view resumés from a totally different perspective than many resumé writers, career coaches and outplacement consultants. However, they all understand that the resumé is the tool with which the candidate will gain entry. It is the first thing that a hiring manager will use to judge a candidate; therefore, it is important to understand how resumés are viewed from a headhunter's perspective. The information below is based upon interviews with several headhunters across the United States and represents the common blunders found on the resumés of their clients.

**Resumés rarely get read:** Since there are so many unsolicited resumés received daily, a headhunter does not have time to read each one. This makes it extremely important to have your “message” readily apparent. Essentially your resumé must tell the reader who you are and what you can do for them within the first few lines. Every job in every corporation can be distilled into having one of two purposes: 1) Make the company money, or 2) Save the company money. Your resumé must illustrate which one you offer to the hiring manager immediately.

**Objective:** [Replace with Summary or Summary of Qualifications] Most people start their resumés with an objective, outlining what they want. Very few corporations care about what you want; they are interested to know what you can do for them. Rather than an objective, write a brief summary of your background and why your experience makes you the best to either make or save money for an organization. Doing so will allow the headhunter to determine the best fit for you from among his clients.

**Experience:** Many headhunters want to see your employment experience in chronological order. A headhunter is looking for job progression with increased responsibilities. Additionally, he is looking for continuity among jobs. If you have a short time of employment at several companies, it may be a red flag. However, job “hopping” can also be the result of downsizes, mergers and relocation of a military spouse. Be sure to explain this in your cover letter if any of those reasons apply to you.

**Education:** Always list your education in chronological order and if you are an honors recipient, be sure to list that also. Headhunters also like to see training classes that you have attended which are relevant to your field, position, etc. Be sure to provide the course name and dates attended.

**Hobbies:** Do not list your leisure pursuits. The only exception is civic or volunteer work. If a volunteer position is relevant to your role, such as a tutor for English as a Second Language when you are a grade-school teacher, it may benefit you to list it. Again, use your judgment when listing civic activities as it is not a forum to pronounce your political beliefs.

*continued...*



A good headhunter will not present you to their client if he doesn't feel you are a good fit. The best thing you can do is to remain open and honest with your recruiter and provide them all the information you can. This will assist them in presenting you to the opportunities that will best meet your needs and the needs of the client.

## HOW NOT TO WRITE A RESUMÉ | by Kevin Donlin

You can learn a lot about how to do something right by first learning what NOT to do. Take resumés, for example. I review about 200-300 a month, and most have at least 2-3 mistakes. Yet, all those hundreds of mistakes can be grouped into just a handful of categories, which you would do well to avoid.

Read on and learn how to write a better resumé by avoiding the mistakes of others, some of them unintentionally hilarious...

### **Mistake #1: “Golden Retriever Syndrome”**

Never talk about yourself in terms that could also describe a hunting dog, like the following language, which appears in far too many resumés I see:

*“Hard-working, self-motivated and dependable individual.”*

Tired phrases like that mean nothing to employers, because they could apply to almost anyone ... or almost anyone's dog.

Instead, dump the empty assertions and back up the claims in your resumé with facts, like this: *“Proven sales skills. Ranked in top 3 among 78 reps for 5 straight years, exceeding sales quotas for 18 of 20 quarters.”*

See the difference?

### **Mistake #2: A Verbal Jungle**

To improve your resumé (or anything you write), read it out loud. Since writing is just words on paper, reading it aloud will help you write as you would speak.

Here's an example of language so dense, you'll need a machete to find any meaning:

*“Directed assembly of elements from business units in engineering, development, program management, distribution, and legal to effect market research, proposal responses, and contract management into comprehensive, virtual, successful teams...”*

After reading that three times, I'm still baffled. Worse, do you think employers have time to read a resumé three times to figure it out? No. As a result, that job seeker is still looking for work, I'll wager.

**Solution: read your resumé out loud before sending it out.**

If you find yourself gasping for breath halfway through a sentence, stick a period or dash in there and break it in two. And if anything you write sounds less than 100% clear when you read it aloud, revise until it would make sense to your mother. Doing so will ensure that your resumé resonates with readers at all levels, from HR managers to your future boss.

*continued...*



### **Mistake #3: Negative Nuance**

Just one stray word can derail a whole sentence. You know that. But in a resumé, the wrong choice of words can brand you as unprofessional or careless in the eyes of employers.

Here's an example of resumé wording that gives off the wrong nuance, even though the facts are clear enough:

*"Spearheaded use of resources in Vietnam in spite of resistance from senior management ..."*

I don't know about you, but "Spearheaded," "Vietnam" and "resistance" in the same sentence make me think of a John Wayne movie. Which detracts from what the job seeker is trying to say.

Before sending your resumé to employers, send it to at least 2-3 friends whose judgment you trust. Ask them to read it for grammar and punctuation, but also for unintended meanings. Revise as needed.

### **Mistake #4: Jumbles of Jargon**      **[Remember, "less is more"]**

Some resúmes pile on the buzzwords in a vain effort to impress. Like this:

*"New-media pioneer working with technical and business professionals to create new ways of presenting content and impactful tools for producing content and organizing workflow."*

We'll pass on "impactful" for now -- what does a "new-media pioneer" do, exactly? I've got a picture in my head of covered wagons and HDTV, but I don't think that's right ....

Again, you can nip most crud in the bud by reading your resumé out loud and then sending it to a friend for honest input. Because friends don't let friends embarrass themselves.

Here's hoping that exposing these 4 common resumé gaffes will help you avoid them!

### **Additional Suggestions**

Following are additional suggestions from a professional resumé writer:

- Don't forget to list seminars and workshops if applicable to the job that you are pursuing. List them in the education section after your academic credentials.
- Bring in pertinent information in other areas of your resumé, such as certifications, licenses, presentations, and publications.

*Editor's Note:* Keep these quotes in mind as you develop your story, into resumé format:

- "It's not about you, it's about them." [the employer] – Bruce Flanagan, P2E Staff
- "The most valuable of all talents is that of never using two words when one will do." – Thomas Jefferson





# Resumé Example

**John Doe**

317-222-2222

[Johndoe@gmail.com](mailto:Johndoe@gmail.com)

[linkedin.com/in/johndoe](https://www.linkedin.com/in/johndoe)

*Career Coach*

**Career Coaching**

**Strong Training Skills**

**Excellent Communicator**

**Mentor**

## ***SUMMARY of QUALIFICATIONS***

- Currently a HR Career Coach at Dynamic Solutions. Work one on one with candidates to assess their individual career direction. This is usually driven by lay off or downsizing. Worked with local celebrities, people with Doctorates along with those just trying to make ends meet. This includes recently working one on one with a convicted murderer.
- Highly experienced Human Resource hiring manager. Routinely received 350 resumés and determined who would make the final cut. Technology has evolved in the job search with the advancement of Social Media and the ATS. It is now imperative that every employee candidate be coached to use the most up to date interviewing and negotiating techniques to discover a new career. Bring these up-to-date practices to the unemployed every day.
- Involved with various nonprofit organizations for 25+ years. Most of these positions were in some sort of public speaking format. This includes presentations on the prevention of child abuse, teaching business concepts to 8th and 12th grade Social Studies classes and teaching cancer caregivers on ways to cope with a cancer patient.

## ***SELECTED ACCOMPLISHMENTS***

- Worked with a number of unemployed and underemployed attendees providing support with the job search process and guiding these people to the job their skills fit. On one occasion the founder and Executive Director of Dynamic Solutions thanked me for my work with one particular individual, saying that if I had not worked with this individual, she would not have gotten the job.
- I remain the Mentor/Career Coach for several of my past direct reports. This includes one employee that left my prior employer some time ago. Instrumental in getting two of my direct reports in management positions. This includes one employee who several years ago “NO ONE” (including herself) thought was a candidate for the Managing Director position. She got the job and is doing an exceptional job!
- While at my previous employer we took my division of the Indiana territory from \$2,000,000 in revenues to \$10,000,000 in less than 12 years.

*continued...*



## ***PROFESSIONAL EXPERIENCE***

### **Managing Director**

Dynamic Solutions - Indianapolis IN 2007 - 2014

- Managed all production, staffing and the profitable growth of the unemployed for the states of Indiana, Kentucky and central/southern Ohio.
- Directed 12-15 employees in three offices growing the book to over \$25M.

### **Managing Director**

Dynamic Solutions - Indianapolis IN 1998 - 2014

- Supervised all production, staffing and controllable income of Indiana territory, managing 5-6 employees in the Indianapolis office.
- Personally led the office in profitably growing gross revenue in the Indianapolis office from \$2,000,000 in 2000, to \$10,000,000 in 2012

## ***EDUCATION***

Indiana State University, Terre Haute, IN

BS Business Management

## ***VOLUNTEERING/COMMUNICATION***

- Delivered numerous Continuing Education courses in various Human Resource situations. Courses delivered to insurance agencies, Society of CPAs, and State of Indiana Department of Financial Institution Field Auditors.
- Speakers Bureau for Family Support Center, Educator for Junior Achievement in Indianapolis, Program Impact committee member for College Mentors for Kids and most recently Regional Representative for Cancer Companions.
- Past member of Toastmasters International in Springfield, IL and Indianapolis, IN.





# Resumé Example #2

**Susan Seeker**

317-555-5555

[susan.career.seeker@gmail.com](mailto:susan.career.seeker@gmail.com)

[linkedin.com/in/susancareerseeker](https://www.linkedin.com/in/susancareerseeker)

## *Operations Management*

**Innovator**

**Operational Excellence**

**Systematic**

**Team Builder**

### ***SUMMARY of QUALIFICATIONS***

- Creative, hands-on business leader with 15+ years' experience with Fortune 500 firms, spanning Product management, CRM, and Delivery operations
- Focused on innovation, customer service, and business process improvement through results-driven project management and operational excellence.
- Actively seek out opportunities to strengthen and exceed operational goals and objectives. Systematic with "big picture" vision, to convert complex requirements into actionable projects and plans.
- Deliver outstanding customer relationship management and retention strategies.
- Build strong teams by cultivating trust, instilling confidence, and collaborating with leaders, customers, stakeholders, and subject matter experts.

Strategy, Process improvement  
Continuous Quality Improvement  
Resource/capacity demand  
SAP JMP, SAP/Business Warehouse

Data analysis, Financial analysis  
Lean Six Sigma – Green Belt  
CRM and Portfolio management  
Microsoft Office, Project, SharePoint

### ***SELECTED ACCOMPLISHMENTS***

- Successfully managed process change, contingency plans, cost/benefit analysis to increase business performance and productivity, within budget.
- Managed diverse, multidisciplinary and multi-site teams to promote sustainable change.
  - Formulated policies, streamlined sales processes, and anticipated industry and market trends to create strategies and identify viable business growth opportunities.
  - Implemented process improvements that reduced customer complaints by 60%, with a savings of \$18,000-\$20,000 annually.
  - Developed a strong team of 20 Service Providers through training, mentoring, follow-up, accountability.

*continued...*





## PROFESSIONAL EXPERIENCE

### Director, Business Operations

2011 – 2019

Lightfoot Logistics, Indianapolis, IN

*Trusted advisor to Lightfoot's executive team. Focused on strategic planning and project management. Single below-the-line budget resource. Managed operations teams including sales, HR, and accounting. Promoted over five years from Manager to Director within the Operations team overseeing all business and client-facing capabilities.*

- Established 3-year strategic road map with leadership to move the organization to achieve \$25M EBITA.
- Created and executed change management plan for integration of company acquisitions of Serenity Products and Challenger Logistics, to ensure culture consistency. Leveraged Lean Six Sigma process disciplines for increased business synergy, streamlined processes and workflow, and accurate financial reporting.
- Evaluated, proposed and executed integrated CRM platform with SAP, leading to increased engagement, refined reporting and estimated \$1M in time savings across the company.
- Developed annual cost savings plans resulting in \$250K-\$300K EBITA creation.
- Implemented policy and procedure for auditing reports, increasing accuracy rates from 65% to 90%.
- Helped coach COO to become more approachable and relational to staff, communicate more effectively, and improve decision-making.
- Developed high potential mapping for managers to assist in decision making – adopted and adapted by HR and implemented company-wide.

### Manager, Sales Operations

2003-2010

Serenity Products, Cincinnati, OH

*Developed best practices across the Sales organization. Extensive travel across North America. Managed company presence, activity, and served as C-Level executive host for major trade shows and events. Elevated over seven years from Coordinator to Assistant Manager to Manager within the Sales organization.*

- Generated the first national sales plan and transformed assignment and attainment of \$5M sales goals globally.
- Led collaboration efforts with Management team toward alignment of incentives to create clarity with organizational structure and greater satisfaction with compensation.
- Refined inside sales call management processes - implemented process improvements that reduced customer complaints by 60%, with a savings of \$18,000-\$20,000 annually.
- Managed operational productivity and spend resulting in the below-the-line budget for favorable variance each year for a 5-year span.



## ***ADDITIONAL EXPERIENCE***

### **Coordinator, Sales Operations**

Universal Exports, Plainfield, IN

- Partnered with senior sales leadership, Order Management teams to identify opportunities for sales process improvement.
- Facilitated successful implementation of new programs through sales organization by ensuring well-defined, efficient sales process in place for launch.
- Analyzed and explained changes in key performance indicators to field operations partners, key stakeholders

## ***CERTIFICATIONS***

Certified Lean Six Sigma Green Belt

## ***EDUCATION***

Master of Business Administration, Kelly School of Business, Indiana University  
Bachelor of Science, Sales and Marketing, Purdue University



# 4 Reasons Recruiters Throw Out Your Resumé

By J.T. O'Donnell Founder and CEO, WorkItDaily.com

Job seekers are frustrated -- for good reason. If you've ever spent hours filling out online job applications, only to never hear a word back from the employer, you know what I'm talking about. Unfortunately, job seekers are uneducated on what happens once they press "send." Recruiters don't review every application. Instead, they use tools and criteria to help them narrow down the search. Here are four reasons why your resumé gets thrown out.

## 1. You were eliminated by the ATS.

The Applicant Tracking Systems (ATS) most companies use when you apply online are specifically designed to toss the majority of the applications. Statistics prove you have only a 3 percent chance of getting an in-person interview when you apply online.

## 2. You oversold yourself.

Most job seekers don't know what recruiters really want on a resumé, so they mistakenly try to make themselves sound irresistible. Unfortunately, they come across as overconfident, or even worse, as a narcissist. I encourage job seekers to always get a second opinion on their resumé. There are plenty of places you can get a free resumé review.

## 3. Your resumé doesn't match your online profile.

Recruiters will always look you up online after reviewing your resumé. If what they see on your online profiles (i.e., LinkedIn) doesn't match what you sent on the resumé, they'll question your honesty.

## 4. You didn't quantify your value.

Recruiters want you to know what you're good at and to focus the resumé on proving it. Facts, facts, and more facts. If you can't back up your strengths with accomplishments in a clear and concise fashion, recruiters can't sell you to the hiring manager.

## Resumés are useless without this.

Studies show your resumé needs to be six-second worthy, or recruiters will toss it. But even then, without a connection to the company you are applying to, the chances you'll move forward are slim. Eighty percent of all jobs are gotten via referral, meaning the resumé doesn't get you the job--people do. The better strategy is to turn the tables and start "employer shopping" so you can target the right opportunities, connect with the right people, and earn the right job for you.

**[Editor's note: See sections on Targeting and Informational Meetings.]**





# Spark Your Resumé

**Spark My Resumé** is a **FREE** service that allows you to stand out, get noticed, and get the Job! Fill out a profile online, answer a few questions about yourself and your job history, upload your resumé, and *print out a certificate that prequalifies you for hiring tax credits that the employer will get when they hire you*. So instead of HR looking at your resumé for 6-7 seconds, your certificate will get their attention and get you an interview!

**SPARK** your resumé today at [SparkMyResume.com](https://SparkMyResume.com)!



# Describing Your Accomplishments

## BY: JEFF CRANE

**Accomplishments are an important foundation for communicating what you have done, why you fit, and what you offer an organization.**

- Accomplishments indicate specifically what you have achieved during your career. For example:
  - ▶ A task you performed on a regular basis.
  - ▶ A project you managed.
  - ▶ A team in which you participated.
  - ▶ A sale for which you were responsible.
  - ▶ A portfolio you managed.
  - ▶ An award you received for a specific process.
- Accomplishments are used throughout the career development process.
  - ▶ Foundation of your resumé to highlight skills, capabilities, and results.
  - ▶ Bulleted or described in your letters to identify what you can do for the organization and why you are a good fit.
  - ▶ Summarized and spoken in your 60-Second Commercial, interviewing, and other networking situations.
- In thinking about which accomplishments to highlight, consider what you want to do in addition to what you did.
  - ▶ Orient your accomplishments toward your desired audience and the skills they need.
  - ▶ This requires a clearly articulated sense of purpose plus an understanding of the needs of the individual, industry, position, or sector.

**Six general guidelines can help you in writing your accomplishment statements.**

- Begin with stimulating action verb (see List of Power Action Verbs)
- Write in the past tense
- Show results gained from your action
- Be brief, yet stimulating
- Demonstrate what you are proud of
- Suggest what skills you used

*continued...*



**It may be helpful to refer to job descriptions and your performance appraisals to recall what you did in each position.**

**Accomplishments are compiled in three parts.**

- **Situation/Task: Why did you take the action?**
  - ▶ It was inefficient.
  - ▶ It was too slow.
  - ▶ I wanted to learn a new skill.
  - ▶ I was given a specific task or challenge by a manager.
  - ▶ Other.
- **Action: What did you do under that job description?**
  - ▶ Did I create something new?
  - ▶ What tasks did I perform?
  - ▶ Did I train someone?
  - ▶ Did I coordinate something?
  - ▶ Other.
- **Result: What benefit did you create from that action? (quantify where possible)**
  - ▶ Did I reduce costs?
  - ▶ Did I improve productivity?
  - ▶ Did I save time?
  - ▶ Did I receive an award for something special?
  - ▶ Was I affirmed or recognized for going “above and beyond” normal duties?
- **What Skills did I use to do this?**
  - ▶ Technical skills that relate to specific performance of tasks (computer, publishing, analytical, etc.)
  - ▶ Functional skills that are obtained by virtue of the field, industry, or sector in which one works (HR, finance, marketing, government, finance, health care, etc.)
  - ▶ Administrative skills that are the managing “getting the job done” skills (organization, leadership, project management, facilitation, communication, etc.)

## **Sample Accomplishment Statements**

### **Administration/Customer Service**

- Responded to approximately 25 calls per day from dissatisfied customers. Successfully answered inquiries and satisfied their concerns, resulting in non-escalation of claims and reduced costs against the company.
- Implemented policy and procedure for auditing reports, increasing accuracy rates from 65% to 90%.
- Served as liaison between customers, vendors, and internal departments. Increased movements of limited inventories to a 99.2% case fill rate.
- Coordinated, resolved, and responded to 300-500 consumer letters in a 5-day turnaround. Measurably improved customer satisfaction.
- Managed, implemented, and administered all corporate credit card programs. Tracked and collected all charges, zero delinquent accounts for corporate liability.

*continued...*



## Accounting/Finance

- Streamlined process from managing 900 contracts with a budget of \$150+ million a year, saving 93 hours of time per year.
- Prepared and presented training on computer system for 28 people, saving company \$51,000 annually.
- Responsible for payroll tax reporting for 10 or more divisions in over 40 states, with combined salaries of \$160 million and payroll taxes of \$62.5 million.
- Minimized losses through credit controls and financial analysis within Federal Regulations resulting in minimal legal expenses.
- Researched and determined status of uncashed checks and created system to help track future unclaimed obligations. Resulted in the initial savings of \$184,000 and \$20,000 annually.

## Information Technology

- Supported acquisition analysis of over 11 acquisition studies, ranging in values from \$36 million to over \$200 million.
- Implemented new EDI trading partners on all internal EDI processes, minimizing production failures below 90%.
- Designed/implemented standard pcExpress Financial Model that assured data integrity/ accessibility, eliminated analytical and data inconsistencies and reduced workload by 2 days.
- Supported the integration of Marketing, Finance, and Logistics data to one powerful, productive database resulting in increased data distribution to user community of immensely valuable and timely data.

## Management/Project Management

- Directed the design and development of a software program that replaced manual preparation of promotional bulletins, saving \$200,000 a year in labor costs and reduced promotional invoicing errors.
- Managed and directed order processing and problem resolution through a network of 55 brokers and 14 field sales managers for a base of 400+ customers.
- Developed specifications and quality measurements for “widget” acquisition. Transferred business to new plant with no quality degradation.
- Achieved consumer complaint reduction of 11% and 15% in 2000 and 2001.

*continued...*



# Accomplishment Primer Questions

Consider the following questions to assist you in creating accomplishments:

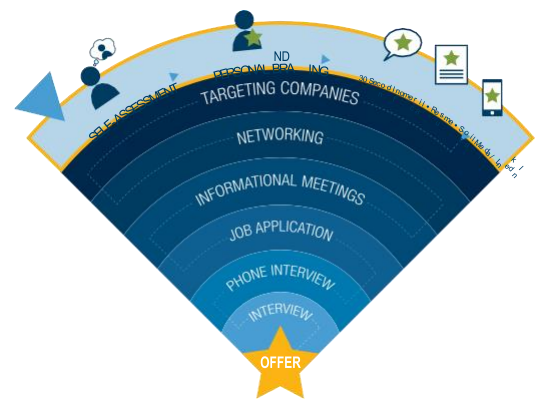
1. Did you implement a new procedure or system?
2. Did you solve a major problem for your section, department or division?
3. Did you save the company money?
4. Did you identify and/or implement a better or more efficient way of doing a procedure?
5. Did you train/mentor anyone?
6. Did you develop or do something for the first time at your company?
7. Did you do a job with fewer people or in a shorter time?
8. Did you receive any special recognition or awards?
9. Did you participate in any recent company sponsored training?
10. Were you involved in any special projects or task forces?
11. Did you suggest or "roll out" any new products or programs for your company?
12. Did you exceed your goals or objectives?
13. Did you increase market share?
14. Did you develop new business or enlarge a market?
15. Did you reduce errors?
16. Did your job performance exceed past performance?
17. Did you improve employee performance?
18. Did you have a reputation for handling certain difficult problems, situations or people?
19. Created something new – an idea, new policy, procedure
20. Scope of Job – territory, number of calls, customers, level of responsibility
21. Solving problems
22. Make something work better
23. Fill in for someone / cross-trained
24. Learned new technology, new program, software
25. Learned new skills, took a course
26. Error-free, met or exceeded goals / deadlines
27. Assigned to a special project, task force, team
28. Received award, bonus, recognition, letters (from customers, peers, mgrs)
29. Research, processing, data-entry, retrieval, information
30. Promoted to a new position





# STAR Stories

## SNAPSHOTS OF YOUR SUCCESS



### WHAT ARE STAR STORIES?

STAR Stories are short narrative examples of:

- a **Situation** or **Task** you were presented with,
- the **Action** you took to navigate the situation, and
- the **Result**

The logic is that how you behaved in the past will predict how you will behave in the future. You demonstrate how you helped provide value before as an illustration of how you can provide value to a new employer, department, or division.

### SUGGESTIONS

- Identify 6-8 examples from your past experience where you demonstrated top behaviors and skills that employers typically seek. Think in terms of examples that will exploit your top strengths/selling points.
- Some of your examples should be totally positive, such as accomplishments or meeting goals.
- Include situations that started out negatively but either ended positively or you made the best of the outcome.
- Vary your examples; don't take them all from just one area of your life. Use examples from your most recent work experience, but also internships, class projects, activities, team participation, or community service.
- Review any performance evaluations, key project reviews, etc. for key accomplishments for which you were acknowledged, or are most proud of.
- As an epilogue to your STAR Story, list key skills you used in the Action that you took.
- Ensure these skills are reflected in your personal brand.
- Wherever possible, quantify your results. Did you:
  - ▶ Reduce costs, increase revenues/profits? Impact bottom-line? How?
  - ▶ Meet/exceed company objectives? In what way?
  - ▶ Identify, create or implement a new procedure or system? Results?
  - ▶ Identify or solve a major problem for your department or division? Results?
  - ▶ Develop or do something for the first time at your company? Results?
  - ▶ Improve employee performance or productivity? How?
  - ▶ Receive any special recognition or awards? Why? What was the business impact? What actions produced that result?

### EXAMPLE (Advertising)

**Situation / Task (ST):** Advertising revenue was falling off for my college newspaper, and large numbers of long-term advertisers were not renewing contracts.

**Action (A):** I designed a new promotional packet to go with the rate sheet and compared the benefits of circulation with other ad media in the area. I also set up a special training session for the school of business professor who discussed competitive selling strategies.

**Result (R):** We signed contracts with 15 former advertisers for daily ads and five for special supplements. We increased our new advertisers by 20 percent year-to-year.





# STAR Story WORKSHEET

## SITUATION / TASK

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## ACTION

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## RESULT

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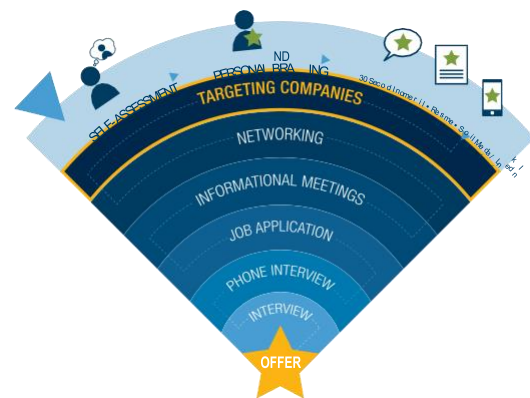
## SKILLS

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# Targeting Companies

## FOCUSING YOUR SEARCH



### STRATEGIES - IDENTIFY & RESEARCH

Many job seekers make the mistake of looking only or primarily at job postings as their target for activity, and perhaps have a list of five or six organizations of interest. The challenge with that approach is that – let's face it - the odds that any of those six companies are actively hiring for a role for your specific skills, right now, are pretty small.

Before you even post your resumé to a job board, know your market. What are the kinds of places where you want to work?

- ▶ Which Industries?
- ▶ What types or roles? (since job titles continue to change and evolve)
- ▶ What companies have you encountered in the past? Admired?
- ▶ At what organizations do you know people? Say fellow college alumni? Former co-workers?
- ▶ Who is setting trends or creating “buzz” in an area of interest for you? Posting blogs? Press releases?

Make a list of 30 to 40 organizations – that's right, 30 to 40. You will

- ▶ Increase the likelihood that you may have a personal connection, or know someone who does – who works there (more about that in Networking)
- ▶ Increase the odds of finding a place who is actively hiring.

Then you can do some research into the organization.

### ***Available Resources for Marion & Hamilton County, Indiana***

- Indiana Business Journal Book of Lists
  - ▶ [ibj.com/lists](http://ibj.com/lists)
- Company web page
- LinkedIn Advanced Search
  - ▶ Target Industry
  - ▶ Company LinkedIn page
  - ▶ College Alumni page
- Databases available via Public Library

*continued...*



- ▶ *Carmel Clay Public Library (Carmel)* - ABI Inform (Business database)
  - PCs are set up in the reference section
  - Consolidates information on companies
  - Available for access on-site at Carmel Library, see Reference Desk
- ▶ *Hamilton East Public Library (Fishers)* - several databases available for access, through Library services
  - Online, with access via your Hamilton County library card
  - On-site at Fishers Library – see Reference Desk
  - Available databases via Fishers Library:
    - Morningstar (investment research, including stock and fund analysis)
    - Reference USA (business addresses and phone numbers) – can search by company name, business size, major industry group, or via SIC code if you have a list of codes
      - *Reference USA even has a list of US Jobs / Internship postings (e.g., a search*

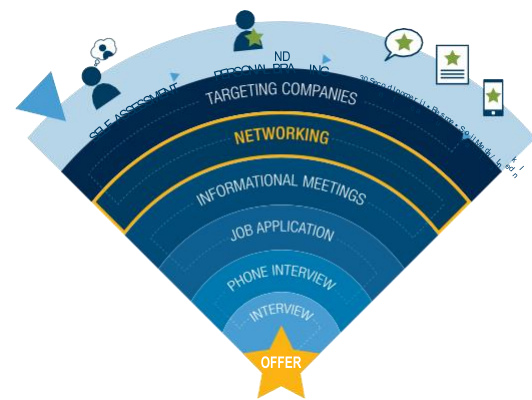


*This information adapted from Mike Johnson, Coach for Tomorrow*



# Networking

## WHO DO YOU KNOW?



### WHAT IS NETWORKING?

The definition of networking is "an informal interconnected group or association of persons." These can be personal relationships with friends, family and others you meet in an informal setting.

- **According to Webster: Networking is a journey conducted by an individual and/or as a group effort**

Effective networkers use a road map while others just wing it. Those effective in their job search utilize others and don't "go solo."

### WHO IS IN YOUR NETWORK?

The following networking contacts should be considered and contacted:

- Friends: Neighbors, relatives, prior employers and employees, customers, suppliers, social, business and professional contacts, LinkedIn contacts and others
- Strangers: Hiring managers, employer contacts, HR Consulting firms, recruiters/search firms and temporary services
- Get to know your 1st Degree Network AND your 2nd Degree Network



### WHAT IS THE VALUE OF NETWORKING?

Effective networking is obtaining referrals from Friends that leads you to connect with Strangers. Leads and contacts with Strangers move you that much closer to the hiring manager.

- Networking is a place to give and not to get. Networking will enrich your life.
- Treat your job leads and referrals as golden nuggets. Treat them with loving care, as a referral is truly a significant competitive advantage.

Your major goal is for others (hiring managers) to "*Know You; Like You; Trust You.*" Become comfortable with behavioral-based interviewing by effectively using your best STAR Stories!

*continued...*



## HOW DO YOU NETWORK PURPOSEFULLY?

Develop meaningful relationships vs. one time only, one-sided requests for job search help. Not only might network referrals hire you (now or later); but their endorsement influences how others see your potential. When respected networkers know about potential openings, they recommend and refer talent.

Keeping in touch with key contacts means an early heads-up before an actual job is defined. Then you can design a personal marketing paper where you are the perfect candidate that the employer needs.

### *Networking Objective:*

To attract employer's attention via your Private (1-on-1) and Public (online) presence, proving that you are a credible, clever, and viable candidate:

- Network with contacts who have strong connections to target companies. It's not just what you know but who, with hiring authority appreciates your potential.
- Arrange third party introductions. Make connections through trusted friends, references and other familiar with their needs, culture and structure.
- Create and communicate a distinctive message showing your value proposition. Be remarkable, go to trusted experts that are on everyone's radar.
- Stay in touch. Use polite, persistent "pings" periodically to cultivate interest and stay in touch. Networking is about relationships, not transactions. Out of touch means out of mind.
- Vary your contact mode by exchanging links, sharing leads and ideas, making referrals, offer help, and give praise.
- Part of your Networking strategy is to target the right individuals for an [Informational Meeting](#), to ask for information, help and advice – and also ask if they know someone you should meet!
- Keep a mix of face-to-face and electronic (LinkedIn, etc.) networking activity.
- Everyone is busy: Be patient. Be helpful. Be kind.

## WHAT ARE THE ADVANTAGES OF NETWORKING?

- Goal is to meet more people so that they will know more about you. Your circle of acquaintances will expand!
- Meet people who want to help. One-to-one contact actually finds persons who will not provide your ideal job, but everyone can suggest additional people for you to meet with.
- There's high impact in a face-to-face meeting, in comparison to sending a printed or emailed resumé.
- Networking is a vital process that you can initiate. Rather than passively waiting for a recruiter's call, you can be just as active and creative as your time and energy permits.

## WHAT ARE THE DISADVANTAGES OF NETWORKING?

- It's time-consuming. Making and keeping networking appointment is slow and arduous work.
- There's no confidentiality as you can't network without making your intentions public.
- You reach relatively few people. You're doing very well if you make and keep 2 or 3 networking appointments per day.
- Requesting favors from strangers isn't easy... Asking help from friends is hard enough; pursuing strangers and other people's friends is even tougher.

*continued...*



## SUCCESSFUL NETWORKING

- **Intentionally spend time each week focused just on networking:** LinkedIn, phone, email, networking events. As we have observed that Networking is arguably one of the MOST successful disciplines in the job search, plan your time accordingly – and follow through.
- **Know your message – yourself, your personal brand:** key strengths and skills you have to offer, distilled to your [30-Second Infomercial](#).

### *Tips for Successful Networking*

Source: [AARP.org](#); [aarp.org/work](#)

- Simply put, "networking" means "making connections with people." It's probably the most important thing you can do to achieve professional success. Your network includes business acquaintances and personal and community contacts.
- Why network? According to BH Careers International, 80 percent of all available jobs are not formally posted (aka, the "Hidden Job Market"). Landing a position is more easily accomplished through word of mouth.
- You should always be networking, no matter what your current job status. You never know when you will need to call on your contacts or when they may have a lead on an exciting new opportunity.
- Getting Started: Prepare your [30-Second Infomercial](#) (an "elevator speech," a 30-second summary or "infomercial" of who you are and what you'd like to do professionally).
- Always have business cards with you and an updated resumé you can send upon request.
- Think of every place you go as an opportunity to meet people. That way, you can expand your network seamlessly.
- Building Your List - Write down the names of current and former colleagues, acquaintances from professional organizations, and the business associates of family and friends. Many companies count on employee referrals as a major source of new hires.
- Cultivate your personal network - neighbors, relatives, organizations, religious or community groups, book clubs, or fellow volunteers. Look to all generations for networking opportunities.
- Fill in the gaps by reconnecting with old acquaintances, getting involved in the committees of your favorite organization, or volunteering.
- Making Contact - Build rapport by contacting people when you don't need anything.
- Stay in touch every few months, and your conversations can be purely social.
- Ask for advice, not a job. Draw out stories about your contacts' professional experiences.
- After you've met someone knowledgeable and interesting, send a quick email or a handwritten note saying how much you enjoyed meeting the person. If you want to learn more from him or her, propose lunch or coffee and say when you'll follow up.

## CHARACTERISTICS OF SOME SUCCESSFUL NETWORKING CONTACTS

- Willingness to talk – grant an informational meeting
- Personal acquaintance (knew before the job search) or referral/"warm" connection
- Similar qualifications
- Former colleague, still working in target industry – helped brainstorm other target companies and opportunities
- Subject matter expert in target industry, knowledgeable about the industry, qualifications, options, able to brainstorm ideas and possibilities
- Stranger – has no preconceptions (or misconceptions!) about the job seeker

*continued...*



## NETWORKING EVENTS

Professional organization meetings, industry conferences, social events, career or job fairs, purpose-driven networking events (from the general, like “Sparks Indy,” to the specific, like “meetup” events focused on interest or technology).

Yes, initially the setting can sometimes feel like a middle school dance...But take the plunge and introduce yourself to someone – you'll use your [30-second infomercial](#). Before long, you will begin to feel more confident.

## NETWORKING REMINDERS

- Interviewing ability is often what lands the job - not credentials. Networking helps you practice talking about your interests, asking questions, and feeling more comfortable in conversation.
- First impressions have a greater impact during a job interview than almost any other interpersonal activity. “Everyone is interviewing you.”
- Over time, we have heard some key reasons as to why people are not hired: Competition, lack of relevant experience, lack of skills, lack of networking, bad resumé/cover letter.

## PLANTING OPPORTUNITY SEEDS

*Darlene Y. Graham, MA, LMHC, BCC, Making Sound Choices, LLC*

Planting seeds involves creating opportunities through people, places/events and things. Once planted, opportunity seeds create the potential to make a connection, create another opportunity, or become known (for the services you offer). The list below shows just a few possible ways to plant opportunity seeds. I invite you to come up with many of your own!

Examples:

- Hand out business cards
- Make phone calls [to stay connected; to make a request; to invite lunch]
- Text short "Hello!" or other short message
- Email to stay connected
- Introduce yourself / Strike up a conversation
- Ask a question, give a compliment, make a statement
- Tell others who you are, what you do, and what you're looking for
- Tell others how you can help them, i.e., what's in it for them
- Tell someone what you do to earn income or what's unique about you
- Give non-fee talks or paid presentations
- Offer complimentary services
- Attend an event [conference, training, party, networking event]
- Purchase or obtain an organizing tool
- Help someone solve a problem / meet a need
- Post flyers
- Mail post cards
- Send thank you notes and always follow up with connections made
- Journal ideas and plan specific action steps to follow through
- Schedule a meal or coffee or networking meeting with someone one-on-one
- Ask for informational interviews to learn about someone's career, interests, life
- Learn / read / study to prepare for opportunities and to enhance abilities
- Send someone a quote
- Set appointments
- Ask for referrals

*continued...*





## NETWORKING WORKS BOTH WAYS

To fill a job opening, the hiring manager routinely questions staff, professional contacts, personal contacts, asking “who do you know?” Why? Because a recommended candidate is cheaper, potentially quicker, and a better risk than a total stranger.

**You have a better shot at a job if you know someone who knows the employer.**

## EPILOGUE - INTERVIEWING TIPS

Interviewing tips are good to note here, since every networking conversation can potentially lead to an interview – and first impressions matter! See the section on Interviewing for more information.

- Employers look for these accomplishments: Make money, save money, save time, solve problems make customers happy, make employee happy, and make life easier.
- Employers strive to hire people who fit in their organization/team.
- To be hired, you must offer employers these essentials: Something they need and want and proof that you can be trusted to deliver it.
- Higher level applicants should have more strategic questions; Mid-level applicants should have more tactical questions.
- Sell your skills and abilities as you can always learn the basics
- Employers hire candidates who show very early that they want to help their company. If you want the job, ask for it.
- Most interviewers ask the same icebreaker questions: skills and qualifications, corporate (fit), personality, personal chemistry questions.

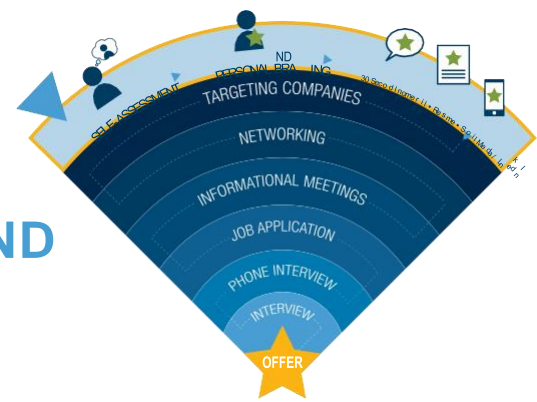


# Social Media

## LINKEDIN:

## A JOB SEEKER'S NEW BEST FRIEND

### THE WORLD'S LARGEST WEB-BASED RESUMÉ DATABASE



*(Source: The Power Formula for LinkedIn Success, by Wayne Breitbarth, Chapter 18. Used by permission)*

This chapter is for those of you who are in the process of looking for employment, whether you are seeking to reenter the job market or looking to change or upgrade your current situation. While some of these tips and strategies will overlap with previous chapters, it's important for you to understand the arsenal of tools LinkedIn offers job seekers.

***As a job seeker, LinkedIn will be your new best friend because it offers the following valuable capabilities:***

- Yours can be one of 200 million “resumés on steroids” employers can search to locate a candidate they would love to hire.
- You can give a vast amount of detail about your skills and experience on your profile.
- You can search for recruiters in any region of the country who specialize in placing people with your expertise.
- You can find out which of your first-, second-, and third-level connections know people in the organizations you are targeting.

As I teach LinkedIn training classes, I find that both recruiters and human resources professionals use LinkedIn extensively, many finding themselves checking their account multiple times a day. As a job seeker, that means you should spend a significant amount of your time each day on LinkedIn, networking and optimizing your information to stand out to the people you want to be found by.

For instance, a fellow who attended my training class for job seekers followed my advice and began connecting with employers at a company he was targeting. A few months later, when the perfect position became available at the company, he had an internal fan club waiting to help him. He is thrilled to now have what he refers to as “the job of a lifetime” at the company.

***Use the following checklist to help ensure you are availing yourself of the myriad features of LinkedIn that can assist you in finding and securing that next great position:***

- Be sure your headline states that you are looking for a job. Use very specific language, such as “actively pursuing a job as an IT professional in the fluid power industry” or something of that nature. Your friends want to help you, and your headline should scream out the fact that you are seeking employment and need their help. (If you are brave, you could even try a headline like “President of In-Between Opportunities”).

**[Editor's note: If you want to try a more subtle approach, you can still use something like, “Available for Career Opportunities”.]**



- Do not list your last job as your current job, or people may become confused as to whether you are looking for a job or not. LinkedIn requires you to put a current company name in, which makes this a little tricky; some people put “Currently seeking employment at no name company” in the Current Job field. Play around with it and see what you like best. If you are consulting while you seek full-time employment (or if you just list your current job as “Consultant” in an attempt to “look employed”), you may want to say something like “Part-time consultant seeking full-time employment.”
- The first paragraph of your Summary section should explain in a couple of sentences what you consider to be the perfect position for you, and the rest of the detail in your profile should support that. Be certain this paragraph explains to the reader in clear language your goals and your ideal job, so that if he has that job open at his company, he will be able to say, “I just found the person I’m looking for.”

**[Editor’s note: In the recently updated version of LinkedIn, only the first two lines of your Summary appear when someone looks at your profile, until the reader selects “More”. So, you will want to make sure to emphasize your unique strengths and skills in those first two sentences! Make them want to click “More” to get the rest of the story in your Summary.]**

- Make sure you have two or three recommendations for each job. These recommendations should be specific; they need to differentiate you from the job-seeking masses. As you wait in line for an interview, your profile may be sitting on a human resources professional’s desk alongside the profile of the person interviewing directly after you. If you have no recommendations and she has twenty – two or three for each job, in addition to recommendations for her educational entries – who do you think the interviewer will pick? Put yourself in the offensive position, and do not let this happen to you. Go out and get those recommendations. They will serve you well.
- Be sure to load your profile with the keywords recruiters will be looking for – terms relating to specific software, processes, degrees, specialties, and training, as well as any other words and phrases that speak to your credibility and education.
- Include in your Professional Gallery items such as your resumé, your portfolio, and articles you have written. Consider including a slide show that outlines your career. You may also want to post a video resumé on YouTube and put it in your gallery or link to it through the Websites section of your profile. Video resumés are a very effective tool, and making one is quite simple with the help of your smartphone. A video resumé shows your personality, your story, and your passion – and the fact that you are technologically savvy.
- Use LinkedIn Jobs to search for opportunities. You can access this feature by clicking on “Jobs” in the top toolbar. In this section, you can search for jobs that are posted directly on LinkedIn. You can narrow your search using not only keywords but numerous other criteria. You can save ten job searches.
- One of the major benefits of the Jobs feature on LinkedIn is that when your search brings up a job you’re interested in, you can search for people in your network who work for that company. When a job is posted directly on LinkedIn, you can often see the name of the person who created the listing and find out whether you are connected to him or her.
- After you have applied for a job in whatever way the application requires (mail, FAX, online, etc.), use Advanced People Search to see if you can locate somebody in your network at the first, second, or third level who works for the company or, better yet, is involved in the Human Resources department or the department you’ve applied to. Contacting this person may enable you to get your resumé to the top of the stack. By effectively leveraging your network, you can greatly increase your chances of getting that job. Remember, your network would love to help you.



- You will find it very helpful to look at the LinkedIn company page of any companies you are targeting. Look at the employee list to see if there is anyone who might be able to give you the inside scoop on the position you applied for, the hiring process, the company's political climate. Use the "Follow company" option to keep tabs on the organization on an ongoing basis.
- Be sure to update your LinkedIn status periodically (two or three times per week) to remind your network you are still looking for a job. For example, stating in an update that you will be attending a job fair will not only put your name in front of your network but will also remind your contacts that you need their help in finding a job. Your network will undoubtedly lead you to your next job as long as you keep yourself top of mind among your connections. The status box is a great way to do that.
- In each group, there is a Jobs tab or button that lists employment opportunities and discussions relevant to that community. If, for example, you are looking for a job as a project manager in the construction business, you will want to join groups related to the construction industry and frequently check on the Jobs tab for new postings. Joining fifty groups on LinkedIn will give you access to fifty job boards. Take advantage of this opportunity.
- Once you secure an interview, review the profile of the person(s) with whom you will be interviewing and look for areas of common interest you can use as discussion starters. You may find it helpful to look over the recommendations the interviewer has written for others; this will tell you what qualities she appreciates in her business associates. Emphasizing the fact that you possess these traits could prove helpful in securing the position.
- An experienced recruiter can be very beneficial in finding employment opportunities, and you can find many good recruiters on LinkedIn. An Advanced People Search will help you zero in on the best recruiters for your circumstance.

If you find yourself in job-seeking mode, LinkedIn should be on your computer screen for several hours each day. You will want to follow the suggestions listed here as well as keeping track of who's meeting whom on LinkedIn and strategizing about how you can engage in conversations with people who can help you find your next job.

## APPLYING THE POWER FORMULA

- The person who has the most unique experiences, along with the most unique relationships, will generally find employment more quickly than other job seekers, especially if he has leveraged the full power of LinkedIn.
- When in job-seeking mode, be careful not to rely solely on virtual tools like LinkedIn and forget that need to create or reestablish unique relationships on a face-to-face basis, too.

Wayne Breitbarth is a nationally recognized LinkedIn speaker, author and consultant. The first edition of his book *The Power Formula for LinkedIn Success* was the bestselling LinkedIn book on Amazon for more than a year and a half. Wayne has helped more than 40,000 people maximize their use of LinkedIn.

Wayne publishes a regular blog that reinforces key tips and techniques for using LinkedIn. If you are interested in receiving Wayne's blog, you can send a note to him at [wayne@powerformula.net](mailto:wayne@powerformula.net).

- Subject line: LinkedIn Tip blog
- Note: Wayne, I would like to receive your regular free LinkedIn tips. Mention "Passport to Employment" in your note.





# LinkedIn Profile Checklist

How effective is your LinkedIn profile to get more than a casual notice from employers and recruiters? Statistics are showing that recruiters are spending more time looking at your LinkedIn profile online, than in initially scanning your resumé. Check yourself against these tips

*from Wayne Breitbarth, author of The Power Formula to LinkedIn Success, used by permission*

## HEADLINE (120 characters)

This is the most important real estate on your profile. Include the keywords people regularly use when searching for someone in your space. Tell your story! Impress your target audience. As of this writing, you may be able to increase your headline to 220 characters if you enter it via the LinkedIn mobile app.

## SUMMARY (2,000 characters)

It's like a cover letter – or your 30-second elevator pitch. Here's how I can help you. Tell your story. And don't forget to use your most important keywords.

## WEBSITE DESCRIPTIONS (30 characters)

Be sure to use all three slots and describe them accordingly.

## EXPERIENCE TITLE (100 characters)

Go beyond your standard biz card title. Be creative with keywords.

## EXPERIENCE DESCRIPTION (2,000 characters)

You can mention your past experience but focus more on demonstrating your capabilities. Describe not only what you are doing but also what you can do to help customers/clients. Include keywords, of course.

## EDUCATION/DEGREE (100 characters)

Rather than simply put BA, MBA, etc. add descriptive phrases that might help people discover your profile when they do a search, for example, BA with an international accounting emphasis or BA with a minor in Spanish.

## EDUCATION/FIELDS OF STUDY (100 characters)

Highlight classes you took that relate to what you are doing in your current position or the position you are seeking.

## EDUCATION/ACTIVITIES AND SOCIETIES (500 characters)

Be descriptive. If you were the president of Beta Alpha Psi, the viewer of your profile will recognize your leadership ability. If you were the captain of the field hockey team, a kindred spirit may reach out to you.

## RECOMMENDATIONS (3,000 characters)

Your two most recent recommendations are prominently displayed. Encourage people who write your recommendations to share specific details about you so viewers of your profile will be inclined to do business with you.



## ORGANIZATIONS (1,000 characters)

This is a good place to share organizations that may or may not have their own official Linked group.

## HONORS & AWARDS (1,000 characters)

If you don't toot your own horn, nobody will. Be proud. These entries are important differentiators and build credibility.

## SKILLS (80 characters)

You can list up to 50 skills, and you have 80 characters to describe each skill. So don't shortchange yourself. This is great for SEO (Search Engine Optimization) of your profile.

## PHONE NUMBER (25 characters)

If you choose to list your phone number, only your first-level connections will be able to see it.

## ADDRESS (1,000 characters)

If you include your address, it will only be visible to your first-level connections.

## OTHER LIMITS

**[Editor's note: Some of these may seem extreme, so use your best judgement. Keep in mind that one of the most powerful tools in job search is networking. And LinkedIn is one of the most powerful tools to develop your network – so more activity is better than little to no activity!]**

### Invitation-to-connect message (300)

You'll have to be creative to stay within this limit when you compose your customized invitations.

### Direct message to first-level connections (1,900)

This is a very generous limit. Take full advantage of it, as well as your opportunity to include hyperlinks and attachments, when messaging your connections.

### Direct, first-level connections (30,000)

Believe it or not, some people actually reach their limit!

### Outbound invitations (5,000)

You can request more, and LinkedIn seems to give them out pretty freely at 100 per request.

### Company name (100)

If your company name is less than 100 characters, I suggest adding a few of your most important keywords here.

### Company About Us (2,000)

Use all of these characters to fully tell your company's story, and don't forget to include keywords, too. It's a good idea to also include your company's phone number and e-mail address.

### Maximum number of groups (100)

You know the drill here. The more groups you're in, the more people who can find you. There are over 3 million groups. I'm sure you can find 100.

### Status updates per day (no limit)

I suggest doing a couple each day.

### Status updates (1,300)

You can use all 1,300 characters when sharing a status update. However, only 280 will transfer over to Twitter.

A robust network, fully optimized profile, and regular communication with your network will project trustworthiness and inspire confidence. This will increase engagement and ultimately lead to improved business and career success. So, take full advantage of all the characters LinkedIn allows, and you'll be on your way to reaching (and exceeding) your goals.



# How to Land a Job Using Twitter

BY: JEFF CRANE

## WHY TWITTER?

- It is the world's largest job board
- Quick response from HR departments
- Creates space for meaningful connections
- Access to people who might be unreachable
- Showcase your talent
- Shepherd people to your content
- Share what's interesting
- Be a subject matter expert
- Find the latest openings and most importantly the people who will make the hire
- Stay up to date on trends and the industry
- Follow key leaders

## WHAT TO TWEET?

Meaningful moments...

People like:

- Tips
- Links to interesting articles
- Evidence of good humor
- Your thoughts (more than you might think!)
- When you say Hi, answer questions, complaints, praise, jokes
- If you think it's good, others likely will too!

## BEFORE YOU START

- Listen to what's out there
- Decide how you want to engage
- No account is necessary try this:
- [Search.twitter.com](http://Search.twitter.com)
- Search for your people, topics, trade magazines
- Used advanced search features
- Filter with geography to be more relevant
- Get a nice photo taken for your profile

## ## HASH TAGS ##

- An organizing tool to find trending topics
- Big for industry conferences
- Try searching regularly for  
*#careers, #career, #employment, #jobs, #jobadvice, #jobsearch, #HR, #recruiting, #hiring, #ApplyNow*

Try searching for what people type:

[AdWords.google.com/KeywordPlanner](https://AdWords.google.com/KeywordPlanner)

## UNDERSTANDING BASICS

- Find a username that is professional
- Typically 140 characters
- Use [TinyURL.com](http://TinyURL.com) to send big links
- Try two posts and two retweets to get started
- Highlight your keywords in your profile setup Link your LinkedIn

## GLOSSARY

Tweet = when you make a post

Follow = subscribe

@ = starts the username or handle

Heart = Favorite

DM = Direct Message

Trending = popular topics

## DO

- Demonstrate your knowledge
- Find people to follow
- Engage & Answer questions and polls
- Retweet regularly
- Create Twitter lists
- Follow target companies, recruiters, leaders
- Thank retweets and followers
- Follow back when followed
- Publish your @username on everything
- Use images and photos often

## DON'T

- FIND JOBS FIRST, people hire people
- Blatantly self-promote
- Be too controversial
- Use ALL CAPS
- Get into an argument

## 6 TIPS TO LAND A JOB ON TWITTER

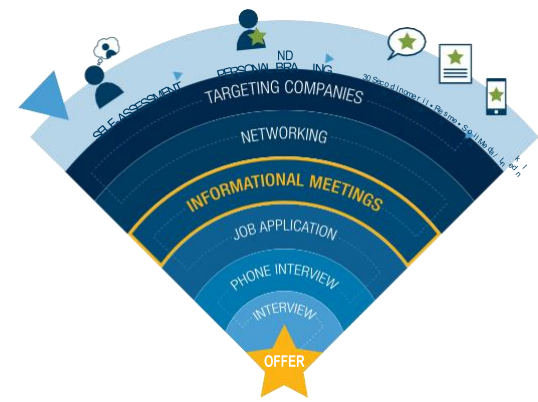
1. Embrace the community
2. Be gracious to acknowledge support
3. Showcase your career
4. Talk to people, make friends, DM
5. Be a little Funny
6. Take twitter Seriously





# Informational Meetings

## GAIN A BETTER UNDERSTANDING



### PURPOSE

The information meeting serves as a valuable job-hunting tool to find out what companies are hiring, what jobs are available, what skills those jobs require, whom to ask for job interviews, plus who you are able to get with face-to-face. Use of this approach might be the best way to find a position you really like, because the dynamics are entirely different from those of a job interview.

### OVERVIEW

Informational Meetings (sometimes called “Informational Interviewing”) involve talking to people who currently work in your target field/company/job role to gain a better understanding of an occupation and to build a network of contacts in that field/company/role.

#### *Reasons to conduct informational meetings:*

- To clarify your career goals
- To expand your professional network; build visibility
- To build confidence for a job interview; invaluable interview experience; reduces anxiety
- To access the most current career information
- To identify your professional strengths and weaknesses

#### *Guidelines for informational meetings:*

- Identify your target occupation(s), companies, functions
- Identify people to interview
- Never ask for a job
- Prepare ahead of time

#### *Scheduling the informational meeting:*

- By referral
- By phone or in person
- By e-mail

### BENEFITS OF USING INFORMATIONAL MEETINGS

You are making a first-hand impression on someone who can directly or indirectly benefit you over the long haul.

1. You are establishing a personal relationship with an agent of potential employers.
2. You are gaining insights that will greatly benefit you at a job interview.
3. You are able to examine in advance whether you have located an employer whose corporate culture suits your nature and needs (working environment, career path potential).

*continued...*





## GENERAL PROCEDURE

1. **Preparation:** Determine your immediate and long-term job goals; general career objectives to show you're focused. Also, this helps the potential interviewer think as to where or how you might benefit the company. Use research to find companies that may be a good "fit" for your skills and abilities.
2. **List contacts:** Talk to friends, relatives, professional and personal acquaintances. Acquire names, setting your sights high; work to get to a potential decision-maker.
3. **Contact someone who works for the company:** the higher-level party the better and arrange a brief "fact-finding" meeting.

Ask for the meeting, ask for ADVICE, and ask for ASSISTANCE! Give name of mutual acquaintance, if possible. If no reference, validate in advance.

## SAMPLE INTRODUCTION

### *Via phone or in person:*

*"I'm looking to make a career move, and <referral contact name> said you would be a good person to speak with for advice and guidance. I would appreciate the opportunity to have a short meeting with you soon. I would like to get your perspective about opportunities in the field."*

Remember, you are not asking for help or for a job, but for information and guidance. If the person can't or won't meet with you, ask for the name of someone else in the company who might be agreeable and/or more appropriate to meet with.

### *Electronically:*

- Send an initial e-mail note or LinkedIn message with a contact that you have from someone at a target company, who pointed you to the target person
- Reference the common source of contact (LinkedIn group, P2E, individual, positive conversation with the mutual contact)
- Ask for a 20–30-minute informational meeting, to brainstorm/as a sounding board – about their company, their career/job/role, etc.
- Make it clear you are not asking them for a job or interview. A practice that has worked well is to include something like this:  
*"I promise I won't ask for a job; won't bring my resumé; will respect your time, via timer on my mobile phone; will come to you, at your office" (or ask for a favorite coffee place)*

## PREPARE YOURSELF

1. Research the company: learn about products, service, competitors, reputation/status, and future growth potential.
2. Compose list of questions designed to find out about career opportunities and the company in general:
  - ▶ pluses and minuses of career/job
  - ▶ qualifications need to succeed
  - ▶ current and future employment outlook
  - ▶ what problems exist, need to be solved
  - ▶ what is the corporate culture
  - ▶ who would be the best person to contact regarding specific job potential

*continued...*



3. Conduct the interview: at the conclusion, ask for the names of 2-3 people that you might contact to provide additional guidance.
4. Follow-up with a thank-you letter and include resumé if not shared at interview. Make sure you state you are not presupposing anything, but state you are providing a resumé so that the new contact may choose to share it with someone else who may have a need.

## IN THE MEETING

### *Suggested flow of an Informational Meeting:*

- Thank them for their time
- Use your [30-Second Infomercial](#) to share something about yourself
- Set your phone timer or place your watch on the table or desk
- What can you tell me about your industry/company/role/this function within the company?
- Ask about their own career path
- Who do you know that I should talk to?
- Have your [Marketing Profile](#) with you, just in case – but do not “lead” with it

### *Some questions to ask:*

- General questions about the interviewee's career field; interviewee's job; interviewee's career path
- Questions about opportunities within this company and your field
- Seek general advice and referrals from the interviewee

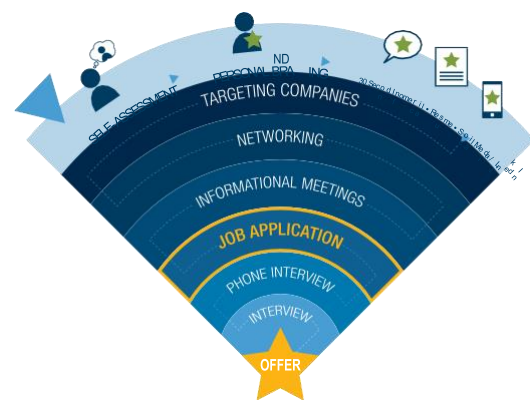
## TIPS

- Do your homework!
- Dress appropriately
- Be prepared to take notes
- Be a good and attentive listener
- Always try to obtain referrals (“Who do you know that I should talk to?”)
- Always send a thank you note
- Record, analyze, and evaluate the information received
- Send the person an update as to your progress



# Effective Cover Letters

## SHOW YOU ARE A GOOD FIT



### DO COVER LETTERS REALLY MATTER?

80% of HR Managers say cover letters are a necessity. However, doing a cover letter poorly is worse than not having a cover letter at all. 76% of recruiters said they would not consider applicants with errors in their cover letter.

Contrary to common belief, your cover letter is less about you and more about how you match up with the job being advertised.

### STEPS TO AN EFFECTIVE COVER LETTER

#### Step 1:

Customize your cover letter by reviewing the job description of the job. This is either from the ad itself and/or the listing on the company website. Then, note parallels between your own skills and those required for the position. These notes will then make up the body of the cover letter.

#### Step 2:

Outline your letter. Pick out the strongest parallels using the job description as your guide. Identify the primary responsibilities from the job description and feature them. Your letter should never be more than one page.

#### Step 3:

Write your letter.

- The header should include the date, recipient's name, address, and a brief salutation
- The body should include your interest in the position, the title of the position, any identifying code, and where you saw the position advertised.
- Begin a new paragraph and spell out in clear brief sentences how your experience parallels that of the job position. Sell yourself! Emphasize your qualifications for the job by highlighting your key applicable skills. Remember don't reiterate your resumé.
  - ▶ Use a 2-column format (often referred to as a "T" shape)
  - ▶ Title the left column, Your Requirements
  - ▶ Title the right column, My Qualifications
  - ▶ In the left column, briefly highlight a key skill or requirement in the job posting
  - ▶ In the right column, briefly indicate how your qualifications meet or exceed that requirement. Using the result from one of your accomplishments/STAR stories, illustrate why you are qualified.
  - ▶ Keep it brief – use short phrases and sentences. To keep the letter to one page, you will only be able to use a few items in each column.

*continued...*



- In the closing paragraph, flatter your reader, by telling them why you want to work for their company or explain why you and this company are a good fit.
- Include your phone number with area code in your closing and thank the recruiter for his time.
- Lastly, after your signature block, type in "Enclosure," referencing your resumé.

#### **Step 4:**

Always have a friend or family member read your resumé for content, typos, and grammatical errors.

### **QUICK TIPS**

- Don't send form letters. The extra effort pays off.
- Look for a specific person to whom you can send the resumé and cover letter. Avoid using "Dear Sir/To Whom it May Concern" wherever possible. If unsure of the person's gender (such as having a name like Chris or Terry), check out their LinkedIn profile or the company website.
- Brevity is key. Recruiters read hundreds of cover letters.
- When touting your achievements, be confident, but do not exaggerate.
- Read and edit for errors.
- Do your research and take your time.
- KEEP YOUR COVER LETTER FOCUSED ON WHAT YOU CAN DO FOR THE PROSPECTIVE COMPANY.

### **REFERENCE DOCS**

- [Cover Letter Sample](#)





# Cover Letter SAMPLE

JOHN DOE

9999 Blue Fox Drive  
Grass Creek, IN 99999

317-999-9999

[johndoe@home.com](mailto:johndoe@home.com)  
[linkedin.com/in/johndoe](https://linkedin.com/in/johndoe)

April 14, 2010

Mr. David Koesters - Human Resources Manager  
ABC Company  
123 Main Street  
Any Town, STATE 12345

Subject: \_\_\_\_<Position Title>\_\_\_\_ Job Order # 1234567

Dear Mr. Koesters:

This letter is to express my sincere interest in the Position Title position with Company posted on the "Indiana Career Connect.com" website.

Please accept this letter and resumé as application for the \_\_\_\_<Position Title>\_\_\_\_ position currently available with your company. Below I have highlighted some of my qualifications as they relate to your stated requirements.

## Your Requirements

- BA (in Mechanical Engineering preferred)
- OEM sales experience, 5 years minimum
- Driven to meet customer's needs and possess strong customer service skills
- Must be self-motivated and work independently with minimal supervision

## My Qualifications or I Offer

- Bachelor of Science - Mechanical Engineering
- Over 20 years of OEM Position Titling experience in the Automotive & Trucking industries
- Tier 1 & Tier 2 supplier of sub-assemblies, engine and chassis components
- Solved customer design issues by providing engineered solutions
- Instrumental in attaining multiple 'Outstanding Achievement' awards from Saturn Purchasing
- Successfully managed over \$50 million in business at strategic OEM accounts in a self-directed manner

My resumé and LinkedIn profile are attached for your review and consideration. Based on my skills and extensive \_\_\_\_<Position Title>\_\_\_\_-ing experience, I am confident that the Company Sales Team would benefit from my addition.

I welcome the opportunity to discuss with you how I would make value-added contributions to the success of Company. I look forward to hearing from you to schedule an interview at your convenience. Thank you for your time and consideration.

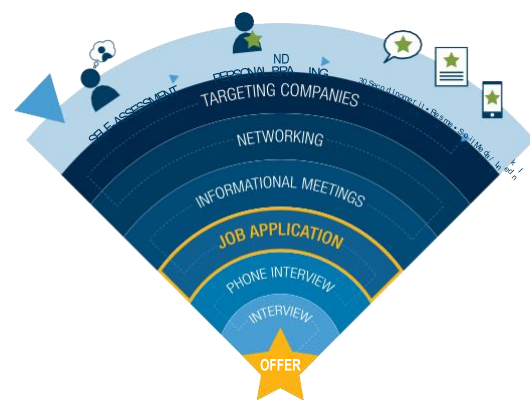
Sincerely,  
John Doe  
*enclosure*



# Job Application Strategy

## MAXIMIZING YOUR EFFECTIVENESS

From Mike Johnson, Coach for Tomorrow



Many in career transition focus almost all of their efforts and attention here. After all, you have to apply for the job if you want to be considered for it! However, keep in mind that for the most effective search, the majority of your time and focus will be in targeting, networking, and informational meetings. (Remember the “funnel” diagram.)

Actually applying for a job has evolved to an almost entirely online, “virtual” experience. Even when you have a contact with a decision-making hiring manager, you are almost always directed to formally apply for the job using the employer’s online application process. Like so much else in the career search arena, this continues to shift and evolve. The employer is increasingly bombarded with job candidates, getting dozens to even hundreds of applications for a single posted position. To help their Human Resources staff keep up, they have added tools and process, as a “self-defense mechanism”. These include applicant tracking software that uses text mining to screen resumés for critical key words, and job application online processes that are growing longer and more complex.

Be aware of this trend and think of the job application itself as the investment of your time that it is! Before applying for a position – we strongly recommend that you do your homework:

- Research the company and culture, via their website, informational database (via public library, etc.), [glassdoor.com](http://glassdoor.com). If the company doesn’t resonate with you “on paper”, do you really want to work there?
- Consider this posting in the context of your overall search strategy:
  - ▶ Is the company in one of your target industries?
  - ▶ What is the level of alignment and interest, compared to your target roles?
  - ▶ If this is a potential bridge job, does it have enough depth and pay to meet your needs?
  - ▶ Do you have a networking contact at the company? Have you had an informational meeting with him/her? If not, reach out now.

### CONSIDERATIONS IN APPLYING FOR THE JOB

- Online job applications routinely will take 30-45 minutes to complete (apart from customizing your resumé). They can take up to over 2 hours.
- Some applications have questions with a textual response, within a character count (e.g., 3000 characters).
  - ▶ Be prepared to think and type!
  - ▶ Also be prepared to condense responses (e.g., [STAR stories](#) in brief summary).
- Some applications use “tests” or even personality assessments as part of the process, some of which can seem obscure. One job seeker recently encountered a series of questions presented over 9 pages, ranging from a word problem analyzing statistical data, to math questions, to using Excel pivot tables and files from Dropbox, to salary requirements. The “exam” was a timed exercise.

*continued...*



- Some application dialogs will require your resumé and additional documentation in Microsoft Word, for others PDF is fine - it depends on the company and their process.
  - ▶ If you don't have "publisher" software, you should be able to download a "PDF generator" utility (e.g., Nitro PDF Creator), or "Save As" PDF format in Microsoft Word.
- Some applications require cover letter and resumé be submitted in a single document - for those, you can combine both into a single doc and save it using your word processor.

## SOME TIPS FOR ONLINE JOB APPLICATIONS

- Preview the job application prior to beginning the application online dialog. Assess how well you meet the requirements: all of the mandatory requirements, say 80% of the recommended requirements, etc.
- Tailor your resumé – use one of the "word cloud" tools or [jobscan.co](http://jobscan.co) to compare your key words to the posted job description qualifications and requirements for the target position. Adjust your resumé accordingly, to include how the employer is phrasing key skills and requirements.
- Have the job posting printed beside you – as a reminder to use their key words, match your fit to their requirements.
- For textual responses, consider composing your response in your own word processing document for future reference. Sometimes you may experience a network connection issue, and you may lose your entire online application. Using a separate document helps you compose and edit, then copy and paste your response into the space in the online application.
- Craft your cover letter. Perhaps 50% of HR personnel won't look at it – but take the risk that the other 50%, will review it. It can help you stand out!
- So many of the online applications require you to create an account. You can use a tool to help you manage your accounts and passwords you use in your search. Ideas:
  - ▶ [Lastpass.com](http://Lastpass.com)
  - ▶ [Evernote.com](http://Evernote.com)
  - ▶ [Snapfiles.com](http://Snapfiles.com) - Go to "freeware," look for password manager.

Finally, to reinforce the opening point, limit your online time in actually submitting online applications for jobs.

- Maintain a time log weekly for your career search
- Consider spending one day per week in online applications – perhaps two half-days.
- Remember the power and influence of networking – spend more time in an average week in networking than you are in online job applications – check yourself against time spent in each area.



# Interviewing

## TIME TO SHINE



### PURPOSE

The interview is at the key point in the search process, where you have the most opportunity to shine – to represent yourself, your skills, your strengths, and your interest or passion for the job for which you are interviewing. So, it is critically important that you prepare.

### TECHNIQUES TO GET AN INTERVIEW

Start with prayer: *Luke 11:9-10*

Remember that the interview is just one of a series of steps and actions. As a reminder – review these tips encompassing your overall career search strategy – as a checkpoint. You should be applying all of these, not focusing on landing and conducting interviews!

[REVIEW "PRACTICAL TIPS ON HOW TO MARKET YOURSELF"](#) ►

### YOU LANDED THE INTERVIEW!

#### *Interview Preparation*

- Practice your answers to the common interview questions (use your [STAR stories](#) to highlight your skills from your experience).
- Write out your questions to ask the interviewer – i.e.,
  - ▶ Who will I work with?
  - ▶ Who will I report to?
  - ▶ What will my responsibilities be?
  - ▶ What are your expectations of me during my first 30 days?
- Check your wardrobe – i.e., clothing pressed and professional, shoes shined, etc.
- Research the company and division. Review their website. Understand their business, vision, mission statement and recent accomplishments.
  - ▶ Look at their information on informational databases (available via the library, WorkOne resources, etc.)
  - ▶ Check them out on [glassdoor.com](https://www.glassdoor.com).
- Compile a brief set of bullet points from job description(s) in the company and industry onto a 1-page document, and highlight
  - ▶ Key skills
  - ▶ Additional Skills/Preferences
  - ▶ Additional Information
  - ▶ Key terms or unique acronyms
  - ▶ This can help you research the company and prepare for the interview.

*continued...*





- Find out the names of the people who will be interviewing you. Review their LinkedIn profiles.
- [Prepare your portfolio.](#)
- Obtain directions to your interview location.
- Organize your briefcase (93% of communication is non-verbal).
  - ▶ Multiple copies of your resumé - one for each person expected to be there. Make extra copies.
  - ▶ Job and professional references
  - ▶ Multiple copies of your LinkedIn profile
  - ▶ Pad and pen – take notes!
  - ▶ Business cards
  - ▶ Mobile phone – turn off before entering the building of your interview
  - ▶ Portfolio
  - ▶ Thank you cards with pre-stamped envelopes. Never underestimate the power of gratitude!

## THE INTERVIEW

- Be likeable - first impressions are lasting impressions! Smile and make eye contact. Be enthusiastic. Sit forward in your chair. Use the interviewer's name. Pay attention to them! All candidates who are being interviewed meet the skills requirements; the person hired is the one they like!
- Never start the interview by saying that you want the job! You do not know yet...It leaves a false impression.
- Ask questions that really matter to you. Your questions will provide a nice change of pace and be remembered by the interviewer.
- Set a Hook! The sad truth is that interviewers will not remember a lot about you - too many distractions. Hooks make you memorable and being remembered is everything! Give an unusual fact about your career or outside interest.
- Know what you can offer this company. Never say "I can't," "I haven't," or "I don't." Share applicable experiences and share the positives in what you have done. Ask for the job based upon the specific facts of the job.

## REFERENCE DOCS

- [15 Toughest Interview Questions \(and Answers!\)](#)
- [Unexpected Interview Questions](#)
- [What You Wish You'd Known Before Your Job Interview](#)
- [6 Questions to Ask in a Job Interview](#)
- [References: Tips & An Example](#)
- [30-60-90 Day Plan](#)
- [30-60-90 Day Plan Sample](#)
- [Virtual Interviewing Tips](#)





# 15 Toughest Interview Questions AND ANSWERS!

## 1. *Why do you want to work in this industry?*

- ▶ Don't say you like it. Everyone applying for the job will say that. Focus instead on your history in that particular industry and tell a [STAR Story](#).

## 2. *Tell me about yourself!*

- ▶ Instead of giving a chronological work history, focus on your strengths and how they pertain to the job role. This is an expansion of your personal marketing statement.

## 3. *What do you think of your previous boss?*

- ▶ Remember today's boss will be tomorrow's boss, and the last thing they want is to hear someone badmouthing them. Instead of trashing your former employer, stay positive and focus on what you learned from him/her.

## 4. *Why are you leaving your current role?*

- ▶ Again, stay positive even if laid off or terminated. All prospective employers understand downsizing.

## 5. *Where do you see yourself in five years?*

- ▶ There is no right answer to this question. What the interviewer wants to know is are you ambitious, career-oriented, and committed to a future with his/her company. So instead of trying to be funny or share dreams of an early retirement, give an answer which illustrates your drive and commitment.

## 6. *What is your greatest weakness?*

- ▶ This is a great opportunity to put a positive spin on something negative. Try and use a real example ([STAR Story](#)) of a weakness you have learned to overcome.

## 7. *What salary are you looking for?*

- ▶ If you can avoid it, don't give an exact number. Research the salary ranges for the position you are interviewing for and in the particular city where the job is located before the interview, so if pressed or asked as part of the application process you remain in consideration. Focus on reiterating your commitment to the job itself.

## 8. *Why should I hire you?*

- ▶ A good answer is to answer by reiterating your qualifications that will highlight what will make you unique.

*continued...*



**9. What is your greatest failure, and what did you learn from it?**

- ▶ You don't have to highlight a true regret - especially one that exposes an overall dissatisfaction with your life. Instead, focus on a smaller, but still significant mishap and how it has made you a better professional.

**10. How do you explain your gap in employment?**

- ▶ You do not want to come off as lazy or unhireable. Make your extended unemployment sound like a choice you made based upon the right reasons. *Example: Instead of rushing to accept the first thing that comes my way, I am being selective to make sure my next role is the right one.*

**11. When were you most satisfied with your job?**

- ▶ Don't give vague answers. Instead, think about something you did well and enjoyed relevant to this new job. This is your opportunity to share your interests, prove you are a good fit for the job, and showcase your enthusiasm.

**12. What did you like least about your last job?**

- ▶ Stay away from anything on the politics, culture, and financial health of your previous employer. This is construed as too negative. Also, you do not want to focus on a function that might be your responsibility in your next role. Pick something that you know won't be a part of your new role if hired.

**13. Describe a time when you did not get along with a coworker.**

- ▶ Don't say you never had any personality conflicts! Think of a relevant but significant instance and spin it into a positive learning experience.

**14. What motivates you?**

- ▶ This question is a large opportunity to highlight your positive attributes. Use this question to give the interviewer some insight into your character through [STAR Stories](#).

**15. How would your friends describe you?**

- ▶ Avoid trite descriptions like "friendly, a good listener, dependable, etc." Keep your answers relevant to the job for which you are interviewing. Be specific and share an example ([STAR Story](#)).





# Unexpected Interview Questions

## BEHAVIORAL/EMOTIONAL INTELLIGENCE ORIENTED

1. ***What are the biggest misperceptions people have had about you?***
  - ▶ Use a “sandwich” response: a) Give a positive comment, b) Respond to the negative-oriented question, c) Close with a positive observation.
2. ***How would your prior supervisor rate you?***
  - ▶ If you did not receive a positive rating, use the “sandwich” approach above.
3. ***Panel interview with multiple interviewers.***
  - ▶ Be observant of interaction among the interviewers (some of which might conflict or contradict each other or be confrontational). Try not to let that distract you.
4. ***Role-playing scenario (a presentation or specific task to do in the moment).***
  - ▶ *Example: You are applying for a process manager role, and the interviewer hands you a marker, points to the white board, and asks you to draw a process.*
  - ▶ Clarify the situation and what they are looking for, what they are trying to achieve (what are the goals of the task?). If directed to prepare and give a presentation for the interview, practice talking through it ahead of time, for content and timing. Be comfortable with it.
5. ***What do you know about me?***
  - ▶ They probably saw you looked at their LinkedIn profile – or are checking to see if you have done your research.
  - ▶ Do research ahead of time into the interviewer(s), print off their LinkedIn profiles. Use a highlighter to call out anything of special interest or catches your attention. You may want to ask a related question yourself during the interview.
6. ***What is your launch / on-boarding plan?***
  - ▶ Draft a [30-60-90 Day Plan](#) with what you see yourself doing upon starting the job in advance. Bring a copy to the interview to use if this question comes up, or to share proactively if appropriate toward the close of the interview.

*continued...*



### ***7. What are your long-term career plans?***

- ▶ This shouldn't be unexpected. This is a variant of the "Where do you see yourself in five years" question. While there is not a right or wrong answer, often there is a "question behind the question." They may be asking if you intend to stick around. Prepare ahead of time for how you will address this.

### ***8. You appear to be overqualified for this position.***

- ▶ This can also be a "question behind the question." They may be concerned that you will become bored and tempted to leave, or a concern about your age. Prepare ahead of time for how you will answer this. Some examples that job seekers have used:
  - "If my qualifications or age may be a question for you, I'll ask, would you have a qualified, or overqualified thoracic surgeon operate on you?"
  - "In an airline emergency, would you rather have a new pilot or Captain Sully at the controls?"

### ***And – here is a question you can ask the interviewer:***

"How do you see this position contributing to the value of the organization over the next 1-2 years?"

- ▶ You are looking for insight as to how your target job is part of the bigger picture of the company, its mission, and culture



# What You Wish You'd Known Before Your JOB INTERVIEW

## Common nonverbal mistakes made at a job interview

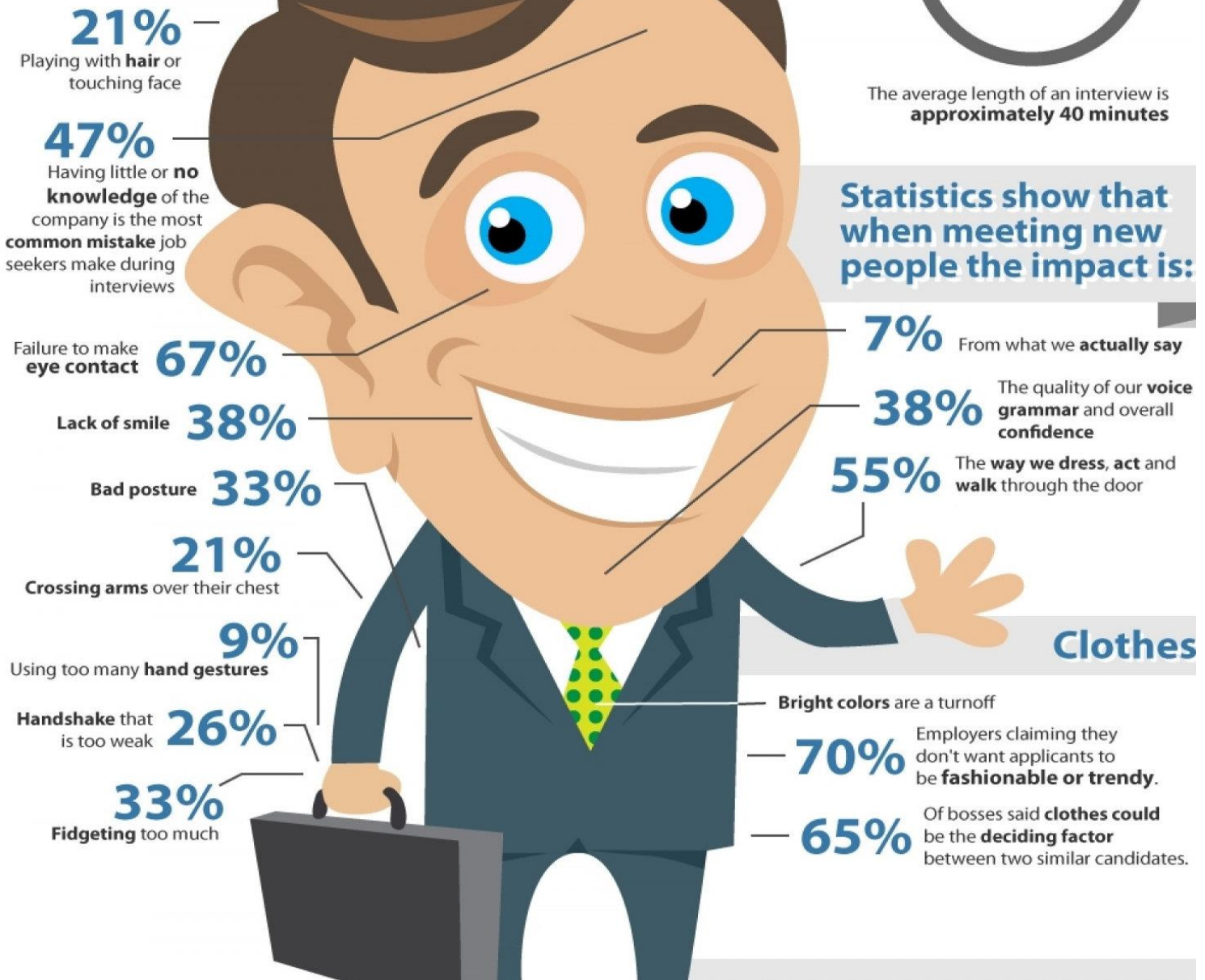
From a survey of 2000 bosses

In a survey of 2000 bosses **33%** claimed that they know within the first **90 seconds** of an interview whether **they will hire someone**



The average length of an interview is **approximately 40 minutes**

## Statistics show that when meeting new people the impact is:



Source: [visual.ly/community/Infographics/business/what-you-wish-you-d-known-your-job-interview](https://visual.ly/community/Infographics/business/what-you-wish-you-d-known-your-job-interview)





# 6 Questions to Ask

## IN A JOB INTERVIEW

Asking questions during an interview makes you stand out in a positive way. More importantly, it allows you to find out about the job, the company expectations, and the culture before accepting the position. Asking questions during an interview places you ahead of the other candidates, thus giving you a better opportunity for a job offer.

**1. *What are the qualities, experience, and skills the best candidate for this job should have?***

- ▶ Their answer allows you to focus your answers on what's important to them.

**2. *Was the previous person who held this job successful? Why or Why not?***

- ▶ This answer will help you address what you would do differently or what you bring that would continue to bring success to this position.

**3. *What is the biggest challenge in this position?***

- ▶ Knowing what challenges exist allows you to use your [STAR Stories](#) showing how you have handled a similar situation.

**4. *What are your expectations of me during my first 60 days in this job?***

- ▶ First, you now know you want the job. Next, it gives you information both for your second interview 30-60-90 day on-boarding plan, and where to focus your efforts when hired.

**5. *Do you feel that I am capable and competent to handle the duties of this position?***

- ▶ **NEVER LEAVE THE INTERVIEW WITHOUT ASKING THIS QUESTION.** If they have concerns, they will address them, and you now have an opportunity to overcome the objection.

**6. *What is the next step in this process?***

- ▶ Make sure you ask about the next step in the process, anticipated timeframe, and most appropriate point of contact for you for follow-up.
- ▶ Example: Who is my best point of contact? (Ask this especially if there are multiple interviewers either in a group or that you have met with individually)
- ▶ Example: What is an appropriate time frame for following up?
- ▶ Once again, you are indicating your desire for this job. It will identify their hiring date plan.







# References

## TIPS & AN EXAMPLE

References are used by Human Resource departments to validate your work history and overall performance evaluation. You are normally asked to provide 3 references or more, once a job offer is pending (or sometimes toward selecting a finalist). Plan to have 5-6 references you have validated and documented ahead of time. References are a Human Resource department's nightmare, because applicants normally only list the person's name, job title, company, phone number (hopefully not the switch board), and an email address. Getting your references to quickly respond can be a problem, as well as not knowing what the relationship is to you (i.e., former manager, peer, subordinate, customer, vender/supplier, etc.) Realize that generally, only the HR department personnel look at your references and get responses, not the decision maker.

As a job applicant, you need to use your references as a self-marketing tool. At the end of the first face-to-face interview, present each person involved in the interview with a copy of your references saying, "I would like to give you a copy of my references, so you can check them out before I start working here." This makes it clear that you want the job. Your references should include your relationship to the person as notated above. They should also include 3-4 bullet points of positive comments made by your reference about you.

In building your reference sheet, call or meet directly with your reference and ask, "When a company representative calls, what will you say about me?" Then, take these comments and place them on your reference page. There is no point in telling someone what you want them to say, as they will not remember weeks later when a HR representative calls or emails them. Since you would only put positive comments on your reference sheet, the interviewer now sees the positive things others think about you, thus improving your chance for a job offer. Each interviewer will pause and read why you are the best candidate.

### EXAMPLE OF A REFERENCE

**Don Jones, Director of Transportation**

The Hoosier Company, Indianapolis, Indiana

317-555-1000

[djones@hoosierco.com](mailto:djones@hoosierco.com)

Relationship: Reported to Mr. Jones for 7 years

- John is responsive to his responsibility and always goes the extra mile.
- He is a good communicator with his team and superiors and provides positive feedback.
- He has an eye for detail, which prevent delays and conflicts.
- I am absolutely confident that John would be an excellent addition to any company that is fortunate enough to hire him

#### ***Additional Point:***

Strongly consider asking your references, to provide a brief Recommendation for you on LinkedIn. They have already agreed to be a reference, and LinkedIn Recommendations reinforce that digitally!







# 30-60-90 Day Plan

## MIRACLE WORKERS IN AN INTERVIEW

### WHAT IS A 30-60-90 DAY PLAN?

A 30-60-90 Day Plan is just like it sounds. It is a plan for the first three months you will be in a new job. Create a list of actions you understand you need to do in that time period to be successful. This is a goal-setting exercise that will help you answer questions in your second interview. Creating this plan also shows your potential new boss that you have focus, drive, energy, initiative, and dedication to success. It will elevate your conversation about the job to a more significant problem-solving discussion, instead of a flaw-seeking interrogation.

**In an interview, hiring managers normally look for you to show three things:**

- You understand the job for which you are applying
- You can do the job
- You will do the job if hired

**Your 30-60-90 Day Plan will:**

- Elevate your conversation far beyond what your competition is having.
- Allow you to stand out far above others they are interviewing.
- Prove you can do the job by showing how you plan to set things into action.
- Demonstrate how hiring you will ultimately benefit the hiring manager.
- Help the hiring team see you in the role, which gets you closer to an offer.
- Create a discussion of ideas to solve their problems, which will make them see you as a partner.

### HOW DO I WRITE A 30-60-90 DAY PLAN?

#### *First 30 Days:*

This period is typically focused on training and learning everything you need to know to function successfully in this position. It may include company policies and procedures, software systems, products and services, customers and clients.

#### *Second 30 Days (60 Day section):*

During this period, you must begin making a contribution. You may be able to address some small problems and generate a quick win. This is a period of less training and more activity. It is critical that you encourage or request feedback from your report direct to stay focused on their agenda.

#### *Third 30 Days (90 Day section):*

This is the time to initiate new projects, acquire new customers, solve bigger problems, etc...

To write a great plan, you must listen and take notes in the phone and initial interview. You must ask questions like, "What are the greatest challenges in this job?" or "What will it take to be successful in this position?" You must think critically about this job and what it would take to be successful. You must do your research. The more specific you are, the more you will impress them.





# 30-60-90 Day Plan

## SAMPLE (ADAPTED FROM CHARLES VAUGHN)

ACTIVITY	COMPLETION DATE
<b>FIRST 30 DAYS</b>	
<i>The Learning Stage - Know the Organization and the Business</i>	
Meet staff and other key contacts within the organization.	
Begin learning the existing policies and procedures that govern my position.	
Schedule time with key managers; Learn and review annual business plan and YTD performance. Focus on top 3 issues that need addressing.	
Work with functional management to review process improvement plans and product investigation tools.	
Meet with supervisors and do an initial assessment of their skills and talents. Identify immediate issues that are barriers to their success.	
Understand performance metrics, budget, training programs, etc.	
Review accident investigation programs to identify causes and how to prevent.	
Accelerate learning by working with other Senior Managers to learn effective strategies and tactics for managing the shift.	
Review quality system and develop plans to continuously improve.	
Meet and review progress with my hiring manager and make sure progress is on schedule. Modify plan where necessary.	
<b>FIRST 60 DAYS</b>	
<i>The Review Stage - Know the Customers</i>	
Review and complete plans from the first 30 days.	
Do a secondary assessment of supervisor skills, experience, and historical performance. Review actual performance versus goal results; share my expectations.	
Learn expectations for any new product information.	
Review performance and customer satisfaction feedback with each supervisor and formulate process improvement plans as necessary.	
Meet and review progress with my hiring manager and make sure progress is on schedule. Modify plan where necessary.	
<b>FIRST 90 DAYS</b>	
<i>The Planning Stage - Look to the Future</i>	
Review and complete plans from the first 60 days.	
Work with management to ensure there is alignment across all shifts.	
Continue to evaluate team and look for developmental opportunities.	





# Virtual Interviewing Tips

## BY DENNIS CAKE & JEFF CRANE

### PERSONAL PREP

- Study the company, make notes.
- Develop questions.
- Find out who will be interviewing you (more than one person?).
- Make sure the interviewer will have your information/resumé.
- Plan your clothing
  - ▶ No busy patterns
  - ▶ No bright clothes (blue, black, or gray with a touch of color)
  - ▶ Minimal jewelry, no jewelry noise
- Practice with a friend
- Your online username should be professional (example: not "The Man")
- Make sure the time of the call is set by time zone

### EQUIPMENT PREP

- Remove distractions from your desk.
- Remove any distractions from behind you that the camera can see.
- Make sure your background is simple and not noisy.
- Pull all your notes out in front of you on your table or desk.
- Make sure equipment works.
- Make sure you test Skype ahead of time.
- Be in good Wi-Fi area.
- Make sure power is available – no battery problems.
- Make sure a phone is handy in case the sound dies. Know what number to call.
- Have a clean tablet available in case the sound dies and you need to write a message.
- Make sure camera is just about eye height.
- Make sure lighting is good.

*continued...*



## JUST PRIOR TO THE INTERVIEW

- Close the door and make sure there is no outside noise
- Make sure no outside noises. No kids or pets. If you pet could be loud, take them to a friend's house.
- Close out all other software on your computer.
- Check sound on your computer and on Skype.
- Have your questions available.
- Check your hair and clothes.
- Clean your desk.
- If family or friends might be around, let them know you won't be available for the next hour or more.

## FOR THE INTERVIEW

- Consider Standing up.
- Don't zoom in too much, try from the chest up.
- Smile!
- Remain energetic.
- Remember – an online interview is still an interview – prepare for it and treat it as you would a face-to-face interview.

## REMEMBER THE 4 C'S OF A GOOD INTERVIEW

**Connect:** Ask how did you get the job at this company? What do you like most about working here?

**Challenges:** Try asking how will this job help overcome the challenges of the company?

**Culture:** Use a question like, “tell me about the things people do to be successful here” or “what do you enjoy most about the company culture”

**Close:** Try asking, has anything we talked about that wasn't clear or do you need me to explain further? Another idea is to ask, “do you see any reason that would prevent me to move on to the next stage?”



# Additional Resources

## FINE TUNE YOUR IMPACT

### REFERENCE DOCS

- [Portfolio Layout](#)
- [Working with Recruiters](#)
- ["Reasons I Didn't Hire You"](#)

### RECOMMENDED BOOKS ON JOB SEARCH

*For more information, some excellent books are also available:*

*It's Not About You, It's about Them: Job Search Today, Bruce Flanagan (Dog Ear Publishing)*

Contact [bruce.flanagan@lejunlimited.com](mailto:bruce.flanagan@lejunlimited.com)

*Thrive and Survive in Your Job Search, Hinshaw, Falconer, and Johnson (Abbott Press)*

See [www.coachfortomorrow.com](http://www.coachfortomorrow.com) for sources to order, or Contact Mike Johnson,  
[mike@coachfortomorrow.com](mailto:mike@coachfortomorrow.com)

*Absolutely Abby's 101 Job Search Secrets, Abby Kohut (Staffing Symphony)*

Order via [www.absolutelyabby.com](http://www.absolutelyabby.com), or Contact Abby Kohut, [akohut@absolutelyabby.com](mailto:akohut@absolutelyabby.com)

*Latest update: March 2019*





# Portfolio Layout

## WHAT TO INCLUDE

*This information adapted by Dennis Cake*

### PORTFOLIO POCKETS

- 20 business cards
- 5 or more copies of your resumé & Handout Portfolio (small portfolio with key info)
- 5 or more copies of a cover letter "T Chart" relating to job requirements
- 5 or more copies of your marketing statement
- 5 or more copies of your LinkedIn page(s)
- 3 pens and 2 sharpened pencils
- 7 thank you notes/envelopes & 7 Forever stamps
- Calendar book if smart phone is not available
- Calculator if smart phone is not available
- Completed copy of a general job application form
- Tablet for notes

### INDEXED SECTIONS (in plastic page sleeves)

#### *Personal Information (contained in Handout Portfolio)*

- T Chart relating to job requirements
- Marketing page
- Resumé and cover page
- LinkedIn printout

#### *Personal Proof Documents*

- Personal Reference lists and copies of references
- Copy of High School or College Degree, or Military Record if applicable
- Certifications, Completion Certificates, Licenses
- Volunteer/community service thank you notes, honors or awards
- Letters of Exit from previous jobs

#### *Work Example Documents*

- Copy of documents you wrote (first 5 pages only), reports, studies
- Sample of presentations, business plans, tweets
- Copy of past work (pictures, examples, flow charts, news articles)

#### *Personal Information Backup (self-use only)*

- Detailed resumé covering up to 5 pages
- Accomplishment pages (detailed list of previous jobs, dates and tasks)
- Job requirements and Star Stories

#### *Job Evaluation Notes (self-use only)*

- Copy of job description related to interview
- List of your questions/notes
- Articles/notes pertaining to that company
- Interviewer information
- Closing points





# Working with Recruiters

## 9 SECRETS TO GETTING A HEADHUNTER

*This information adapted by Dennis Cake*

1. Prepare a professional LinkedIn, Facebook, and Twitter account with contact information visible. Be aware of your online presence, and Google yourself.
2. Be visible, attend forums, conferences, seminars, and civic group gatherings.
3. Give out your business card freely.
4. Work bridge jobs – i.e., temporary, part time, contract positions. Register with staffing agencies in your field.
5. Say YES to all invitations, even if not interested. This is an opportunity to gather useful information and meet people of influence.
6. Be a well-rounded professional. Volunteer with trade organizations as well as local charity or community outreach groups.
7. Contact Recruiting firms in your field. Just remember who is paying - the client is paying the headhunter, not you.
8. Act in good faith. Headhunters will ask and need to know your salary expectations, benefit package content, restrictions, etc. There should be no surprises.
9. Know the difference between a headhunter and a recruitment consultant.





# Reasons I Didn't Hire You

## WHAT MAY BE HINDERING YOU

*This information adapted by Dennis Cake; compiled from interviews with Human Resources and Hiring Managers*

### **1) I never saw your resumé.**

- Lacked the key words and phrases the Applicant Tracking System is set up to find
- The contract resumé reviewer did not select your resumé

### **2) I did not understand why you were applying.**

- You must be a good fit
- You must be crystal clear on your qualifications
- If not exact experience, you need to show evidence of transition steps – i.e., classes, conferences/seminars, added responsibilities in former position

### **3) Your resumé did not grab me.**

- Explain what you did in your prior role
- Explain what you accomplished

### **4) The telephone interview was a nice chat.**

- Always address why you should be hired to fill this position

### **5) You never said you wanted this job.**

### **6) I didn't hire you because I heard back from someone else first.**

- Did you send a thank you note to everyone involved?
- Did you get an internal person to recommend you?
- Just before the hiring deadline, did you send an email, letter, or make a phone call?
- When hiring decisions are delayed, did you send an item of interest to the hiring manager?

*Review this list against your own experience, your resumé, and how you handled your past three interviews. What adjustments do you need to make?*







# Are You Job Ready?

## Your Personal Checklist

- ☐ Focused on a particular type of job, or jobs
- ☐ Can communicate this in a 30-40 second introduction/"infomercial"
- ☐ Have e-mail and voicemail that are professional
- ☐ Know the strengths and skills you bring to the job
- ☐ Know and promote soft skills in an interview
- ☐ Have and use Skill stories (e.g., "STAR" format, etc.) in an interview
- ☐ Have a resumé that sells and highlights accomplishments (proofread by a couple of people), and is revised for each application/position
- ☐ Use a business card
- ☐ Profile on LinkedIn is completed and changed just enough to alert/remind people
- ☐ Know how effective branding is, and this is reflected in business card, resumé, LinkedIn, networking
- ☐ References have been contacted/endorsements and recommendations are on LinkedIn
- ☐ Network – know where and how, and actively engaged in doing so
- ☐ Effectively research target organization prior to interviews
- ☐ Looked at fears/worries and can appear capable and confident in an interview
- ☐ Have created and use a Portfolio/Brag book (hand carried or digital)
- ☐ Have appropriate clothes for the position
- ☐ Can show interest and convey enthusiasm in an interview
- ☐ Potential problems that could come up in an interview have been addressed
- ☐ Use effective Thank You notes
- ☐ Have thought how to use 30-60-90 Day Plan in a second interview
- ☐ Have a support system in place and use it/them for accountability and support
- ☐ Have really worked on interviewing by attending workshops, using Interview Stream, received feedback





# Colleges & Alumni

You have a valuable resource in both your college or university long after you have graduated with an undergraduate or advanced degree.

## COLLEGE CAREER SERVICES

Most colleges have a Career Services or Career Placement office. They are primarily equipped to help undergrad students prepare for a job search for employment post-degree. Yet, many also share a focus for helping alumni – or would consider doing so if asked! Some of them have a variety of online resources as well.

**Some major or well-known Indiana colleges and universities' career services include:**

- Anderson University – Center for Career and Calling  
[anderson.edu/student-life/career](http://anderson.edu/student-life/career)
- Ball State University – Career Center  
[bsu.edu/about/administrativeoffices/careercenter](http://bsu.edu/about/administrativeoffices/careercenter)
- Butler University – Internship and Career Services  
[butler.edu/internships-careers/](http://butler.edu/internships-careers/)
- Indiana University Bloomington – Career Services  
[career.indiana.edu/](http://career.indiana.edu/)
- Indiana University-Purdue University Indianapolis (IUPUI) – Career Services  
[career.iupui.edu/](http://career.iupui.edu/)
- Indiana State University – Career Center  
[indstate.edu/career-center](http://indstate.edu/career-center)
- Indiana Wesleyan University – Career Development  
[indwes.edu/undergraduate/life-at-iwu/offices-and-services/career-development/employers](http://indwes.edu/undergraduate/life-at-iwu/offices-and-services/career-development/employers)
- Purdue University – Center for Career Opportunities  
[cco.purdue.edu/#CCO](http://cco.purdue.edu/#CCO)

**Don't see yours, or you have a degree from a school outside Indiana? Look at your own college's web page and contact them.**



## COLLEGE ALUMNI DIRECTORY

Many colleges and universities also have an Alumni Directory. This is a valuable resource for reaching out to your college network - to catch up, let them know about your job search, and networking with them.

## LINKEDIN ALUMNI PAGE

It's also extremely likely that your college has a LinkedIn page. This is a less well known but powerful tool. Type in the name of your institution in the Search box, and then select that page. You will see a navigation bar down the left side – e.g., Home, About, Insights, Life, Jobs, and – Alumni. Select the Alumni item.

You should then see a display of the total number of alumni (for example, Purdue currently has over 250,000) - LinkedIn members who have identified as alumni! You will see statistics by Where they live (city) and Where they work (Organization/Company). Major locations are listed – you can add a specific city or company.

Want to look for someone with a common interest at a Target organization where you'd like to work? A fellow alumnus or alumna is a great place to start!

## “OTHER” ALUMNI – FORMER COLLEAGUES

You also have a network – perhaps considerable, depending on your work history – of former colleagues, teammates, managers, and employees who have worked with or for you. These are alumni as well – you have a shared history, and you know many of them casually, some of them well, a few very well.

Use LinkedIn Advanced Search to find them. Click on the Search box, look for the People icon, and select it. You will see selection items for Connections, Locations, and Current Companies. Click on the All Filters action item.

You can select 1st and 2nd degree connections, Locations, Current Companies. Scroll down and you will also see Past Companies (where these people have worked in the past). You can select a company from a list (which you might have searched before), and also type in the name of your Company of interest.

## GETTING STARTED

Once you have a specific person in mind – follow the disciplines outlined in Networking and Informational Meetings to initiate or renew contact. It's more comfortable when you already have an established common bond!



# Self Employment

## What would it look like if you owned a company rather than work for one?

According to the Service Core of Retired Executives (SCORE), 34% of the workforce in the United States are working freelance – for themselves – not for an employer as W2 employees. Around 6 million new businesses were started in the US in one year alone. 3.8 million of those six million, had 5 employees or less. Locally, 80% of businesses registered with the Indy Chamber of Commerce, are small businesses.

Surprised? Consider this – these statistics are from 2014 – five years old! The trend in US organizations toward outsourcing functions, disciplines, and skills has only accelerated since then. Smaller organizations outsource functions like Human Resources, Payroll, Accounting, Information Technology, Project Management, and more. And larger companies are doing the same – increasingly focusing their full-time work force on the core mission and functions of their businesses and outsourcing some or many of their non-core functions.

For some disciplines or professions, it is increasingly rare to find full-time positions. Examples are Project Management, Technical Writing, just to name a couple. This evolving environment has been dubbed the “gig economy” – working for oneself, from job to job, or “gig to gig”.

So – in this new gig economy, have you considered working “for yourself”? It’s worth at least a casual look, to careful research. Read on for some perspectives and ideas to assess this concept. It just might be the right area and the right time for you.

Please consider a conversation with a Passport to Employment staff member to work on your skills and accomplishments to help you understand what your transferrable skills could be to any opportunity. In addition, Jeff Crane from the P2E staff is a specialist in helping people determine their strengths and how it would adapt to a proven business model. By working with Jeff Crane (at no charge) you can be introduced to opportunities you may have never considered on your own but match up with your goals and needs. You can reach out to him anytime.



# The Insecurity of Job Security

## Why Business Ownership May Be the Best Option

Author Larry Carnell CBI, CFE, CFB

When you think back to the impression you've been given your whole lifetime, you can probably tie the word "job" to security. Always accepting the notion that the longer you stay somewhere, the better off you will be. Some of you reading this may even have upheld that notion and are now at a crossroads; you've severed ties with a longstanding employer and you're well into your working years.

Whether you have experienced it already or perhaps indirectly, the presence of ageism in the workplace exists. Employers want talent and experience, but not too much experience.

### Here are the disturbing figures:

- People past the age of 45 that are looking for a new job can often wait as much as twice as long -or longer – to find a job versus younger age groups
- There are often 3 people applying for every new job
- Length of replacement jobs are often shorter than previously held
- Peak incomes are declining (Payscale.com)
- Age of peak income for men has dropped to 48
- Age of peak income for women is now 39
- Outsourcing has become an effective tool in cutting higher operational and managerial expenses.
- Why hire an expensive employee when you can outsource those services and only use and pay for it when needed?

One would think that knowledge and experience is extremely valuable and that those years of experience would be worth acquiring and keeping, but the statistics show this is not likely the case for most employers.

### What Can You Do?

In a situation where you're faced with jumping back into the pool of employment candidacy, you can do one of the following:

- Re-train or re-invent yourself (i.e.: go back to school, take a certification course, etc.) but this can often be difficult and costly.
- Wait it out and continue the application and interview process hoping that something will come along that meets both the employer's needs and yours. This could take in some cases up to- or more than – a year.
- Start your own business or purchase a franchise.

I'll share with you a recent story of my own: While my wife stopped into a Walmart for a few items, I found myself making small talk with a very friendly and energetic gentleman who worked in the store as a greeter. He disclosed to me that he was once the Vice President of Sales for a company where he had worked for 5 years before being "laid off" at the age of 57.

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He was then faced with unemployment for 3 years before agreeing to accept the job at Walmart. He felt he had no choice due to depleting savings and eroding retirement funds. He held onto the hope that someone would come along and hire him due to his past accomplishments and skillsets. After “50 – 100” applications and interviews, no such luck. There was no doubt this gentleman had skills, maturity, experience and other desirable attributes, yet no one seemed to want them – or him. Those very attributes could be extremely effective in owning his own business. I then asked this gentleman his thoughts on owning his own business, but he very quickly dismissed this idea. Why?

### The Perception:

Owning a business is often seen as risky, scary and time consuming. But so is job searching in a market that is bypassing the experience you are bringing to the metaphorical table. What if you could be in control of your own destiny? What if you could provide yourself with long-term security? What if you could achieve a superior income stream as well as increased equity and wealth protection? Business ownership is one of the few areas where one can achieve these qualities; often not provided with many jobs.

Back to the risk factor for a moment. One of the most difficult things for many to understand is that it's often virtually impossible to eliminate risk unless one also eliminates opportunity. For many approaching or passing the age of 45, the risk of business ownership may be less than the risk of job insecurity, declining lengths of employment, declining pay scales and other factors.

### How Can YOU Make The Dream of Business Ownership Possible?

It is a common misconception that the cost of owning a business is well, expensive. Not true! One of the more common methods of business ownership that eliminates a lot of the typical costs is franchising.

Owning a franchise actually causes the cost of business ownership to decrease in many cases. There's often less risk associated, as well.

Consider the fact that you are ultimately using others' trial and error to maximize your potential for success. The average total cost of entry level franchises purchased (those typically less than \$250,000) have decreased almost 30% over the last 5-10 years! Additionally, many of the newer and more high-demand concepts available enable people to operate out of their homes and even provide products and or services across the country, which was unheard of decades ago.

Another win? There are now a variety of attractive programs to help you fund your business including an innovative program that allows one to use their retirement funds tax, penalty and debt free. Benetrends is the original pioneer of this funding method called Roll Overs for Business Start-Ups or “ROBS”. They are also partnered with some of the country's leading brands in franchises and can offer you expert counsel in making what once may have seemed like an expensive dream, an inexpensive and successful reality.



# Your Career 2.0

## 10 Tips to Achieve Self-Sufficiency

Even when the economy is booming, millions of Americans are still anxious about their professional future. Job security has become a dark punchline, or an oxymoron, like “jumbo shrimp”. The only real constant in business today is the “constant threat” of people being downsized, right-sized, or capsized, as corporations try to wring every bit of profit from their bottom lines. So, what’s the move here? Stay in a job with no guarantees, and a definite endpoint, usually NOT of your choosing?

Maybe it’s time to take control of your professional life by creating “Your Career 2.0” – taking a deep dive into owning your own business. Risky? There’s risk in everything. If there weren’t, EVERYBODY would be working for themselves! But is it riskier to stay put, waiting for the inevitable blade, or to bet on your skill sets, drive, and desire for something better, to make a real career change. Toward that end, I’ve prepared ideas to help you start formulating a strategy toward “Your Career 2.0.”

### HERE ARE 10 TIPS TO HELP YOU ACHIEVE SELF-SUFFICIENCY

**1. Discovery**– What are your passions? Are you willing to put the money, time, and effort into “Your Career 2.0?” What business would be the best fit for you and your goals? What are the challenges you will face? Are you even cut out to be your own boss? It’s all part of your “Discovery Process”, examining every angle, searching for real, gut-honest answers. This is one area you have to be completely honest with yourself.

**2. Guidance**– It never hurts to have another set of trusted eyes helping you on this process of self-sufficiency. That’s why I have a swing coach for my golf game. Doesn’t it make sense to have an adviser to help you in this journey? You will need someone who will look out for you, help you examine every aspect of opportunities in an unbiased manner, and point out the things you can’t, or refuse to see.

**3. See Your Success**– I’ve always been a believer in “See it. Believe it. Achieve it.” We have the capacity to visualize our success, just like great athletes “see” the positive outcome of a play before it happens. So, what is your vision of success? Greater, disposable income? More time for family and friends? Enhanced lifestyle? “See” your success, then write your vision down to turn it into easily articulated goals...but be prepared to REALLY work to achieve them.

**4. Embrace the Danger**– Five years from now, staying on your current career path, will your life be better, the same, or worse? What happens if I lose my job? Can I really build wealth and equity I want for my family in this job? These are some of the questions you must answer, with clear, unblinking resolve, to help you formulate the plans and goals to combat the fears, control your own destiny, and empower you to create “Your Career 2.0.”

**5. Be Open to Opportunities**– You may have a real passion for cooking and think owning a restaurant would be a great business opportunity. You’ve “locked on” to this to the exclusion of everything else. What’s the rush? Take the time to examine ALL your options. Maybe even dip a toe into a side job you believe would be a great business to own while you’re still in the corporate world. You may find it’s not all you thought it might be.

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**6. Celebrate Your Strengths**— Take stock of your strengths: job successes, solid work ethic, accomplishments, high integrity, positive attitude, and adaptability, to name a few. Every one of those characteristics can be used in your strategy to “Your Career 2.0”, helping you write a powerful, personal success story.

**7. Career Choices**— Being an independent business owner means it’s all on you, everything, including business and marketing plans, finding customers, dealing with vendors, etc. Usually, there’s no real support system, either. Franchising might be a better option. It offers the advantage of working from a set, proven system, and replicating that system, with a lot of internal/external support. However, franchising isn’t for everyone, and there are tools to help you find out if you’re even a fit to go that route.

**8. Overcoming Family Objections**- It has been my experience that some of the biggest obstacles to “Your Career 2.0” are your own family, or friends. They can’t comprehend why you want to leave the security(!) of your traditional job and they voice their concerns. To combat their understandable misgivings, it is very important you share with them your process, helping them see your vision, and the careful, strategic, steps you are taking to realize that vision. When they grasp that, they’re much more likely to provide positive reinforcement and encouragement.

**9. Financing Your Future**— Ah, the elephant in the room: funding your dream. There are MANY options, which don’t include asking a rich uncle for the money. Your 401K could be one way to go, as a “pro-active” investment. For example, even if you are younger than 59 ½, you can take loans from those dollars, without the 10% penalty (however, the money is taxable). Your financial advisor can show you how. Also, if you choose to buy a franchise, the franchisor could offer to finance the entire franchise fee, or significant part of it, as well as other costs, sometimes at simple interest.

**10. Beginner’s Mind**— You must be willing to abandon all pre-conceived notions about business ownership, while being curious and open to new information. It’s all about exploration now, not decision-making. Also, never worry about failure at this stage as you examine different business ownership concepts. Remember, Edison tested more than 1,000 light-bulbs before he found the right one. But he also used each failure to learn more about the process, which eventually led him to illuminate the world.





# Why We Do What We Do

We hope and trust that this Guidebook will be an effective resource for you along the journey toward your next season of employment. People that come to P2E consistently thank and affirm us for helping them with perspective, direction, and the various disciplines that are part of today's career search. Our P2E Staff are routinely asked why we give so much of our time and energy without cost to those looking for a new job or career. This initiative is prompted from a desire to care for others in need – the need for better employment.

The fact is that we are inspired, even compelled, to care for others, as an outflow of the care that God has given to us through the life of His Son, Jesus Christ. We do what we do as a reflection of that care and concern for people – in our meetings, in our workshops, in our groups, and one-to-one.

If you are interested in learning more about this Person of Jesus, we invite you to contact Pastor Nabil Safiat Church at the Crossing, 317-844-9355, or [nsafi@golove.org](mailto:nsafi@golove.org).

If you would like some perspective of Jesus in all of His impact, we invite you to view this history of His life, taken from the book of Luke in the Bible (available in English and over 1,700 other languages):  
<https://www.jesusfilm.org/watch/jesus.html/english.html>

Thoughts behind our motivation, from the Bible:

*For He has not despised or scorned the suffering of the afflicted one; He has not hidden his face from him but has listened to his cry for help. - Psalm 22:24*

*Be shepherds of God's flock that is under your care, watching over them – not because you must, but because you are willing, as God wants you to be... eager to serve. – 1 Peter 5:2*

All of our best – and His best – to you.



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*This Passport to Employment Guidebook coordinated and organized by Passport to Employment, a ministry of Church at the Crossing, Indianapolis, Indiana.*

Passport to Employment is an outreach to the unemployed, under-employed, and those who are dissatisfied with their jobs, in the greater Indianapolis area. We are a support and networking group where we teach job search skills: we help people with their career search strategy, resumés, cover letters, reference sheets, networking, interview skills, and much more. Our vision is to help people land in careers, not just “find a job.”

Want to learn more? Check out our website - [golove.org/passport](https://golove.org/passport)

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