

# **The How's and Why's of Career Survival A Career Management and Job Search Campaign Manual and Workbook**

## **CAREER CONTINUATION SEMINAR, JOB HUNTING WORKSHOP, and MARKETING PLAN WORKBOOK**

**A Systematic Program and Training Course  
for Life-Long Career Management  
of Personal and Marketplace Perceptions and Realities,  
Providing Effective Strategies, Scripts, and Insights for  
Accurate Marketplace Positioning,  
Effective Self-Marketing and Networking,  
Winning Self-Presentations,  
and Life-Long Learning and Career Planning,  
for Executives, Managers, and Professionals  
in Today's Highly Competitive,  
High Technology/International Marketplace**

**Users of this Manual have called it "The Bible" of Job hunting and Career Management.  
Follow it in order to achieve your career goal more quickly and satisfactorily!**

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## SECTION 1:

### A PERSONAL WORD OF WELCOME

Welcome to The Career Continuation Seminar, Job Hunting Workshop, and Marketing Plan Workbook. It will provide you with the greatest opportunity you can have to achieve your career development and advancement goals on an orderly career basis, given your abilities and the need in the marketplace for your skills and experience. The program will contribute significantly to your improving and strengthening your life chances, be your goal a new job, a career change, a position change within your current company, or a promotion and raise after you have begun your new job.

This Manual provides you with a written guide for your campaign as well as for continued career marketing and individual marketing once you get into your sought after position. What applies to obtaining the new job will apply equally as well to help you keep it and meet your new goals there, as you work to market yourself inside the new firm to your vertical constituencies (your reports, those you report to, and each of theirs as you extend both up and down the line), your horizontal constituencies (peers), and your external constituencies (field offices, customers, vendors and suppliers, unions, and on and on and on).

As you read through the Manual and particularly as you study and learn the various scripts provided for the whole panoply of job hunting, career management, and self-marketing situations in which you will find yourself, you will discover that I truly believe in the power of words and how they can impact upon perceptions, feelings and attitudes. If you use these words as written in the scripts and don't deviate from them, you too will find out just how powerful words can be. Chosen correctly, strategically, tactically, and thoughtfully, words can enable you to win your objectives. Chosen incorrectly, spontaneously, lazily, or without thinking, words can cause you to be disqualified and lose. The key is to select and use appropriate, plausible, and persuasive words; the key is preparation and scripting.

Whether you realize it or not, you are about to enter a very special field of sales: the salesmanship of yourself. Such selling is unique. Just as sales is the only field where people are paid to get rejected, job hunting (whether it be for a new position in a new company or for a promotion within a company) is also an exercise in rejection. It takes a special person to succeed. With the approach outlined in this manual, you will make it through, no matter how often you feel down.

Please keep foremost in your mind that this approach is first about career management, and that career management is essentially about life-long job hunting and individual marketing. Whether you are seeking a new job because you are unemployed, whether you are seeking a new job in a new company because you are unhappy or have no future where you are, whether you are seeking a promotion in your current company, or whether you exploring moves into independent consulting or starting your own business, the basic skills are the same: you must know how to job hunt and to market yourself before the proper decision makers. Job hunting and self marketing don't end when you are hired.

Hence, the approach is process - not content - oriented. It is based on the understanding that no matter what you do, what you do will cause a change in your environment and in the perception of others about you, resulting in forces and people reacting back on you in a different way than had you not acted. The approach is based on years of experience and sound research.

The basic tenets about job hunting and career management are these:

1. that there is no job security; therefore, you must be diligent in keeping up-to-date in your technical and administrative/management skills.
2. that fair or not, you are going to be judged on how well you are going to perform on the job you seek by the way you perform in the interview process. In an interview, 30% is qualifications, 70% is chemistry.
3. that to get hired, you must know how to demonstrate that you belong and will fit in. You must show that the chemistry is correct.
4. that the person hired will, along with having to qualify professionally and personally, have to know how to get hired.
5. that to get hired, you need to develop a competitive understanding and a competitive edge to differentiate you from others and position you against all of the others.

6. that what people think they need - leads and contacts - is the easiest part of job hunting, and that what people really need to know is the hardest part of job hunting: how to network and how to interview.
7. that to properly network and interview, you need to have a good understanding of and skill with the Three V's: verbals (what you say), vocals (how you say it), and visuals (how you look while doing so).
8. that you must do better than ever before because of the twin hurdles that face you: the baby-boomer bottleneck creating a horde of competition, and the structural changes resulting not only in the elimination of jobs, but structural levels of management as well. It is predicted that within five years, there will be 20 people vying for every management position.
9. that this approach will enable you to adjust readily to the new realities of the marketplace and to the reaction and feedback of the marketplace to you.
10. that by following a "marketing and selling of self" approach, you can be seen and heard in the best possible light and to make first impressions that are best and lasting impressions in all forms of communications which you must make: in person, over the telephone, and in writing.

The approach outlined in this manual is geared to today's executives, managers and professionals who recognize that the future is more often a haunting specter than a rosy path, and who realize they need specialized help to overcome the ego deflating, identity threatening and anxiety producing characteristics of job hunting. The approach outlined here is tailored to assist you to develop, expand, and polish your own ability to deal with the enormity and rapidity of job and employment changes affecting all sectors of society. With mergers and acquisitions, major reorganizations, international competition, new technological inventions, processes, and breakthroughs, and wide swings in government spending priorities, the future and one's job in it can no longer be taken for granted.

You are about to read, study, and learn an approach which you will be able to use throughout the rest of your career.

Much of what needs to be learned is not only not taught in school, it cannot be taught in school. Learning is a lifetime enterprise, some formal and some informal, interspersed with work and leisure activities. We live more and more according to the rules and rituals of an information society. Hence, the schools may begin the education process, but they in no way complete it.

Let us provide a final analogy to the process you have begun by likening it to the hand. The hand consists of a palm, a thumb, and four fingers. You are the palm, the approach outlined in this manual is the thumb, and the fingers represent the interaction of the palm and the thumb.

The palm cannot work without the thumb and fingers. The thumb needs a palm to be attached to and fingers to be next to. The fingers by themselves are worthless without the thumb and palm. The palm can exist without the thumb and fingers, although it can't do much. The thumb cannot exist without the palm, nor can the fingers. The thumb and fingers cannot exist by themselves without the palm.

So, the critical part is the palm. But what makes the palm work is the thumb and the fingers.

All together, the palm can lift up, not just hang there to be acted upon by its environment.

Rather than remain dependent upon the forces and people around you, this approach will enable you to become independent and self-sufficient in your career management, as long as you remember that this independence works best when considered as being independent in an interdependent way: you need the support of the thumb and fingers just as the fisherman needs the support of his boat, reel, rod, and bait. The fisherman is the independent actor. So too will you be after learning this approach.

You are about to learn amazing, exciting, and mightily helpful new script lines for use in the give-and-take world of career management and self-marketing. Welcome aboard - good hunting!

You are the most important person in your campaign. The most indefatigable campaigners of our time, political candidates, with all the advice and staff at their disposal, must still be at the factory gates at 8AM to greet the workers, attend the coffee klatch at 10AM, the business lunch at noon, the afternoon tea or meeting at 2PM, attend a cocktail party at 4 PM, a dinner at 6PM, a fund raiser at 8 PM, and tape a TV spot at 10 PM - then get some sleep and repeat the entire procedure the next day. Some candidates maintain this pace for years. In the same way, despite all the work we will do for you (and with you), it is your campaign. You must contact people, obtain referrals, go on interviews, be appropriately groomed and dressed, be in fit physical and mental condition, be

prepared with the correct questions/responses, and conduct yourself in a professional manner. Techniques and insights provided to you in this program will guide you during your campaign.

The word "campaign", whether applied to battles or elections, means the same thing: a series of connected operations designed to bring about a particular result. In other words, purposeful actions performed with a known goal and a clear understanding as to why the actions will lead to the goal.

When campaigns are waged, there are many people involved, all of whom become focused on the one goal, which is to win the war, win the election, or win the job.

To use a theater metaphor, we will provide you with your scripts, stage directions, costume guidance, dress rehearsals, off-stage directing and promptings, and critiques of your performance.

This is your campaign. It is your life; your career. It will proceed smoothly and quickly based on your efforts and by following strategies taught which are necessary to make your campaign successful.

Your campaign really boils down to five things:

1. You have to get two truths across in such a way that nothing you say denies these two truths:
  - a. **"Truth" #1:** you are qualified for the position(s) you seek, technically and managerially/administratively
  - b. **"Truth" #2:** you belong, you will fit in nicely, both professionally and personally.
2. You have to be able to substantiate anything asked of you with a story (a "PSR", as outlined in Section 18), regardless of whether you are asked about your past, about how would solve a problem, an objection is raised of some kind, or whatever. True stories always beat out laundry lists of attributes or adjectives.
3. You have to be able to establish the linkage necessary to keep the chain reaction of networking going, without, on your part, ever pre-qualifying any lead or suggestion.
4. You have to be able to elicit in an interview either a satisfactory offer and compensation package, or else a referral, either inside or outside that company.
5. You must learn the appropriate role/costume/scripts/performance for each job hunting/job search/ career change stage on which you find yourself, be it in person, over the phone, or in writing.

Best wishes to you in your campaign.

## NOTES

## SECTION 2:

### CONTROLLING YOUR CAMPAIGN

To be successful at job hunting, you must control your campaign. To control your campaign you must control your actions.

You cannot rely on instinct in your job hunting process, for there are no instincts for job hunting. In fact, there are no instincts for specific social behavior of any kind. If there were, we would find people in different cultures, regardless of the language spoken, doing things in the same way. There is no evidence in the anthropological literature citing any such similar social behavior patterns.

So how do people now what to do? They create "instinct substitutes." We call these instinct substitutes traditions (or laws, rules, regulations, procedures, etc.). The process of creating these is known as "institutionalizing" such actions.

The oldest and most basic institution is that of language. If people do not agree on the use and definitions of words, they cannot communicate. Therefore, we are not "free" in the sense of being able to do what we want with language. The more we "institutionalize" our language for job hunting, the more effective we will be. The obvious form for doing so is scripts. Broadway plays and the actors in them rely on scripts. So do movies. T.V. Even radio shows. Once the actors have learned their lines and roles, they are free to interpret them. So too in job hunting. Your lines will not sound mechanical once you have rehearsed (otherwise all Broadway shows and movies would have wooden performers and mechanical deliveries). Thus, you are not free to spontaneously create a method of job hunting. If your objective is not clear, if others do not understand your goals - what is the point? You must communicate with others to persuade them that you can help meet their needs - that you are the person they are looking for.

Winston Churchill winks at history when he admits in his memoirs that he would spend up to 20 hours writing and rehearsing those ten-minute "spontaneous" or "extemporaneous" "off-the-cuff" remarks for which he was so well known. After these "off the cuff" remarks, he would leave reporters breathless and pondering how much more dramatic, moving, and persuasive he would be if he was prepared.

If you show up to play on a basketball court wearing cleats and shoulder pads, you will not be allowed to play, no matter how great your skills or enthusiasm. You must play by the rules. You cannot develop strategies unless you know the rules; you cannot evaluate your strategies or change them as circumstances dictate unless you have a means of recording what you have done.

## NOTES



## SECTION 3:

### THE CONTEXT OF YOUR CAMPAIGN:

#### Developing Routines for Conducting Your Campaign

#### and for Turning Job Hunting into Job Holding

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#### DEVELOPING ROUTINES FOR CODUCTING Y OUR CAMPAIGN, AND FOR TURNING JOB HUNTING INTO JOB HOLIDNG

Most people are skilled as job holders; few as job hunters - this is why they have difficulty when job hunting. Most job hunters act as though they have a job (or want to stay where they are) when talking with those on their personal networks, sending resume, or going on interviews.

Eight key terms will help you to understand the context and role of job hunting: (see Chart, 3 - 2)

- **STRATEGY:** you must plan. You must be systematic. The key to good strategy is to learn the rituals of job hunting. Like most rituals (religious, political, familial, organizational), it is not important whether one believes in the content of the rituals. It is important to believe that following the ritual will be helpful and effective.
- **REALITY:** you must step back and view yourself objectively in order to determine just what you have to offer (the Product); how to get that product in front of potential employers (the Market); and how to overcome any objections they might have so you can receive the offer (Sell). You must create a frame of reference which helps potential employers understand you. While you cannot change the past, you can make the most effective use of it.
- **JOB GAME:** job hunting is a game. Know the rules and you will do well. All game players agree in advance on the rules by which they will play. Play according to the rules and your actions are acceptable; play outside the agreed-upon rules and they are not. In other words, you want the prospective employer to know that you can be left alone with their staff, employees, clients and customers, and will play the game according to the rules.
- **ROLE PLAYING:** life is a series of different roles played on a series of stages; one person may play many parts (spouse and friend, aunt and uncle, supervised and supervisor, etc.). The key to success is to behave appropriately in each setting. The same is true when job hunting.
- **FITNESS:** we know we do better when we eat correctly, exercise and get plenty of rest. We feel better. We look better. We perform better. We think better. We deal with stress better. Everything is better. If you want junk food, liquor, and don't mind being overweight, you are thinking like a job holder. A job hunter forsakes these things until hired.
- **REJECTION:** job hunting involves lots of rejections, and is, therefore, ego deflating, causes stress and threatens identity. Don't react in public. No one will refer people who reflect negatively on themselves.
- **ROUTINE:** this brings us back to strategy. You need to job hunt on a daily basis, purposefully, and keep repeating your steps until you are successful.

#### PLAN YOUR WORK AND THEN, WORK YOUR PLAN.

- **FLEXIBILITY:** constantly refine and rework the strategies and actions based on feedback from the experience of job hunting.

## **Chart: The Path to Job Hunting/Job Changing/Job Satisfaction**

### **The Job Hunting Routine:**

#### **HOW TO CONDUCT YOUR JOB CAMPAIGN**

To conduct your job campaign, you need to develop a strategy. Your campaign cannot be waged without it. Thus, you need a job hunting campaign strategy to increase your chances of success. You must make it your routine. There are five parts to it: FOCUS, MATERIALS (resume, cover letters, response letters, strategy, outline), NETWORKING, INTERVIEWS, and STRATEGY REFINEMENT AND IMPLEMENTATION.

The terms below follow the chart on page 2 - 2, and correspond to the key headlines along the top row of the chart. "Focus" and "Materials" are part of Stage One of the campaign. "Networking" is part of Stage Two through Five. "Interview" is part of Stage Four. "Refine and Implement" is part of Stages Three through Five. These will all be discussed later in the Manual in greater detail.

#### **FOCUS**

**Personal skills inventory:** the list of skills, abilities and talents, and accomplishments you have on the job and elsewhere, as reported in your initial homework, is our starting point. Only by reviewing your past plusses and minuses can we discuss such questions as: what did you like? dislike? would do over? would change? want to repeat? These answers help us to focus together on your future goals and needs: what you want to do next, what is needed to meet your goals, what you must do now, and who can help you.

**Available support:** who do you know? who can help support you financially until you find a job if you are unemployed? who will loan you the money and allow you to make a payback arrangement when you find a job? are you ready to let go of everything if need be? who can you turn to for comfort and encouragement? have you made arrangements to see this person(s) regularly? This is what determines whether you use the rifle shot approach or the shotgun approach. Preferred: rifle shooting - carefully selecting targets and following through. If you have a survival problem: shotgun - cover all bases and approaches at the same time. The workshops provide weekly support groups for you.

**Two track approach:** what is your preferred job and field? what is your second choice, what you would/can take to support yourself while you continue your efforts to get into your number one?

**Security:** it is only attained through keeping up with your technical and administration skills.

#### **MATERIALS**

##### **Resume**

Looking at your past through the lens of your future. The key to getting interviews. The resume is to demonstrate you can save a company time and money and effort, and/or make them money, and/or solve their problems. It is written to show what you can do for them, not what you want from them. It gets referrals and interviews, sets the tone for pay negotiations, and introduces you to your new colleagues.

##### **Cover Letters and Response Letters**

There are five audiences. You need a different letter for each. Section S provides drafts to use and adapt for those different audiences to whom you write. Writing a new one from scratch each time causes too much to be left out after a while. Don't regurgitate the resume. Summarize yourself. Write so as to let the reader know how to read and interpret the resume. Your five audiences and the percentages of jobs gotten through each: (1) job exploration to companies you want to work for: 27%; (2) search/placement/personnel agencies: 10%; (3) want-ads: 5%; (4) networking combined with (5) referrals from any of the first four: 58%.

## **NETWORKING**

**The key:** developing contacts - like rolling a snowball downhill. Gain momentum and numbers. Develop the list of contacts to draw into your campaign. Contacts don't mean cigar-chomping uncles hiring incompetent relatives. It means everyone you know except those who can't stand you or the sight of you: friends, neighbors, colleagues, relatives, teachers, supervisors, merchants, creditors, church/synagogue/club/organization members, etc., including every former of the above. Most people want to help. But, they must be asked. Think broadly of anyone who might have some possible connection or knows who does that can lead to an interview. Contacts lead to more contacts. Follow every lead. Contacts don't have to be movers and shakers. Their influence and status is not an issue. Explain your goals to your contacts, leave them a resume stating they can share/circulate it with/to others and, most importantly, ask for their advice.

For letters written and received, phone calls made and interviews held, write a response letter. Where successful, say thank-you. Where not, ask for more referrals. Every unsuccessful referral requires a letter saying so and asking for another referral, etc.

## **THEN INTERVIEW**

If your resume is your stage play and Broadway is your job, then the interview is your try-out in New Haven. The above tells you how to get it. Then what? Although the hows, scripts, and performance cues are covered in detail in Section T, they need to be previewed here.

**Research:** know what the company is up to and where it wants to go. Don't talk about the thrill of being involved in acquisitions when the company is getting rid of old dogs acquired by mistakes ("mistakes" are always hindsight calls).

**Rehearse:** most importantly! Be able to provide smooth, articulate, sincere, thoughtful responses to the interview questions. Rehearse in the clothes you will wear, in an office type simulated session (the breakfast table will do), in the posture you will use. Have someone ask the questions in a variety of kind/sarcastic/sincere/mean ways. Know the three parts of the interview (to qualify you, to hire you, to determine your pay) and know the ten skills necessary to enable you to successfully prepare for and survive and interview (to get an offer), as discussed in detail in Section T.

**Attitude and appearance:** don't wear handsome clothes; have a hearty handshake; be enthusiastic; have a quick smile, genuineness and sincerity; be interested and alive. Don't be defensive about your past. Have ready responses as to why you are proud of it. Don't give the interviewer "hear-ache" by using slang, bad grammar, mispronunciations, etc.

**Perform:** like an experienced trooper for the first time. You gain this only through practice (rehearsing). This is your one-man (woman) show. Maintain good eye contact (and always without wavering when answering particularly tough and touchy questions).

**Follow-up:** on yourself and on the interviewer. Be ready to deal with rejection. Rejection can start self-destructive habits. Be ready to channel the energies positively. You must leave with something (either at the moment or later by phone): a job; a hand-off to the next person in the interview chain; a referral to someone in the company in other departments; referrals to others outside the company in other companies and organizations; and last, if you've gotten nothing from the above, a critique as to how you blew it.

**Sell: yourself.** You packaged yourself; now sell the package. Be ready to overcome objections to you; change the perceived negative stereotypes you fit (sex, race, religion, size, age, number of jobs held, etc.) into positive stereotypes. Read interview chapters in job hunting books.

## **NEXT: REFINE AND IMPLEMENT**

If the interview did not result in a job, take the referrals and keep going. Have a routine about daily life if you are unemployed; early to bed/rise, etc. (REALLY!!) Also! eat right and exercise. When not interviewing, calling or writing letters, read books in your specialty. REMEMBER: only those with negotiable skills will get hired. Be studying and reading up on job hunting interviews AND in your area. Jobs are mostly accidents. Like ball teams, you are trying to force accidents to bounce your way. Being prepared, as outlined above, will give you the competitive edge and the greatest opportunity to be successful in the shortest amount of time.

## **Adopt the "Routines" Advocated by Carnegie**

New studies indicate that the road to success and survival, promotion and advancement, will be through manners, courtesy and civility. Except where people own the stock and therefore can't be replaced, companies are no longer going to promote the uncivil, the tyrant.

Dale Carnegie's How To Win Friends and Influence People remains the classic guide to comportment. The only thing we disagree with him in is his statement that his principles won't work unless you are sincere. That's a statement of the 1930s.

Remember, a good actor will tell you that once you can fake sincerity, you can act anything. We are not asking you to mask sincerity. We are only asking you to play the job hunting role appropriately and plausibly. Carnegie provides a fine guide for doing so.

Carnegie has four sections with 30 principles for performing a role that will enable you to demonstrate that you belong and will fit in, both professionally and personally:

### **I. Fundamental Techniques in Handling People**

- Principle 1: Don't criticize, condemn or complain.
- Principle 2: Give honest and sincere appreciation.
- Principle 3: Arouse in the other person an eager want.

### **II. Six Ways to Make People Like You**

- Principle 1: Become genuinely interested in other people.
- Principle 2: Smile.
- Principle 3: Remember that a person's name is to that person the sweetest and most important sound in any language.
- Principle 4: Be a good listener. Encourage others to talk about themselves.
- Principle 5: Talk in terms of the other person's interests.
- Principle 6: Make the other person feel important -- and do it sincerely.

### **III. Win People to Your Way of Thinking**

- Principle 1: The only way to get the best of an argument is to avoid it.
- Principle 2: Show respect for the other person's opinions. Never say, "You're wrong".
- Principle 3: If you are wrong, admit it quickly and emphatically.
- Principle 4: Begin in a friendly way.
- Principle 5: Get the other person saying "yes, yes" immediately.
- Principle 6: Let the other person do a great deal of the talking.
- Principle 7: Let the other person feel that the idea is his or hers.
- Principle 8: Try honestly to see things from the others person's point of view.

#### **IV. Be a Leader**

- Principle 1: Begin with praise and honest appreciation.
- Principle 2: Call attention to people's mistakes indirectly.
- Principle 3: Talk about your own mistakes before criticizing the other person.
- Principle 4: Ask questions instead of giving direct orders.
- Principle 5: Let the other person save face.
- Principle 6: Praise the slightest improvement and praise every improvement.  
Be "hearty in your approbation and lavish in your praise."
- Principle 7: Give the other person a fine reputation to live up to.

#### **8. Additional Motivators and Thoughts on Motivation**

(Add your own here to build a collection of sayings, statements, and insights of motivation and inspiration.)

**See also: Lists/Recipes for Success For Improving Your Goals Per Action Rating, at'**

**<http://www.peterjessen-gpa.com/pages/listsrecipes.html>**

## SECTION 4

### **THE PERFORMANCE OF THE JOB HUNTER'S ROLE: NOAH OVER ADAM AND ODYSSEUS OVER ACHILLES: THE JOB HUNTER AS DIVERSIFIED TROJAN HORSE: SUBMERGING THE PERSONAL SELF ("I") INSIDE THE PROFESSIONAL SELF ("ME")**

In its own way, the long title "says it all" about job hunting

The job hunter does best when performing a role he or she understands to include words from a script and the appropriate costume and action for the setting. The scripts you take from this Manual and which you write with our help or by following the scripting rules (checking with us to make sure you have written what best represents what you want to say) all combine to enable you to create a reality you can appropriately communicate to others in a most plausible and believable manner, a reality you have created after personal reflection on what you want to do given your likes and dislikes, skills and abilities, education and training, experience and reputation.

#### **Adam's Absolutes vs. Noah's Diversities**

Adam walked into the garden naming all the animals, plants, and things. He saw himself as the sole source for information and decision making on how to do things. The only needs he sought to fill were his own. Noah, on the other hand, created an environment which could take in a diversity of creatures. He sought to fill the needs of others.

When Adam willfully disobeyed and purposefully broke the ritual he was to perform and did not play the role which he was to play, he immediately looked for a way to place blame elsewhere. And he did so. He looked at God and gave him the double excuse, the double whammy: he said it was not his fault, and told God that it was the Woman that God had given him who made him do it. When Noah disobeyed and broke role and ritual, he admitted it, asked for forgiveness, and sought reconciliation. Where Adam was banished from Eden and sent out to do hard, backbreaking work, Noah was given much and prospered.

#### **Odysseus' Strategies vs. Achilles Brashness**

The Greeks fought a ten year war with the Trojans, well over 2,000 years ago. The war was won in the tenth year due to the wooden horse stratagem of Odysseus.

Achilles was the great warrior of the Greeks who led the Myrmidons, the warrior tribe of the Greeks. When Achilles was a baby, his mother dipped him into the River Styx, which made him invulnerable except for the heel where she held him. Agamemnon was their King. Menelaus was Agamemnon's brother and Helen was Menelaus' wife. Paris was the son of Priam, the Trojan King. Patroclus was a boyhood buddy of Achilles and his best friend. The Greeks had gone to Troy to gain back Helen, who had run off with Paris. Briseis was Achilles' lover.

In the ninth year, Agamemnon and Menelaus exercised their kingly rights and took Briseis from Achilles for their own pleasure. In a fit of anger, Achilles stated he would no longer lead the Greeks into battle. Knowing how much his presence meant to the men, his friend Patroclus asked to wear his armor so the men would think it was Achilles, feel better, and fight well. Achilles agreed and gave him his armor to wear.

On this particular day, Hector, the great warrior of the Trojans, was leading the Trojans in battle, and when he saw the armor of Achilles, he sought him out. In the ensuing battle, Hector killed Patroclus. Achilles then acted like Adam: he disclaimed any responsibility and sought to place the blame anywhere but on himself. Thus, he saw the entire episode as Hector killing Patroclus. He then engaged Hector in battle and killed him. After killing Hector, Achilles then does something which fatally offends the sensibilities and sensitivities of all three groups: the Greeks, the Trojans, and the Gods. This is why when Paris shot an arrow at Achilles, the Gods directed it to his vulnerable heel so that he would be killed.

### **Adapting to Change (Noah, Odysseus) and Not Adapting (Adam, Achilles)**

The job hunter is not to be narrow-minded or one-sided (Adam) but to be open to a wide range of differences, including innovation and change (Noah). The job hunter, rather than rant and rave and carry on (Achilles), must recognize that in the hiring process, he or she is the supplicant in this buyer's market, and thus must use well thought out strategies (Odysseus). In other words, the job hunter is to present his or her skills, abilities, talents, past accomplishments and future potential, in the best possible light, one that will enable them to be perceived as belonging and fitting in. It is not the identity of the person's inner self which is on stage, but the professional identity the person has created which is put on the audition stage for the interview(s) to evaluate. This scene is played in every walk of life, from those wishing to be Generals of armies to those wishing to be Bishops of churches. The process is the same. Obviously, everyone wanting to rise to these positions won't be able to, if for no other reason than that there are more candidates for the positions than there are positions. Nonetheless, for those who do succeed, this is what they must do.

It is critical that "success" be defined in terms of how well you cope with your situation and learn to accept the reality fed back to you by the marketplace, and your willingness to raise or lower your sights depending on the market feedback.

There are two sets of prototypical role differences to contemplate: the Adam/Noah difference and the Odysseus/Achilles difference. Both sets beat inside all of us. Within all of us, each half of each set is in conflict with the other, trying to take over control.

The Adam and Achilles side of us does not like to change. They prefer to stay within their old habits, and they prefer to play the same role wherever they are. They want what they want but they want it their way. The Noah and Odysseus side of us accepts change, whether they like change or not, and are ready to adapt to it rather than make it adapt to them. They are more concerned with something happening and in getting done what they want to get done than they are in getting credit for it or having it done their way. Thus, Adam and Achilles represent those who are defensive, accusatory, and negative. They broke role and ritual, lost and died. Odysseus and Noah, on the other hand, represent those who plan and strategize, who followed the appropriate roles and rituals, and who lived and succeeded.

The Adams and Achilles are characterized by excuse-making, ad-libbing, and flying by the seat of their pants, as they brashly rush forward to their doom, as they refuse to follow the rituals or obey the rules, feeling they are above others. The Noahs and Odysseus' are noted for their planning, their reflection, their ingenuity, their cunning and their strategy, as they seek not to solve problems their way only, but in ways which will work. They reflect, they plan, and follow the proper roles and rituals as required. When in Rome, they do as the Romans do, and they succeed far more often.

Why?

### **Traditions, Roles and Rituals: They Are Everywhere and Cannot be Escaped**

Achilles died because he did not conform to the role and ritual which was his to play. It should be noted that the role and ritual required was held by all: the Greeks, the Trojans, and the Gods. Therefore, it became universally accepted that Achilles must die.

When a great warrior was killed in battle, the battle was to stop so his people could collect the body and properly prepare it for its after-death journey. Instead, Achilles, in a delirium of triumph and ecstasy of revenge, dragged Hector's body at his chariot wheels, dragging it back and forth in front of the walls of Troy. He allowed his own selfish feelings and his own anger to hold sway, as he sought the final act to "prove" Patroclus' death was Hector's fault and not his. But in his efforts to fool himself, he fooled no one else. Quite the reverse; all the various onlookers (again, all the players: the Trojans, the Greeks, and the Gods) were shocked that he would carry his revenge beyond the grave, that he would not conform to the approval ritual and role for dealing with a great warrior killed in battle. Thus, Achilles had to die.

Odysseus, on the other hand, used cunning and strategy. Knowing he would not get in by just marching up to the gates and knocking (which would only earn him an arrow in the chest), he created an image of himself that was accepted by the Trojans. He was perceived as being acceptable, desirable, belonging, and fitting in. He mirrored the Trojans. He submerged his personal self inside the Wooden Horse. The result is well known: they let him in. He then came out of the belly of the horse, opened up the front gate, let in the Trojans, and reduced the city to rubble so completely that, until this century when the ruins of Troy were found, it was believed that Troy had been merely a fictional place.

The point should not be lost: if the effort is made to present a company with what they want, with what they need, and you demonstrate you can fill both bills, you greatly increase your chances of being hired and, if not hired, of obtaining referrals.

Again, behavior is controlled by perceptions. You can influence the interviewer by concentrating on showing your interviewer how you will be able to meet his or her needs, have the professional and technical skills and, while exercising them, appear to be one who will fit in, belong, and meet the requirements of the "corporate culture" (or, as others have called it, "corporate architecture" or "corporate personality").

Again, do not forget that reality is formed by ideas which are perceptions of what is. Behavior is controlled by these perceptions. Thus, you must control the interviewer's perception if you are to have a chance to either influence positively the interviewer's decision to buy or to provide you with referrals.

If you falsely define an unreal view of yourself or your abilities, the consequences will still be very real: you will receive neither job offer nor referrals. Thus, you are being dishonest if you provide blocks to enabling you to be considered.

All societies perform their most important functions through established roles and rituals. Consider job hunting, therefore, a role to play and a ritual to perform. This point of view will make it easier for you to perform the various tasks of the roles and rituals. From a role standpoint, use a "sociological imagination;" from a ritual standpoint, use the "anthropological imagination."

Tradition is the biggest source of "how to" play any role. Remember, there are no instincts within human beings for how to conduct social behavior. If there were, certain behaviors would be constant throughout anthropological literature. Yet, there are no such examples. So, lacking instincts to "tell" us how to behave, we create traditions which tell us. Other terms used in addition to tradition include customs, folkways, mores, norms, old wives' tales, gentlemen's agreements, laws, policies procedures, rules, etc.

In the play and film, Fiddler on the Roof, we have the paradigm of the problem of modern times. That problem is this: how does one deal with the transforming changes that take place in society, be the changes economic, social, or political? How does one deal with the uprooting of beliefs, values, and traditions? How does one hold onto the old social world when the social world has become so changed by modern technological changes?

In Fiddler on the Roof, the role of Tevye reflects the tragic and comic aspects of human social existence. Despite the strength of his traditions, he had to admit he did not know their origins. When his three daughters present him with increasingly serious breaks with tradition, Tevye consistently debates with himself, stating, "On the other hand ... on the other hand ... on the other hand ..." and so forth. In one of these exchanges he says, "On the other hand, our old ways were once new, weren't they?"

Fathers determined whom their daughters would marry. Tevye's first daughter said she did not like his choice of the butcher, but preferred the tailor. However, if he wished it, she would marry the butcher. She sought his permission and blessing to marry her choice, not his. When her suitor tells Tevye that "Times are changing," replies, "One little time you pull out a prop/And where does it stop?/Where does it stop?" When his second daughter seeks his blessing for her choice (but not his permission, she will do it anyway), he says, "One little time I pulled out a thread/And where has it led? Where has it led?"

When Tevye's third daughter wishes to marry a Russian boy, a non-Jew, he cannot go any further. He has no more "on the other hands" to come to his rescue, as he states, "If I try to bend that far, I will break." This is the modern dilemma: how does one bend without breaking one's sense of identity? You do it by playing the role appropriate for the scene in which you find yourself rather than try to make the stage conform to your inner being.

**Manners, Courtesy, and Civility:**  
**Part of New Tradition for the 1980's and 1990's:**  
**The New Paradox: To Become More Modern We Have To Resuscitate Old Traditions**  
**or Develop New Traditions; Either Way, We Can't Escape Living By**  
**Traditions and Being Judged By Our Ability to Conform to Them**



Human beings need and live by the rules of tradition, even when it comes to war and competition. We fight wars in which soldiers kill each other according to the Geneva rules of war. Football players bash each others bodies inside the confines of a detailed rule book. The key: it is important to conform to the rules instituted and changed as "required" to maintain the "purity" (meaning "traditions") of the game. Everyone is free to influence changes in the rules, but until that time, to avoid anarchy or chaos, rules are created which are meant to be followed.

There have historically been direct links between the social graces and social control: all groups create their own realities and social behavioral norms, and the group which ascends to power is able to cause its views of the behavioral norms to be adopted. The word "courtesy" comes from the word "court". Hence, courtesy is the behavior dictated by the court. The term "civility" comes from "civitas" or "the public life," meaning the community. Hence, civility is the behavior dictated by the public domain of which the court is a part.

In the job hunter's sense, the court can be broadly defined as the industry in which he or she wishes to work and the function to be played, or it can be seen more narrowly as the arena of a given company (what could be called akin to "corporate cultures").

The successful job hunter determines what kinds of attitudes and behavior are most likely to make things happen and most likely to be expected by the interviewers, and then plays his or her role accordingly. The role will be played all the better if the job hunter has ascertained the procedures or mechanisms to be used to determine who gets hired (and once hired, the procedures or mechanisms used to determine who gets promoted).

In being hired, as in being promoted, when you are in the final cut of a number of candidates, all of you will be generally qualified in an equal manner. What, then decides who gets hired? The answer is that it will be those whose personal chemistry is perceived by the interviewers as most like theirs, and the one area which most underscores who that is, is manners.

Thus, when unsure or feeling low in self-confidence, wear the costume of the "court" you are seeking entry into and follow the rules of courtesy which give it order and which are reflected in the manners of those already there whom you would join.

**The Dynamics of Understanding Each Other**  
**in Order to Interact with Each Other:**  
**Learning to Exercise "Behavioral Flexibility" and**  
**Learning to Recognize the Signals and Meanings Conveyed**  
**by Body Posture and Movements**

The job hunter must be very sensitive to the questions of how it is people can understand each other and effectively interact with each other. Without knowing how, the job hunter will have a tough time getting the interviewer to understand how his or her background, abilities, and achievements relate to fitting into the interviewer's future.

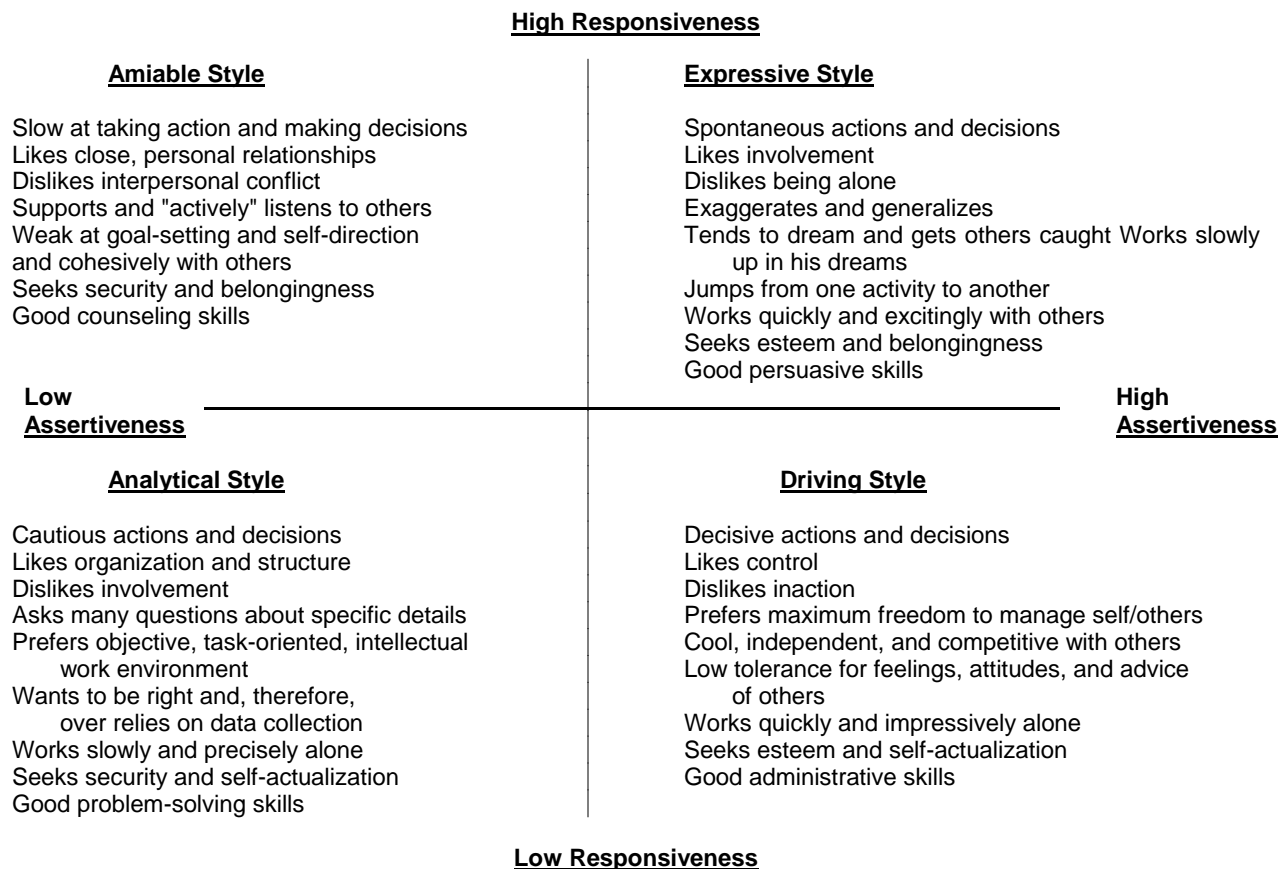
If one does not listen to the other, there is no way to strategize responses. Two monologues do not make a dialogue. So, understanding also requires the will and desire to understand, which means the willingness to listen and discern the other's needs rather than talk about one's own wants and needs.

In their book Non-Manipulative Selling, Alessandra, Wexler, and Deen suggest the need to exercise what they call "behavioral flexibility." This is differentiated from behavioral modification. The latter suggests the need to change behavior that is destructive or self-defeating or misery-producing in some way, and that to change, one needs a way to force oneself or trick oneself to change one's behavior. This is achieved through a series of exercises with or without a variety of sanctions or habit-breaking/making drills.

Behavioral flexibility, on the other hand, suggests a conscious act of changing one's behavior to meet the situation in which one finds oneself. In other words, to change one's performance to meet the stage and setting in question. The key is to establish trust and credibility with your interviewers, which can only be done if you can be open, honest, and tension-free. To keep from treating interviewers inappropriately, you must change your behavior with each one. You must be flexible enough to be able to identify differences in people and then treat them the way they want to be treated.

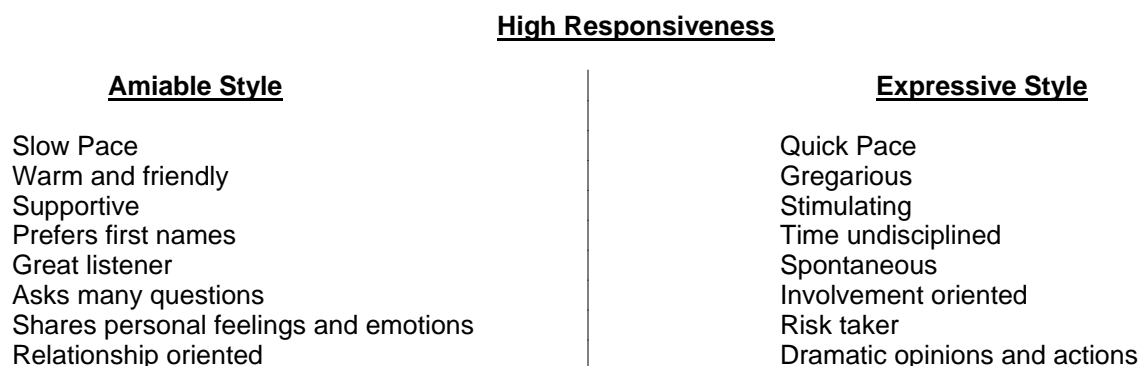
You will be hired more often because the interviewer feels that you understand his or her problems as opposed to because they understand what you represent (from your resume or third party referral). They already assume you are at least reasonably qualified.

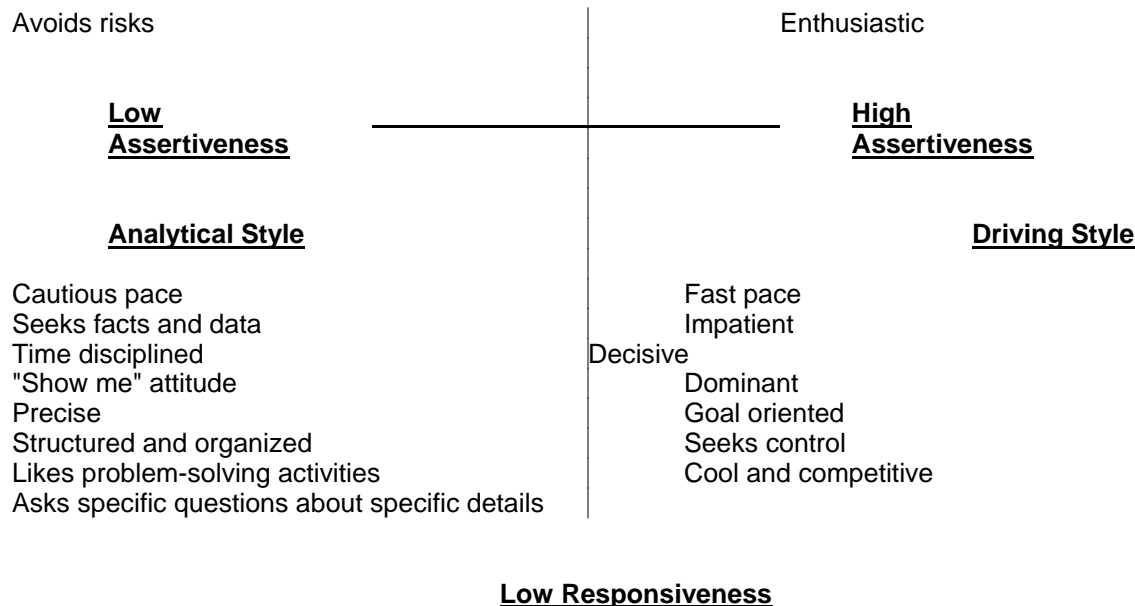
Allessandra, Wexler, and Deen define four behavioral styles along two continuums: responsive and assertive. Behavioral flexibility is being able to first identify their behavior and then change one's own to be as close as possible to the other's while also knowing what type of behavioral response is needed to successfully move them to seeing things your way. The following figure outlines the four behavior styles (amiable, expressive, analytical, and driving) by listing the basic behavioral characteristics of each along the two continuums.



### Behavioral Characteristics of Each Style

The next figure, using the same four basic quadrants, goes beyond the behavioral characteristics of the preceding figure and lists the behavioral styles in a different way: this is what you look for to corroborate your evaluation of which of the four the person is. Your task is to then match their behavior.





#### Corroborative Behavior for Each Style

NOTE AGAIN: Allesandra's work is based on David Merrill's "Social Style Model". See David W. Merrill, "Recognizing Behavior Differences and Their Implications, Managing Sales Professionals", The American College, 1984.

#### **Rehearsal: Achieving "Habituation:"** **Making the Job Hunting Role a Comfortable and "Natural" Part for You**

You will be most distinctive, credible, and persuasive in your interviews when your performance appears to be "natural," "spontaneous," and "immediately from the heart."

Good stage actors will tell you that they really do not have an opportunity to "get into" a role to be truly interpretive until after they have memorized their lines and no longer have to concern themselves with what they will be saying, but can now concentrate on how.

You must make your presentations in your interviews habits that appear to be spontaneous. The developing of an act as habit is called "habituation." The only way you can assure that your performance becomes habit is the same way all stage actors do: rehearse.

#### **The Need for "Habituation" Means There Can Be No "Role-Free" Existence**

Some may still wonder why we go into such detail in discussing roles. If it is not clear by now, let us restate it: Human beings cannot develop, create, or inspire in a "role-free" existence.

Don't forget that for the most part, the roles people play are the roles they have learned. They play them automatically, unthinkingly. Without them, they would not know how to behave. We need these habits to survive without having to think through, literally, every physical step and thought along the way.

Roles are always played within some social form in which those before whom we play the role have expectations as to how we are going to play the role. Thus, we cannot go out and be "free and wild" in our behavior and expect to be understood, let alone accepted. Thus: a role-free existence is impossible. This is because of the need for order which organizes human activity in predictable patterns that both parties will recognize: roles.

We are not, however puppets. Not everything is predetermined. There is the ability to exercise some free will. The first step toward human freedom is to look up at the marionette and recognize that there are some strings we cannot alter, such as those of gender, height, skin color, who our parents are/were, affluence level of our childhood, race, ethnic background, etc. However, once we perceive the machinery involved and work to understand it, we can then reach up and grasp the strings and influence what is

done with them to influence our movements. We need roles to tell us how to behave. But we must not forget our own role in setting up certain role expectations for ourselves and discerning the role expectation of others. If the bad news is that we can't escape the role playing, the good news is that we can participate in the construction of the role expectations we need to know during the act of job hunting in order to give ourselves a competitive edge over others.

The Bennis and Nanus book, Leaders, lists the five key skills true leaders have in relating to others:

1. The ability to accept people as they are, not as they would like them to be.
2. The capacity to approach relationships and problems in terms of the present rather than the past.
3. The ability to treat those who are close to them with the same courteous attention that they extend to strangers and casual acquaintances.
4. The ability to trust others, even if the risk seems great.
5. The ability to do without constant approval and recognition from others.

The one to dwell on for your campaign is #3. You must have some castle, some remote oasis to return to after a day of doing battle. But if the home front is a battleground also, there will be no surcease during the campaign.

Therefore, it is absolutely imperative that each job hunter establishes a rehearsal partner within the home to help rehearse his or her interview performances. Thus, if you have not been treating those at home as courteously as you have those at work (including strangers and casual acquaintances), you must become a Trojan Horse at home and then begin to treat them just as well. Although we would prefer sincerity, if the only way you can be sincere is to act it, then do so. The return on your investment in terms of your own peace of mind and your campaign's forward movement will make being nice in your own home worth it.

Your rehearsal halls are two: the one at home or with a friend and the one at the weekly workshops. In both cases you rehearse. And when you can perform it perfectly at the workshops, you know you will be able to do so in an interview. These two overlapping private spheres (home and the workshops) will give you all the support necessary to enable you to perform the public sphere role that is expected by the interviewers so that you can quickly move to consideration for a position and then to an offer. The rest of this Manual provides you with the frameworks, outlines, and script lines for playing your role, reciting your scripts, and performing your presentation of self as the one who is acceptable and desirable professionally and who will fit in and belong personally.

### **An Outline of the Traditions, Rituals, and Roles of the Job Holder vs. the Job Hunter**

The successful marketing of self entails the successful control of perception through carefully planned (scripted and rehearsed) presentation of self in everyday life to the job market, in both types of interviews: those in which you seek advice and referrals and those in which you seek an offer for a position.

How well you go about job hunting will be used to judge how well you will do on the job. Whether you consider this unfair or not is not the point. The point is that this is the way the game is played. Knowing the game exists, it is up to the job hunter to learn how to play the game, not to persist in refusing to play by the established rules. But consider: the quality of the performance people give in tryouts and theater auditions determines to whom the director will give the parts. How well people do in tryouts/athletic practice determines who the coaches select for the team and who they let play in the games. The same is true of job hunting.

The sequence of image and product is: image is created and lived up to; image is marketed and sold; product follows (you are hired and put to work). You achieve these steps by proper role playing.

Let's look at the specifics, now, of the ritual, role, and behavioral attitude allowed the job holder as opposed to the job hunter.

The ritual of the job holder is to do his or her job, be a team player, speak when spoken to, answer questions when asked, and essentially act within the learned parameters allowed within a given company. The role to play is to perform as the company dictates in all public situations, with allowances given for eccentricities when "backstage," in the office without any of the publics. To know this requires being hired and brought on board so the job hunter (actor) can learn the difference between behind the curtain and in front of the curtain (job holder). The job hunter has no such division. The job hunter must act as if there is only front stage.

The role (image and action) differences between that of the job holder and job hunter are differentiated as follows:

### **Job Holder**

1. Human (has faults, but that's o.k., we all do)
2. Certified (approved; i.e., hired one of us)
3. Paid
4. Defends (has a turf and a hide to protect)
5. Makes excuses (still protecting turf and hide)
6. Wide latitude of behavior (is already hired; can break rituals and roles)
7. Can be negative (one of the stratagems of protecting turf and hide: deflect onto someone/something else)
8. Can be extemporaneous (rarely is there much riding on one's comments)
9. Can fly by the "seat of their pants"
10. Answers questions (attempting to speak as little as possible: the key to those who are turf/hide protecting)
11. Waits to be cued (again, a key of those who are primarily into turf/hide protecting)
12. Reactive (ditto)
13. Follows (same pattern as above)
14. Aim: to fill self's needs
15. Guest (waits for something to happen or to be told)
16. Adam
17. Achilles

### **Job Hunter**

1. Perfect (represents no problem)
2. Stranger (unknown; anything hidden?)
3. Unpaid
4. Defuses and puts at ease ("I appreciate your concern and, if I were you, I would be concerned, too")
5. No excuses; puts best possible construction and plausibility on all statements
6. Narrow latitude of behavior (in continuous negotiating sessions, either for offers or referrals; can't break rituals or roles)
7. Can only be positive (the only effective stratagem of the stranger trying to create the reality of both professional and personal acceptance)
8. Can only be scripted, or at least have an outline or framework on which to hang comments
9. Can only fly "by the numbers"
10. Asks questions (the asker is in control)
11. Voluntarily cues (to keep conversation in desired direction)
12. Proactive (takes action without waiting to be told or for an offensive against them)
13. Leads (same pattern as above)
14. Aim: to fill interviewer's needs
15. Host or hostess (doesn't wait; moves around and "works" whatever the crowd, no matter how large or small)
16. Noah
17. Odysseus

Please note that in our context, the person wanting to get ahead, to be promoted, to receive increases in responsibility and authority as well as commensurate increases in compensation, must always follow the job hunter's column, and never the job holder's column. In a day when there was no competition, one could get ahead with the traits in the job holder's column. But now, with significantly increased competition at all levels, with the competition increasing dramatically the higher in the pyramid you go, you must always maintain the character traits of the job hunter, even inside a company and on the job, just to, minimally, keep the job and, maximally, to get promoted or get a raise.

Don't forget that to make it work, you must have something to sell: administrative and technical skills. If these are not there, or if those you have aren't wanted by anyone, the most perfect playing of the part (the role) will not result in a job offer. You cannot escape the fact that you must be up-to-date in both your professional and personal skills, in both protocols and manners, in both procedures and courtesies.

## NOTES

## Section 5

### The Five Audiences Before Whom You Must Perform:

#### Targeting Them by Identifying and Seizing the Marketplace

In classical marketing terms, the question addressed is ...

What are the marketing channels of distribution that can be effectively used in reaching our market?

Several studies of the channels used in reaching the job market have been made. On the following page, you will find a graphic summary of one prominent study, the Granovetter Study.

In addition, we present below a summary table of the results of two other studies.

<u>Where technical and managerial employees learned about jobs</u>	<u>U.S. Dept. of Labor Study</u>	<u>Major Corporate Outplacement Study</u>
Answered ads	17%	26%
Recruiters and Agencies	23%	21%
Applied Directly to Company	24%	16%
Networking	25%	27%
All other	<u>11%</u>	<u>10%</u>
Total	100%	100%

The simple conclusion is that we cannot ignore any single channel, and must pursue them all.

Additionally, they must all be utilized in parallel, without undue dependence on any single one.

Furthermore, our experience has been that writing directly to companies is only effective when personally followed up, and then piggybacking a networking effort on top of the initial research and mail contact.

## How People Get Jobs

### Granovetter (Harvard)

Professional-Technical-Managerial

8.9% Agencies

9.9% Ads

74.5% Informal\*

6.7% Other\*

Mark S. Granovetter, a sociologist at Harvard University investigated how people get jobs. His study included professional, technical, and managerial workers who had recently found jobs and the chart shows the methods by which their jobs had been obtained.

Granovetter's data also indicate that of the people who found jobs
--



through personal contacts, 43.8% had new positions created for them!

Granovetter concludes Personal contacts are of paramount importance in connecting people with jobs. Better jobs are found through contacts and the best jobs the one with the highest pay and prestige and affording the greatest satisfaction to those in them are most apt to be filled in this way.

(Granovetter, *Getting a Job A Study of Contacts and Careers*, Harvard University Press, Cambridge, 1974)

## U.S. Dept. of Labor

Blue-collar and White-collar

12.2% Agencies

The U.S. government conducted a comprehensive survey in 1973 to

13.9% Ads determine how American workers find jobs.

63.4% Informal\*

10.5% Other\*

The study included all categories of wage and salary workers except farm workers - from professionals and administrators to construction workers and mechanics.

The sample consisted of 10.4 million men and women who had found new jobs and the chart shows the methods by which their jobs had been obtained.

(*Job seeking Methods Used by American Workers*, U.S. Department of Labor, Bureau of Labor Statistics, Bulletin #1886, 1975)

\* Informal methods of job hunting are those whereby the job seekers exercise their own initiative in building on personal contacts and making themselves known to potential employers. They are differentiated from formal methods which rely on advertisement and/or employment agencies.

Other is a residual category which encompasses such methods of job finding as trade union hiring and civil service.

## **SECTION 6:**

### **RESEARCHING THE FIVE AUDIENCES**

#### **HOW TO PUT ON THE INFORMATION ARMAMENT**

There are five audiences to research in job hunting, individual marketing, and career management:

1. Employers you would like to interview with
2. Recruiters
3. "Want-ads"
4. People contacted through networking
5. Referrals from any of the first four

To be effective in reaching them and performing adequately before them, you need five types of information: knowledge of the importance of information; how to get information on perspective employers; how to develop information on yourself for presentation; sources of information on conducting job market research; and a bibliography from which to select the best books on job hunting and self-presentation.

#### **THE IMPORTANCE OF RESEARCH AND INFORMATION**

##### **The Place of Information in the Last Quarter of the 20th Century**

Information is the hallmark of the last half of the 20th century. No marketing campaign of any kind is conducted today without first testing the product being considered for presentation. You are familiar with the accepted practice of market tests which, by and large, provide the kind of information enabling a company to decide whether or not to go forward with the introduction of the new or improved product. Such studies reduce the gamble involved considerably (the change in the Coca Cola flavor after market tests is a notable exception to making an incomplete interpretation of the environment in which the test was conducted). Hardly a move is made today by any attempting to achieve specific goals without first obtaining information.

##### **The Importance of Seeing Information as Armament and as Weapons, as Offensive and Defensive**

When information can shield and protect you, it is armament, as in the case of surveys and research. When it represents an arrow in your quiver to shoot, it becomes a weapon, as in arguments you have prepared to use or data to hurdle in your oral and written communiques.

Political candidates, either running for office as challengers or incumbents, conduct polls on how people feel about various things in order to best judge how to approach them. Not, as many feel, to know what to say to them, but to figure out how to get them to hear their message based on where the listeners are coming from. This harkens back to the slogan used earlier in this Manual: "It's not how long you make it, but how you make it long." They gather raw data and then interpret it. Their actions are based not on the raw data but on their interpretation of it.

Nations who are hostile to each other have spy rings with the express purpose of finding out information, knowing that the more information they have the easier they can assess the others actions and develop strategies to combat, short circuit or "help", depending upon their other strategies and goals.

Professional and college (and now even high school) athletic teams send scouts to watch the teams they will playing first-hand to try to figure out weaknesses and ways to develop strategies which will overcome their strengths.

Reporters, bent on covering events or people, engage in a wide range of interviews and research to enable them to better understand what they are covering and/or witnessing.

Major industries are using satellite photographs, both regular and infrared, to show what is happening in the world and to identify sources of new energy deposits to go after or agricultural sites for development.

Almost everyone turns to the radio or a newspaper to obtain information on the weather to determine whether they have to take steps to protect themselves from it.

**The More Succinctly You Can Express Your Information, Quickly and Relevantly, the More Powerful it is and, by Extension, the More Impressive and Desirable You Are**

What gives your information power is your ability to report it succinctly, simply, and relevantly, whether the information is on them or on you. This means that the better you can interpret it and incorporate it into both your oral and written presentations, the better will be your presentations, the more impressive you will be, and the more desirable you will be seen. The information becomes even more powerful when you can incorporate it into the information you have to present about yourself.

**The Need to Establish a Research Based Beachhead: On Them and On You**

A portfolio on the companies you interview with can be put together to prepare you for your interviews. How this is done is covered below in Part 2.

A portfolio on you for them can also be put together and, depending upon your background and industry, can be particularly effective. How to do so and why is covered below in Part 3.

**E. The Need to Take a Reality Check With the Interviewer on the Information You Have**

Before you inundate the interviewer with an impressive array of data and facts and understanding about his company, be sure you take a reality check to make sure he agrees with them. He may think it is bunk, may see the Annual Report information as wishful thinking, may not agree with industry analysts on what the company should be doing, etc. Therefore, always broach any topic with a question first to test the waters on the interviewer's position before going forth. Also, it is not important to do a "core dump" on the interviewer. The information is to give you the background and context for understanding the interviewer's questions and responses to you, and should have been used to prepare the appropriate PSR's most relevant to the company based on your interpretation you have made on the information and research you have done.

Don't fall into the trap of those who either commit or ignore the mistake made by only quoting half of Alexander Pope's famous statement about learning: "A little learning is a dangerous thing." The second half of this quote is: "Until you have returned to quaff deeply from the Hisperian Spring."

In other words, don't go half-way. Get the information, but don't make the mistake of believing that what you have is enough or that what you have is what you need. Ask the questions needed of the interviewer to determine the interview topics so as to keep them concentrated first on what he or she needs, and then on what you can do to meet their needs.

**HOW TO DEVELOP INFORMATION ON PROSPECTIVE EMPLOYERS**

Identifying the marketplace and then reaching it through the appropriate individuals who can assist in your marketing efforts is the first step in this enterprise.

Your primary marketplace is the industry (or industries) with which you are familiar and in which you have already made a significant contribution. Your secondary marketplace is those industries in which you have no direct experience but to whom you feel your skills and abilities could be successfully transferred.

You can identify industries of your choice through research provided by us and by reading trade journals, reports, directories, and general publications in your fields of experience and interest. When identifying and evaluating potential, employers, your geographical preference, company size, history, growth potential, and compensation offered, are factors which must be considered.

In addition to industries which comprise your primary and secondary marketplaces, audiences toward whom your campaign will be directed include: your personal network; recruiters in your function and industry areas; want-ads; and referrals from any of these sources.

You reach the people in your personal network by writing letters or calling on them personally. You do not ask them for a job. You ask them for referrals to people who are (or know of others who are) in hiring

positions; thus getting a hand-off to another network. You then ask for their advice regarding job hunting and the marketplace, explaining exactly what you are after or by describing the framework within which you want to work.

You reach your targeted companies by writing to potential employers selected from research provided by and to those companies you will identify through your own research and referrals.

You reach recruiters by writing to selected recruiting firms provided by us and to other recruiters who come to your attention as you pursue your campaign.

You respond to want-ads in one of the five methods indicated in Chapter S of this Manual.

You reach referrals by telephone or letter, giving the name of the person who referred you and requesting a meeting to interview for a position or to seek further advice/referrals.

All letters written by you (except those to recruiting firms and these responding to blind ads) should be followed by a telephone call. Be aggressive. If a company name/address has been provided in a want-ad, go there in person, if possible, rather than simply sending a resume. Take the initiative. Get your referrals and take the time to find out exactly who they are before contacting them. Prior to a scheduled interview, prepare yourself: Who are the people you will be seeing? What do they need? How can you help them meet those needs?

While your consultant will be there to guide and assist you during each phase of your campaign, you will be the prime mover. Only you can assure the success of your campaign! It is your responsibility to supplement the research provided by us; not only in initially identifying organizations in your marketplace but especially in the refining process: targeting those specific companies you are especially interested in and the proper personnel within those companies to whom you will have to sell yourself.

Remember that in any interview it is the interviewer's perception which is important. Don't let your research lead you to counter your interviewer's perception; don't inundate the interviewer with facts extraneous to the position for which you are being interviewed. Don't tell the interviewer everything you know about the organizations; tell the interviewer only what he needs to know to judge you as capable and as the one he wants to use to solve his problems and meet his needs.

Getting and developing a portfolio on companies on interest is a key task. This Section identifies such sources. But by themselves, they are useless. They must be used. The resources listed in this Section can sometimes make the difference between receiving and not receiving an offer. This Section must therefore be as carefully scrutinized as Section R, in order to identify those sources of most value to you so as to maximize the efforts you expend. As you conduct your research, organize the information most relevant into notes clearly outlining the source, the needs of the company identified, your relevant PSR's, and questions for you to ask to get the interviewer into these areas of your expertise.

Job market research is more labor intensive than any other part of your campaign. After the evaluation of your career past and future options, of your desires, likes and dislikes, of your skills and abilities, you then need to collect the information which will assist you in both obtaining and conducting an interview:

- Key executives for direct mailing of resumes
- Corporate professional and educational requirements for employment
- Company history
- Projections on the company's future
- Identified needs and problems
- Identified projects and/or places similar to your experience and/or expertise
- Company benefits and personnel policies
- Geographic and relocation data

Reference sections in public libraries and universities will be your greatest resource. Plan on spending 20-40 hours on job market research. While you can get further information from corporate personnel offices, it is more effective and often faster to use printed sources and university placement offices.

The business sections of The Washington Post and The New York Times and Tuesday's Wall Street Journal are excellent sources of information on newly appointed executives and corporate changes. The Monday Business Supplement to The New York Post has a specific section for this purpose. A call to a

local stockbroker can bring quick and free information on a company's growth potential and present situation.

Salary within the desired industry and occupation is, of course, important information to know. Professional associations are excellent sources in this area. A phone call or letter will reveal at least some salary ranges. Often they will provide detailed information on career fields within the industry and a breakdown of the compensation by experience and geographic location. A small investment in reading Business Week, The Wall Street Journal, Fortune, and Forbes, can bring you up to date on the major topics concerning private industry.

Use telephone contact discreetly, but often. Call friends, associates, past and present business acquaintances. Ask for information on their industry and for personal contacts within companies.

Job market research will help you get a feel for who is hiring and for what positions. The greater your investment in research time, the greater will be your return in interviews and job offers.

### **HOW TO DEVELOP INFORMATION ON YOURSELF**

Generating your presentation back-up portfolio is where you keep all of your notes, PSR's, phone scripts, other scripts, profile worksheets which you filled out for Jessen Associates, and anything else relevant to helping in your presentation.

Developing a portfolio for presentation in interviews can be a very effective job hunting tool. The artist and photographer knows the impact of a picture; each uses the portfolio in his/her work. But the portfolio does not have to be limited to the artist or photographer; it can be used by anyone. The portfolio can be a graphic way of telling others what you are all about.

To construct a portfolio for yourself: buy a nice loose-leaf binder. Assemble, scrapbook style, material about yourself. As a guide, use anything that shows something which (a), you enjoyed doing; (b), did well; or (c), were proud of.

This material is to reflect three areas of your life: (1), work/professional (credentials and diplomas, lists of publications, papers presented, reports, and awards); (2) community/civic (fraternal, neighborhood/city, charitable work); and (3), personal/avocations (sports, hobbies, family).

For all three sections, include relevant pictures, whether of yourself in action or of the people and places relevant to each section. Pictures of plants or machinery, staffs or teams at work, and family at play, can help to clarify levels of significance and significance of activity.

You are guaranteed at least two benefits. First, a smile of satisfaction at how much you've actually done (one takes for granted much which would actually interest others very much). Secondly, in prolonged, multiple interviews with the same organization, it's wonderfully comforting to have a nearly inexhaustible supply of information. Incidentally, if you and the interviewer discover common interests, the interview will take an exciting jump; quite spectacular results can spring from this technique.

Make the portfolio physically attractive. Dummy-up what you've lost; use cutouts from magazines. If you have creative friends or family members, enlist them. You'll see them become rapidly intrigued and involved.

### **ADDITIONAL SOURCES OF INFORMATION ON JOB HUNTING AND SELF-PRESENTATION**

#### **RESEARCH CENTERS DIRECTORY**

A guide to University-related and other non-profit research organizations established on a permanent basis and carrying on continuing research programs in agriculture, business, conservation, education, engineering and technology, government, law, life sciences, mathematics, area studies, physical and earth sciences, and the humanities. Gale Research Company, Book Tower, Detroit, MI 48226.

#### **ENCYCLOPEDIA OF ASSOCIATIONS**

A guide to national and international associations including trade, business and commercial; agricultural and commodity, legal, governmental, public administration, and military; scientific, engineering and technological; educational, cultural; social welfare; health and medical; public affairs, fraternal, foreign interest, national and ethnic; religious; veterans; hereditary and patriotic; hobby and

avocational; athletic and sports; labor unions, associations and federations; Chambers of Commerce, and Greek letter and related organizations. Gale Research Company.

#### **NATIONAL TRADE AND PROFESSIONAL ASSOCIATIONS OF THE UNITED STATES**

Columbus Books, Inc., 7877 Fourteenth St., Washington, DC 10005. Limited to trade and professional association with national membership.

#### **DIRECTORY OF COMPANIES REQUIRED TO FILE ANNUAL REPORTS WITH THE SECURITIES AND EXCHANGE COMMISSION**

Prepared by the SEC and available from the Superintendent of Documents, Washington, DC 20402.

#### **REFERENCE BOOK OF CORPORATE MANAGERMENTS**

Dun & Bradstreet, 90 Church St., New York, NY 10007. Lists all top corporate officers with substantial biographical data including age, marital status, college and degree, and previous affiliations with dates and titles.

#### **MANAGEMENT MEDIA DIRECTORY**

Neal & Schuman Publications in association with Gale Research Company. An annotated guide to commercially available programs for business and management schools, in-house training and development programs, management consultants, and human resources managers.

#### **1984 DIRECTORY OF CONVENTIONS**

Research Department of "Successful Meetings". Lists date, city and hotel of all scheduled 1984 conventions. Indexed geographically, then by date under each location. Also indexed by industry according to classifications included.

#### **GUIDE TO AMERICAN DIRECTORIES**

E. Klein Publications. A guide to major directories of the United States, covering all trade, professional and industrial categories.

#### **C. A Sampling of General Material Available**

##### **Legal Periodical Indexes:**

Business Periodical Index. (H.M. Wilson Co.) About 350 periodicals. Does not include NY Times or WSJ. Single subject index only. Annual volumes, monthly supplements.

F. & S. Index. (Predicasts, Inc.) About 750 periodicals including NY Times and WSJ. Annual volumes, quarterly supplements, weekly and semi-monthly looseleaf update.

NY Times and WSJ have their own indexes.

##### **Corporate Data/Corporate Profiles:**

Standard & Poor's Standard Corporate Descriptions. Listed and many OIC companies. Daily looseleaf update with bi-weekly, cumulative indexes.

#### **PENETRATING THE COMPANIES OF YOUR CHOICE:** **ESTABLISHING A RESEARCH BASED BEACHHEAD**

You are ready to close in on your final steps: generating interviews with your most acceptable target companies, when you have mastered and/or decided the following:

1. Tested the market identified in Stages 1 and 2.
2. Learned and practiced the 5-Step and 4-Step.
3. Need to explore who knows whom, when, where and why.
4. Read, understood and can utilize the techniques of Carnegie's approaches in "How to Win...".
5. Are sure of what you want and where you fit in in terms of function(s) to perform and role(s) to play.
6. Know how others perceive you, and their perception of where you fit matches your perception.
7. Know your marketable strengths and can articulate them with appropriate PSRs.
8. Know what can be perceived as liabilities and know how to overcome such perceptions/objections.

9. The research of resources and the techniques for doing so.
10. Know the geographic commuting range truly acceptable to you.
11. Know the geographic location you want and what it means in relationship to the rest of the country vis-a-vis compensation, employment opportunities, life style, etc.
12. Are ready to research their "climate" (atmosphere and philosophy of management).
13. Understand going beyond empty chairs to fill in order to suggest the created job, fitting your existing skills to their existing needs.

Recall that at first, you dealt with strategy and techniques. The initial testing of your marketplace was outlined. You began focusing in a clearer manner on your preferred position and companies.

You then isolated those innovative ways to generate interviews most applicable to you in Section R.

You are now ready to act on your crystallization of what you want, and where. In doing so, you define your next position. That position either exists as an empty chair needing filling or an unmet need requiring a new chair to be created to meet it.

At this point, you are ready to go beyond both the traditional job hunting campaign techniques and the innovative ones you have already followed. You are now ready to concentrate more productively on the information available, rather than waiting to spotlight an ingenious path to your desired position.

You are now ready to assemble the data about yourself that is relevant to the development of the list of six companies to penetrate for the purpose of securing interviews. To do so, use this form to establish your parameters:

#### **Desired parameters of next position**

1. My function is to be: \_\_\_\_\_
2. My title is to be: \_\_\_\_\_
3. My industry (products/services) to be is/are: \_\_\_\_\_  
\_\_\_\_\_
4. The relevant SICs are: \_\_\_\_\_
5. The size of my to be organization ranges in sales from \$\_\_\_\_\_ to \$\_\_\_\_\_.
6. The preferred climate is: \_\_\_\_\_
7. The preferred geographic location is: \_\_\_\_\_
8. The "culture" or "personality" of the firm should be: \_\_\_\_\_  
\_\_\_\_\_
9. The philosophy of management of the new firm should be: \_\_\_\_\_  
\_\_\_\_\_
10. The pay/compensation range in the industry for such a position is:  
\$\_\_\_\_\_ to \$\_\_\_\_\_.
11. The six companies I would most like to work for are:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
  - e. \_\_\_\_\_
  - f. \_\_\_\_\_

Once you have done this, you are ready to put together the information you need to work with for developing the in-depth research from which you can provide what information is available on the six companies of your interest. For each of the six companies, generate the following information:

Data Need for Each Targeted Company

1. Company: \_\_\_\_\_ Location: \_\_\_\_\_
2. Probable hiring executive - name & title: \_\_\_\_\_
3. Industry be product or service: \_\_\_\_\_
4. Corporate "culture" or "personality" type: \_\_\_\_\_  
Positives of this type: \_\_\_\_\_  
Negatives of this type: \_\_\_\_\_  
Techniques for dealing with the negatives: \_\_\_\_\_  
Source of information re type: \_\_\_\_\_
5. Management philosophy: \_\_\_\_\_  
Source: \_\_\_\_\_
6. Compensation scale location in the industry: \_\_\_\_\_
7. Identify the people you know personally from whom you can get referrals inside: \_\_\_\_\_
8. Identified needs and PSRs to fit needs:

Needs

PSRs Matching Needs

Needs

PSRs Matching Needs



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In order to obtain the information, you need to do three things:

1. Go over with your Consultant and determine what additional information you must obtain in order to generate the information to use in strategizing the penetration. Determine which of what is listed below under "2" and "3" is available through JCC and which you will have to obtain.
2. Review the following company information:
  - 10K Report
  - PR Firm
  - Ad Agency
  - Auditor/Accountants
  - Banker
  - Law Firm
  - Purchasing Agents
  - Search Firms
  - Management Consultants
  - Labor Unions
3. Interview/research the following sources which follow your companies to a greater or lesser extent:
  - Trade Associations
  - Trade Journals, Editors and Journalists
  - Wall Street Analysts
  - Suppliers
  - Customers
  - Recruiters
  - Stock Brokerage Financial Analysis
  - Investment Bankers
  - Newspapers and Magazines
  - Other clients in workshops, etc.

Once the penetration has been made, then the interview is set up and the standard 4-Step preparation is made and carried out including generation of an offer and the negotiations for the final compensation package. Do the above for your selected six and, if necessary, for a second round of six.

## NOTES

## **SECTION 7: IMAGING:**

### **PACKAGING THE TANGIBLE VISUALS TO FOCUS THE INTANGIBLE "PRODUCT"**

Imaging, like any other tool, can be misused. Too many people try to image in a negative way when it comes to job hunting. They define imaging in terms of trying to hide or conceal the lack of substance. To these imagers, imaging is like constructing a Hollywood movie set street facade with fronts held up with two-by-fours and nothing behind them.

This is not what we mean by imaging. We want you to image truthfully and positively. To us, imaging is to allow your substance, your skills, and your potential to shine. Imaging is to help you be more truthful about yourself, not less so.

Imaging concerns itself with the three V's: visuals, vocals, verbals - what you say is as important as how you say it and how you look when you are saying it. As Section T notes, the one thing most people fear is public speaking. Interviewing is but one type of public speaking. Unfortunately, when people are in such fearful public speaking modes, they quite often speak with in a monotone, stand or sit like a zombie, stare at the floor or ceiling, and exhibit little or no warmth or enthusiasm. The workshops are what give you the constant public practice in a safe setting where we can monitor your progress in how well you are imaging yourself in terms of the categories listed below.

#### **About Imaging and the Imaging Axiom**

The impression you leave with prospective employers will determine whether or not they actively seek a way to connect what you have to offer with their needs or the needs of the company.

Conclusions we draw about someone after initial meetings are based almost entirely upon inferences we make as to what the person "is like" - and the information we use to form these conclusions comes primarily from the persons behavior, not from what he or she says. We have all had the experience of being able to talk at considerable length about someone whom we met for only a few minutes. Phrases such as "He seems like . . .," are clues that our opinions are based largely on inferences about the person.

The imaging axiom is this:

Although imaging prescriptions are hard to put into practice, practicing them is the quickest way to cure your image.

"Imaging" is a word not found in most dictionaries, although it is often found within the marketing and advertising industries. The Walt Disney Organization has coined the terms "imagineers" and "imagineering."

To image is to form a mental image of something. Within our context, to image is to form a mental image of how we would best present ourselves as the best candidate for the position we seek.

To image is to call up a mental picture, to make it appear, to create a presentation of that picture.

Imaging, then, within the job hunting context, is the constant presentation of the picture which best represents what we can do, a picture we present by paying attention to the visuals (how we look while presenting ourselves), the verbals (the words we use in the presentation), and the vocals (how our picture sounds).

Imaging's importance should be clear: if you walk into an interview and turn off the interviewer by the way you look, or after it has begun you turn off the interviewer because of what you say or, as you speak, you turn off the interviewer by the way what you say sounds, you may very well not get a chance to speak further, let alone advance professionally.

Imaging is important for it tangibly represents what is really intangible: how you will do and fit in on the new job. The interviewer must go by certain cues as to how well you will do, how well you will fit in. He or she does this by observing you in costume, voice and performance, and uses that as the tangible representation of how well you will do. The key here is not to be angered by this criteria (for, if you were

to tell the truth, dear reader, you would admit that you respond this way also) but to use it as your guide regarding what to do to pass it.

### **Clothing/Dress/Costume**

The costuming rules most broken are those dealing with being unable or unwilling to select and wear enhancing colors and the failure to coordinate the various pieces worn. You need to plan your wardrobe around two or three basic colors which are best for you, and then to research what is being worn in the industry(ies) of your choice, and dress accordingly.

The costume factor is heard most often is the oft-asked question, "what shall I wear?" There are two general rules which you can use: dress in the appropriate manner for the position/level you are seeking or dress similar to the person you will be meeting. In both your choice of clothes and grooming, it is generally best to be conservative. Your objectives are to fit the mold of what is socially acceptable and to avoid an appearance that serves as a distraction.

Read the basic business magazines or trade journals to see how fashion is changing in your field(s) of choice, and let that also be your guide.

And never forget that we are talking about the interview, not the job. Although much of what is written here applies to the job also, what follows must be strictly adhered to for interviews.

#### **The following are the basic do's and don'ts for men:**

- suit: conservative cut  
dark blue, dark grey, or charcoal (solids or pinstripes, but not large pinstripes)  
no vest; (check pictures of key players in the major business magazines in stories of your industry to keep up to date on the "in" or "out" of vests)  
no sports jacket  
no plaids, no leisure suits
- shirt: solid color white or blue (prefer white over blue, especially on first interview of a series)  
long sleeve; no shirt sleeves  
no button-downs (even Ivy League schools recommend against them for interviews)  
no bright colors or floral prints
- ties: blue, red, or burgundy (no yellow, no plaid, no bright colored ties, no bow-ties)  
basic stripe, foulard or dot (no paisley, brocade or knit)  
tastefully patterned silk or polyester that looks like silk
- shoes: 5-eyelet lace-up black, cordovan, oxford. Shine or buff daily.  
no loafers or white shoes
- socks: Mid-calf length or higher  
solid color to match suit  
no short, white, argyle or patterned socks
- briefcase: leather or leather-like  
no satchel, plastic or luggage style
- ring: no more than one on each hand
- watch: yes

#### **The following are the basic do's and don'ts for women:**

- simple hairstyle (no evening-type hairstyle)
- tasteful make-up, not overdone
- minimum jewelry  
don't wear numerous bracelets that may jangle together  
one ring per hand, watch. simple necklace and earrings (no loop or dangling earrings)
- tailored suit or skirt and jacket of conservative color,  
preferably navy blue, camel, beige, or deep maroon, combined with tailored blouse (no skirt and blouse without a jacket; no low-cut blouse; no too-short skirt; no floral or plaid prints)
- simple dress or dress with matching jacket
- small to medium size leather or leather-like purse or leather briefcase (not both); no large purses and none made of straw or fabric

- don't wear gaudy fingernail polish

### **Body Language**

This includes such aspects as your posture, overall fitness, how you sit, the steadiness of your eye contact, hand gestures, and facial expressions. By feeling good about yourself physically, you will radiate a positive impression. Steady eye contact is closely tied to projecting a sense of power and confidence and is useful in your being able to pick up cues from the other person. Most of us have a need to look away when forming a response to question. If you have that habit, it can be changed by practicing in social situations where you are comfortable enough to be self-conscious about eye movements. Gaining control over excessive hand gestures or other extraneous (distracting) body movements can also be accomplished with practice.

### **Voice**

People generally associate a deep voice and speaking in a slow or measured pace with someone who is in command.

You can deepen your voice quickly by getting control over your inflection (the rising and falling of your voice), especially when asking questions or making requests. When asking a question keep your voice from climbing. When making a request, make sure your voice drops at the end. To some extent, you can change the overall pitch of your voice through learning to relax your vocal cords. (Have you ever noticed how the pitch goes up when someone gets upset or excited? This is primarily due to a tightening of the vocal cords.) Deep breathing from your abdomen also contributes to pitch and can be modified with practice and by getting into better physical condition.

Slowing down your rate of speech adds to your image of being in control of yourself and provides two other benefits as well: what you say is, in effect, "second draft thinking" and is easier for the other person to follow. A key to slowing down is to take more time before beginning to respond. Deciding on what to say before you begin to speak will cut down the length of your response and will result in a firmer ending to your response.

An excellent way to work on your voice is to tape record and play back your end of telephone conversations. To evaluate your progress, tape your voice as it comes across "naturally." After playing it back a few times, set it aside for a week or two, while continuing to work with another tape in the meantime. Then listen to the first tape again.

Human beings talk at the rate of 170 - 220 per minute. Speak too slow and you put others to sleep. Speak too fast and you make others tense. To avoid the various mistakes, adhere to the two minute rule and the two-part question-response technique. In this way, you do not force the other to do the hardest thing in the world - listen; you let them speak, and in doing so, find out what areas are the most important to them so you can speak to them on what is important to them, not of what is of interest to you.

### **Oral Communications**

Again, what you are doing, whether you want to or not, is making an impression. The key is to make a good impression that lasts. How you speak contributes significantly to this. Let's repeat what has been said before about oral communications and the techniques to use when speaking: avoid speaking for more than two minutes at a time and use the question-response technique to enable you to engage in effective listening. The benefits for doing so bear repeating:

- You get to the point quickly without burying yourself in detail;
- You reduce the chance of bringing up a liability or a problem area;
- You avoid frustrating the listener's participation (and thus, patience) in the dialogue;
- You can be more confident that the flow of conversation follows the interests of the prospective employer;
- You ensure that the interviewer does the majority of the talking (when they do, they

- remember you as being a great conversationalist);
- You listen more and talk less, enabling you to gather important information which will make your own statements and PSRs more relevant later in the conversation;
- You enable yourself to appear to be in control of yourself while at the same time appear to be a team player in your relationship to your prospective employer.

### **The Place of Fitness: Diet, Exercise, and Rest**

There used to be an old razor commercial which promised the user that he would "look sharp, feel sharp, be sharp." The job hunter too must look sharp (appear to be: visual), feel sharp (convey it in both verbals and vocals), and be sharp (rehearsed, practiced, ready).

All job hunters need to exercise at least 30 minutes a day, three days a week (check with doctor first before beginning any exercise program). Exercise (or increasing what little you do now) will have a positive effect on your appearance in a matter of weeks, will make you feel better, and will reduce your appetite.

Your diet must be healthy, steady, and contain no more calories than you need to sustain yourself. It must be low in fried foods and high in energy foods. The lunch which gives the most energy and is most likely to contribute positively to staying awake in the afternoon is a tuna sandwich on whole wheat bread.

Drinking of alcoholic beverages and smoking (cigarettes, cigars, pipes) must be curtailed if you can't eliminate them altogether. Under no circumstances should you drink alcoholic beverages during an interview or while on an interview trip.

Lunch and dinner must be small, consist of things which stay on the fork and that which does not splash.

And, whatever hours you need to stay rested, look good, and not leave bags under the eyes or hunches in your shoulders must be your nightly quota. At least one day of the weekend should be devoted to resting and relaxing.

Check the myriad of diet, exercise, and health books on the market, find one which appeals to you, and follow it. If you are considerably overweight, diet down to where you are not more than 20 pounds overweight.

### **Suffering Alone Within the Confines of Your Affinity Group**

Job hunting can be ego deflating, identity threatening, and anxiety producing. No question. However, you don't want to wear it on your sleeves, whether in public or in private, for it does nothing to foster the image you are attempting to maintain of being the responsible one for whatever jobs you are interviewing for. If you can practice putting on a good face, practice acting calm and confident at home and with your friends, and not leave any kind of negative image, you can feel certain you won't do so in an interview.

The place to express such problems is in the various affinity groups called workshops. You should never tell your mothers, for your mothers love you regardless and thus have no compunction telling friends and others how their daughters are doing, regardless of whether it is good or bad. Such stories comprise the impression others obtain of you, and they could get before either someone you want to interview or the spouse of someone you want to be referred to.

But the key reason is habit. You need the habit of positiveness. Agonizing at home only reinforces the negatives, not the positives, so don't do it.

### **Guidelines for Establishing and Exercising a Positive Image**

In developing a positive image, remember the basic messages you wish to convey:

1. You are a confident person and in control of your own actions. Avoid anything either in your appearance or in what you say which could be distracting.
2. You are a likeable person and a team player. Most employers would prefer to work with

people whom they enjoy and who willingly follow orders.

3. You have the sense of power and authority to get things accomplished. This is essential to your being perceived as a manager or as one who can represent the company's interests in dealing with outsiders.

One final bit of advice regarding image projection: be attuned to your own internal signals. Assume that what you are feeling inside will be reflected on the outside. Feeling nervous, intimidated, insulted, or expecting that you won't win - these internal signals will reduce the possibility of developing the personal chemistry or "positive energy" that is essential to having the other person want to hire you.

To maintain a positive attitude, apply these three guidelines:

1. Don't let yesterday's disappointments affect today's delivery.
2. When you are rejected, assume that the person doesn't want to make the effort to pay attention to what you have to offer or that other circumstances are the cause for your not being invited back for a second meeting.
3. Consider the face-to-face meeting as a performance where your goal is to obtain the best possible sale, be it a job offer or referrals. Treating any opportunity too seriously - no matter how attractive it might be - takes the enjoyment out of the encounter and dampens the enthusiasm you want to generate, and can cause you to over-do and disqualify yourself.

### **Imaging at Interviews**

The first image formed is when you arrive. Make sure you arrive at the interview office no more than five minutes ahead of time. Certainly you want to arrive at the building and floor before that. You always want to leave extra time in case of flat tires, delayed trains, etc. Wait in a nearby coffee shop, in the lobby, ride the elevators, or whatever, but don't walk into the area where the interview will be held until five minutes before.

They too are into imaging, whether they are conscious of it or not. The secretary or receptionist may need to empty ash trays and straighten out magazines or other reception area materials. The person you are calling on may be on a confidential call and will feel irritated if he or she has to make a special effort to not be overheard.

As you enter the building and office, assess the environment. Is it one you want to work in? Maybe the job is such that no matter how dreary or terrible the physical space, the position and experience will be worth it.

On the other hand, cement floors and hanging or torn ceilings indicate that there will not be a whole lot spent on creature comforts. So, look around; evaluate. It may be that in your negotiations you will have to ask for that which you feel is minimal in a creature comfort sense.

When you walk into the interview, be sure to note the placing of the chair. If it is not facing the interviewer, move it so it does so before sitting down, or else you will not only look silly but get a crick in your neck.

If there is a table or easy chairs, head for them instead of the chair by his or her desk. Let the interviewer move you back to the less desirable chair at their desk.

Sit upright in your chair, with your buttocks as far back in the chair as you can get them. If the chair has arm rests, do not put your elbows on them, for doing so not only hunches your shoulders, it can cause you to rock in the chair. Rest your forearms or wrists only.

Men: do not cross your legs; it causes you to slump. Women. whose hip structure is different, may cross their legs, for doing so does not put them in a slump.

Smile throughout, to all you encounter, no matter how high and low their status.

Make a friend of the interviewer. If you can't negotiate a job offer, you want to negotiate referrals.



Always remember, whether you like it or not, you are giving off an image. Make that image positive and it will work positively for you.

Other aspects of image-making (dress, body language, eye contact, hand gestures, body position, etc.) are not visible when using the telephone. However, you can create a sense of business efficiency and avoid "distraction" by keeping your purpose in mind.

In order to sell anything, you must believe in it. The same is true of yourself. You cannot expect others to believe in you unless you believe in yourself. The key is to develop a winning self-attitude before you attempt the sale. If you lack conviction, you will appear insincere or unbelievable. With your written preparation for both interviews and phone calls, especially your phone scripts, PSRs, resume, and other supporting documents and material, you should find it easy to not only be impressed by you, but to be "sold" on you, the product you are selling. And when you are sold, you can sell others.

## **HOW YOU LOOK AND SOUND: SELECTING AND DEVELOPING YOUR PROFESSIONAL IMAGE**

### **A. ASSESSING YOUR PRESENT VISUAL IMAGE**

Observe yourself in the mirror (or video tape when available), seated as well as standing. Notice all items including posture, clothing, eye glasses and personal grooming (hair style, hands, make-up, jewelry, etc.). Now, answer the following questions:

1. What is my career goal?
2. If I met myself as a stranger, what assumptions would I make about my profession based on appearance only?
3. How do I want to be perceived by others?
4. How does my appearance compare with that of my subordinates?
5. Does my field of work require my appearance to be more:  

Creative _____	Comfortable _____
Powerful _____	Flexible _____
Conservative _____	
6. How does my appearance compare with that of my peers?
7. What classic clothing items do I now have?
8. What wardrobe items would improve my professional image?

### **B. ASSESSING YOUR PRESENT VERBAL IMAGE**

Record yourself reciting your product introduction and telling two PSRs. Now, answer the following questions:

1. Do I enjoy listening to me? \_\_\_\_\_
2. If I heard this voice on the phone, would I want to meet me? \_\_\_\_\_
3. Do I sound as if I "belong" with profession and position I have held?
4. Do I sound as if I "belong" in the profession and position I want?
5. Based on voice alone, what is the speakers profession and position?
6. What do I notice regarding the following with reference to my speaking voice?
  - a. Volume
  - b. Speed
  - c. Accent
  - d. Tone (high pitch, low pitch)
  - e. Mood (tense, relaxed)
  - f. Grammar
  - g. Sincerity (believable)
  - h. Interest (animated or monotone)
  - i. Use of trite phrases ("like", "you know", etc.)
  - j. Excess use of connectives ("um," "uh," etc.)
7. Do I need help? What kind?

### **IMAGING AND ROLE PLAYING**

You must image yourself in a more positive way. Don't forget, companies spend millions of dollars to train their salespeople. For your campaign, we are your sales trainers, you are the salesperson. You must learn the system in order to be able to successfully sell "out there." You are also, in this age of multiple realities and simultaneous role playing, you're own broadcaster and star of your show. You transmit your programs (your presentation of self). You receive ratings from the audiences you perform before (they make you an offer, hand you off to the next person in the interview chain, or give you a referral). You can project comedy, drama, information, and news, as you tell your story, doing so by not looking at your future through the lens of your past (discussing anything in your past as past), but rather, by looking at your past through the lens of your future (discussing only that of your past which is what you want to continue to do, doing so in future application terms at the same time). In the same way that Marshall McLuhan said the medium is the message, you are the message (with your media being you in multiple forms: yourself in written form (in resume and cover letters), and yourself in your stage performances (regardless of which of the two stages on which you are performing: the networking stage or the interview stage).

Today, whether in politics or business, no serious candidate -- even a veteran actor like Ronald Reagan -- now goes before the voters without the advice and counsel of media and presentation gurus, who provide influences in all areas, from how to present their issues to what makeup to use in person and on TV.

Television has changed the way we view each other. Whether this is fair or not does not change the equation. The acceptable interview style is really the style that's acceptable on television: relaxed, informal, crisp and entertaining. This is becoming the modern standard for an effective communicator. This is why rehearsing on video tape as a kind of "flight simulator" is so important for your campaigns and why, therefore, the weekly workshops can be so helpful to you.

It's extremely important that you recognize that you have to be a performer (although many reject this out of hand). You perform roles now as offspring, sibling, spouse, parent, lover, boss, subordinate, colleague, neighbor, fellow member of whatever organization, committee chair, committee member, etc., etc., etc.

When we asked you to read books like that of Roger Ailes' new one: You Are the Message: Secrets of the Master Communicators, (from which the central part of the following ideas is taken), it is because you need to be focussed in a specific way if you are to be successful in your job hunt.

Think of job interviews or talking with people in networking or cocktail conversation or any other conversation, as being the same as giving a speech: evaluate your audience, consider the occasion, determine your purpose, decide on a central theme or specific stories to tell, present your facts and views, talk for never more than two minutes at a time, and in each case ask a question at the end of each two minutes or less statement to either qualify what you have said (to gain assent from the one with whom you are talking), clarify what the other has said (to gain new information in order to tell your story with more clarity and precision), or to elicit a statement of one or more needs from them (to enable you to then recite the appropriate PSR(s) to substantiate and validate the fact that you can help them meet their needs.

Your success in interviewing and networking, and in any presentation of self, will be directly proportional, therefore, to your ability to show that you are self-confident and exude it (meaning about yourself as opposed to confidence related to your job or material possessions), to show that you are comfortable with yourself and can make the other comfortable, that you are in charge of your life, that you have concrete goals and a definable mission (sense of purpose; situation script, product definition), and that you are natural and unpretentious, regardless of circumstances.

You do have to look strong, confident, grounded, and happy with yourself. You must convey your thoughts and show your feelings with conviction. If you enter an office or room and try to become invisible, to avoid changing or interrupting it, you will not succeed. To succeed you must be prepared to go into any kind of communication process and change the flow, to take control.

The key is communications skills. The day when the most qualified got the job are over, for now there are more than one equally qualified for the job. Thus, and this becomes a bigger consideration every year, the one with the best communications skills gets it.

The job interview is one of the most important communications situations you face. A great resume only opens doors. After you are in the door, the interview is everything.

When interviewing or on the job seeking promotion or positioning yourself for one, the following checklist is for everyone:

- Physical appearance: dressed and groomed appropriately for the job, the company and for the industry "corporate culture"
- Self-assured: put interviewer(s) at ease
- Can communicate the following clearly, briefly, and interestingly:
  - That you will represent a return on the employer's investment in you and add to the value of the company
  - That you are able to deliver "mini-case histories" (PSR's) of your achievements, focussing on the results, not the activity
  - That you are knowledgeable of the industry (marketplace, products, personal contacts, inside and outside pressures)
  - That you are knowledgeable of the company (including its goals, challenges, history, and top management (which, if you can't find out in advance, you can do so at the interview via asking "need elicitors").

Each of these represent excellent opening questions and need elicitors.)

Have PSR's that go beyond min-case histories of your accomplishments, and which show:

- Maturity and readiness to take on responsibility examples
- Desire and enthusiasm to learn and grow on the job
- Positive attitudes toward management and co-workers
- Commitment and involvement: doing more than the basic job requires
- Understanding of the technical language and the practices of the industry.

Communicate by sitting and walking upright, being comfortable and confident, and looking the interviewer in the eye. Smile. Smile. Smile Listen actively. Nod and show interest with your eye and face.

Don't communicate negatively by: (1) slouching; (2) fiddling with your hair, glasses, pen, or clothing; (3) averting your eyes; (4) mumbling; (5) criticizing former employees, bosses, or co-workers; (6) being aggressive or arrogant or rude; (7) arguing with the interviewer, and (8) apologizing for any of your shortcomings.

**The four key, essential elements of good communicating are:**

- |                     |          |
|---------------------|----------|
| (1) Be prepared!    | Are you? |
| (2) Be committed!   | Are you? |
| (3) Be interesting! | Are you? |
| (4) Be likeable!    | Are you? |

Likeable is the "magic bullet" that swing elections and builds promotions. Ronald Reagan is a past master. You communicate likeableness with optimism, showing concern for others, seeing opportunity in every difficulty, handling stress, laughing easily, especially at yourself, and by performing at your best in crises and humbly in prosperity.

Finally, know and understand that as a job hunter, you need to communicate your value. This can never be over stressed. It is key. It is essential. You need to know how to communicate the value that you are qualified technically and managerially, and that you will fit in personally.

Ailes would state that you need to know that you have a bill of rights regarding your communications about yourself, what one author stated in entitling his book "Advertisements for Myself." You have the right to improve your communications skills, just as you have an obligation to do so in today's highly competitive market. Without the kind of training you will receive on this program, you would join countless other talented and intelligent people who avoid all public speaking, interviewing, and media situations because they fear the embarrassment that can come from a poor performance.

In an interview, you have the right not to answer questions as much as you have the obligation to answer them. The key, then, is how you answer them. You have the right to choose your words in advance and not be forced to use the words of the interviewer. You have the right to research and rehearse your words and responses in order to do this well. You have the right to understand the technical nature of the interview as well as the social-psychological aspects. You have the right to know what to wear for any given interview and communications setting. This is why we emphasize the three V's: verbals (what you say), vocals (how you say it), and visuals (how you look while doing so).

Interviews are not fraternity or sorority gatherings. They are business meetings. They are just as much a part of deal-making as junk bond offerings. And, for you personally, just as important. Many interviewers are trained. If they are not trained, they at least have had practice. So have you, at interviewing, but not at being interviewed. Don't get into the ring if you are a rank amateur.

This is why we urge you to thoroughly learn the communications strategies and scripts of the Manual, especially Sections 13, 14, 18, and 19.

Remember: as Ben Padrow and Elaine Cogan have so eloquently written: you cannot not communicate. You want to communicate your value and desirability. Thus, you must use not only the techniques and strategies of marketing but also of mating. Those who do will win their new jobs. Those who don't will not.



## SECTION 8

### MARKETING PLAN FOR THE CAMPAIGN

#### MAPPING THE STRATEGIES AND TECHNIQUES TO FULFILL YOUR FUTURE

Your Marketing Plan is your guideline for throughout your campaign. However, it is not carved in stone. Your Job Hunting Campaign is like firing a rocket to the moon. We see the moon and we can aim at it and rocket our way towards it. However, we also know that there are gravitational pulls and other forces which can cause the rocket to move off course. To be off only one degree would mean missing the moon by tens of thousands of miles. To avoid that, course correction rockets are fired periodically to keep the rocket on course. Your consultants and your peers in the workshops will serve as retro-rocket firers.

#### I. MARKETING STRATEGIES AND TECHNIQUES

- A. Overview
- B. Key Terms
- C. The Marketing/Selling Context for "You" (an intangible)
- D. The Two Minute Drill and Question Response Strategy/Technique
- E. The Selling Format: PSR Stories
- F. The Role of the Trojan Horse: Submerging the Personal Self Inside the Professional Self

#### II. TARGETING AND POSITIONING: ESTABLISHING A MARKETING FOCUS

- A. Your Marketable Strengths
- B. Your Real or Perceivable Marketing Liabilities
- C. Definition of Product Being Sold
- D. Targeting and Positioning
- E. Compensation/Salary Package

#### III. RESUME

#### IV. MARKETING AND POSTIONING STRATEGIES IN NETWORKING AND INTERVIEWING

- A. The Traditional Job Hunting Approach
- B. New Boy/Girl Networking
- C. Positioning for a Created Position as well as an Existing Position
- D. Marketing Through Clients
- E. Marketing Through Telephone Follow-Up
- F. Marketing Through the use of Scripts
- G. Campaign Completion

#### V. INTERVIEWS

- A. Performance
- B. Relationship Between Blown Interviews and Blown Jokes
- C. The 5-Step Referral Interview
- D. The 4-Step Employment Interview
- E. The Interview Practice Format
- F. The 5-Step Referral Interview ("How to")
- G. The 4-Step Employment Interview

#### VI. IMAGING AND PACKAGING GUIDELINES

#### VII. RECOMMENDED READING LIST

#### VIII. POINT SCORING: CAMPAIGN ACTIVITY SCORE CARD

#### IX. NEXT STEPS AND FIRST MONTH ACTION PLAN

#### I. MARKETING AND COMMUNICATIONS STRATEGIES AND TECHNIQUES

## A. Overview

The theoretical underpinnings underlying the following key terms and techniques are outlined in more detail in Sections 3 & 4. The techniques themselves are outlined in detail in Manual Sections 5-7, 9-19.

- B. **Key Terms:** perception (it controls behavior; see Sections 3, 4 & M10 performance (script, role, costume; see Sections 3 and 4); image (presentation of self; see Section 7); ritual ("instinct substitutes"; see Section 4).

## C. The Marketing/Selling Context for "You" (an intangible)

Performing the roles and rituals of the Job Hunter, not Job Holder (see Section 4)

## D. The Two Minute Drill and Question Response Strategy/Technique

Make no response longer than two minutes (equals one page of information, typewritten, single-spaced). End each statement with one of three types of questions: a need elicitor regarding what interviewer wants, needs envisions, hopes, desires, etc., about both now and the future; a clarifier of what interviewer has said; or a qualifier on how you are doing (see Section 18 for more detail).

## E. The Selling Format: PSR Stories (see Section 10)

Telling your story in terms of your interviewer's needs: provide the professional parables demonstrating what you have to offer. Why a story? Because the meaning is derived by the listener according to his or her needs (they fill in the blanks, usually to your advantage). They can't do this with laundry lists of your qualifications (not that laundry lists can't be woven into your stories). Stories provide open-ended messages, are great teaching devices, and are memorable to the listener. They help to relate common experiences understood by the listener, and can provide the best and most common experiences understood by the listener, and can provide the best and most positive side of the teller. They enable you to present plausibility statements and construct the reality that you are acceptable both personally and professionally (see Section 4).

He/she who asks the questions controls the interview. Use the PSR format and two minute rule/question response strategy to control:

P=Problem (2 sentences):	"The Problem was..."	Gets listener's attention and sets the stage.
S=Solution (2 sentences):	"So, what I did was..."	Shows capability; "I", not "we".
R=Results (1 sentence):	"And the result was..."	The punch line.

## F. The Role of the Trojan Horse: Submerging the Personal Self inside the Professional Self

Demonstrating you belong both professionally (can make/save money, solve problems) and personally (belong, fit in). See Section 4.

# II. TARGETING AND POSITIONING: ESTABLISHING A MARKETING FOCUS

## A. Your Marketable Strengths

Your written list from us of your marketable strengths must be stressed in your interviews. Following this first consultation, add any additional marketing strengths, and rank all of them in the order of importance and bring your ranking back for discussion at your second consultation.

## B. Your Real and/or Perceivable Marketing Liabilities

Your written list of marketing liabilities encompasses those characteristics, real or imaginary, which are potential negative perceptions, able to disqualify you for the job you seek. The indented statements indicate how to eliminate or minimize them so they won't disqualify you.

After discussing them during this first consultation, add any other marketing liabilities you feel you should add to the list, rank them in their order of importance for preventing you and bring your list back for discussion at your second consultation. Add any additional thoughts on what you are going to do to eliminate or minimize them.

### **C. Definition of Product Being Sold**

Section 18 discusses how to construct such a definition. As you go through your campaign, things, events, insights, and self-reflection will continuously alter the definition which you currently have.

### **D. Specific Targeting and Positioning for Discussion at First Consultation**

- |  |  |                     |
|--|--|---------------------|
| 1. <u>Industry Options for Discussion</u>              | 2. <u>Industry Targets</u>   | 3. <u>Comments</u>  |
| 4. <u>Size Options for Discussion</u>                  | 5. <u>Size Targets</u>   | 6. <u>Comments</u>  |
| 7. <u>Functional/Title Options for Discussion</u>      | 8. <u>Functional/Title Targets</u>   | 9. <u>Comments</u>  |
| 10. <u>Geographical Options for Discussion</u>         | 11. <u>Geographical Targets</u>  | 12. <u>Comments</u> |
| 13. <u>Current Situation and script for Discussion</u> | 14. <u>Job Search Pitfalls and Problems and How to Handle Them (&amp; Scripts)</u> |                     |

### **E. Compensation/Salary Package**

1. Current or Most Recent Salary:  
Acceptable Next Salary Range:  
Specific Salary Goal:
2. Salary and Compensation Realism Factors:
  - a. Maturity of company: growing, stagnant, declining
  - b. Geographical location
  - c. Industry
  - d. Whether or not they have been "Hay scaled" or its equivalent



- e. Whether private or public sector
  - f. Whether closely held or publicly held
  - g. Whether family owned or not
  - h. Other
3. Additional Compensation Package Desired Elements:

### **III. RESUME**

### **IV. MARKETING AND POSITIONING STRATEGIES IN NETWORKING AND INTERVIEWING**

#### **A. The Traditional Job Hunting Approach**

- 1. Develop a resume
- 2. Send resume to companies
- 3. Send answer to recruiters
- 4. Answer want-ads
- 5. Talk to friends, relatives and acquaintances

#### **B. New Boy/Girl Networking**

- 1. Expanding networking to affect appropriate and proper linkage, even with strangers and others you've never met.
- 2. Networking with any with whom it is plausible and appropriate, whether you know them or not (see Section R).
- 3. Seeking linkage between various networks related to your subject/field/discipline/skill/technical areas/interest areas.
- 4. Review Section R.
- 5. Develop priority list of whom to approach based on Section 14.

#### **C. Positioning for a Created Position as well as an Existing Position**

- 1. In the interview and through prior research, identify needs, ascertain problems, and pinpoint those needed to fill them.
- 2. Review Sections 5-6.

#### **D. Marketing Through Others Attending Job Hunting Seminars**

Network with those in the Orientation Seminar and then with everyone each time you are in the workshop.

#### **E. Marketing Through Telephone Follow-Up**

Because letters can get lost or re-routed, you do yourself an injustice to make a mailing and then wait for the phone to ring. You extend yourself significantly into the marketplace by following up all mailings with a phone call. See Section 15.

#### **F. Marketing Through the use of Scripts**

The more you are able to develop scripts for all occasions, for PSRs as well as for questions that could be thrown at you, the more you will appear to be competent, capable, and competitive, and the one who will most fit in and belong. See Sections 15, 14, 18, & 19. To get the most out of the scripts, you need to rehearse them and then you need the interactive feedback of your fellow job hunters to help monitor and improve your recitation of your scripts in the workshops.

#### **G. Campaign Completion**

- 1. A campaign is considered completed when you obtain a desired, satisfactory or acceptable new position. This can also be obtained through the "two step" process, by going into business for oneself, by beginning a consulting practice, or by

deciding to retire. Any new position obtained can be in a different company, the same company, in a company you decide to start on your own, or no company in the case of retirement.

2. A campaign is also considered completed when you decide, as a result either of marketplace feedback, organizational changes in your firm, or changes in your personal situation, to retain your current position.

## V. INTERVIEWS

**A. Performance:** dramaturgical context and preparation: script/role/posture/costume/rehearsal.  
Resume = script base; interview = New Haven; new job = Broadway.

### **B. Relationship between Blown Interviews and Blown Jokes**

The reasons why people "blow" jokes are the same for why it is that jokes are blown: lack of appropriate and proper information:

1. poor timing
2. lack of animation appropriate for story
3. forget the punch line (or start with it)
4. derailed on details - talk too much
5. leave out key material
6. the story or language used is inappropriate to the audience and/or the situation
7. teller does not know the audience and therefore has not figured out the best way to get the story across
8. the audience is not ready to receive the story at the time of the telling
9. the story meets the teller's needs, not the listener's
10. use of stale material

The difference which preparation (script plus rehearsals) makes is the difference between the performance of any actor/actress in a film/TV/stage show and his/her appearance on talk shows: prepared and persuasive vs. unprepared, unpersuasive, embarrassing.

**C. The 5-Step Referral Interview ("cold calling"; advice exploring). See Section 14.**

**D. The 4-Step Employment Interview (for actual positions). See Sections 18 & 19.**

**E. The Interview Practice Format (for both 5-Step and 4-Step)**

Action

Script

**F. The 5-Step Referral Interview (for details, review Section 14)**

**STEP 1: Give your contact your resume for critique:**

To friends and acquaintances: As you hand them your resume, say: "I have been working on my resume and would appreciate your comments on it."

To drop-ins and when cold calling (after introducing yourself and obtaining his/her name): Hold your resume prominently in view and say: "I'm thinking of sending my resume to your company (firm/organization) and I'm not sure I've put in everything your company would want to see." If they don't ask for it, then hand it to them and say: "This is my resume. I would appreciate your comments on it."

**STEP 2: Ask his/her opinion of your resume:** "What do you think of it?" "How would you improve on it?"

**STEP 3: Agree** with what he/she says; make good listening noises. Do not defend your resume.

**STEP 4: Get a referral:** "If you were me, to whom would you show this?"

**STEP 5: Get information** about the person(s) to whom you have been referred:

"What is the best way of contacting\_\_\_\_\_?"

"What else can you tell me about\_\_\_\_\_?"

Review Section 14 for an in-depth explanation of the 5-Step, and see Section 14.5 on categories of people to 5-Step.

**G. The 4-Step Employment Interview (for details, review Section 18).**

**STEP 1: BREAK THE ICE:** establish affiliation (commonalty of background). OR: refer to the third party who referred you. OR: compliment the interviewer based on his/her actions. OR: comment on an object of mutual interest.

**STEP 2: SUMMARIZE PRODUCT BEING SOLD - "YOU"** (memorize, work on, and continually refine your statement of II.C.2. above).

**STEP 3: ASK TWO-PART QUESTIONS** (part 1 = a statement; part 2 = a question) about the company or the interviewer, based on (1) third-party referral information; (2) readings; (3) observations; and/or (4) comments made by the interviewer.

The interviewer has FOUR OPTIONS regarding how to respond to your two-part questions:

**OPTION 1:** If your question is answered and the topic remains the same, ask another two-part question, extending his or her answer and/or logic.

**OPTION 2:** If you are asked a question about your past, respond with a PSR story and then ask a qualifying question.

**OPTION 3:** If you are asked how you would solve an existing or future hypothetical or real problem, respond with:

- (1) "Based on what I know so far about your company and its players, it's difficult for me to predict exactly how I would handle that. However, it reminds me of a similar situation when I was with\_\_\_\_\_

Give a PSR story related to the need, and ask a two-part question.

OR:

- (2) Ask a qualifying question; e.g., "What do you see in that experience or situation relevant to me and my situation?"

**OPTION 4:** If an objection arises (which is usually a stall and/or a reason not to buy, usually related to credentials - lack of MBA, age, income, sex, lack of certain industry or product knowledge), respond with:

**THE 4-PART LOCK STEP (M-E-M-O-R-I-Z-E)**

- (1) "I appreciate your concern."  
(2) "As I see it, the person you need should be able to\_\_\_\_\_  
  
Isn't that basically correct?"  
(3) "If I could show you that I have that ability, would that influence your thinking?" (Or: . . . make a difference?")

- (4) Give a PSR story as an example.

**STEP 4: END THE INTERVIEW:** close the meeting but don't leave without something (following are in descending order of importance; when you get one, stop):

- (1) "Where do we go from here?" (Seek a second interview or appointment with interviewer or next person in the interview chain.)
- (2) "When can I get back in touch?" (Seek a time for you to call back.)
- (3) "When do you think that will be?" (Seek an indication of strength of interest; get a time.) If evasiveness continues:
- (4) "Based on what you know about me, how do you see me fitting into your company?" (If #1 - 3 go nowhere, go for the "order".) If no:
- (5) "Since there doesn't seem to be any opportunity with you, who would you refer me to, inside or outside your company?" If none:
- (6) "What advice and counsel can you provide me regarding both my job search and on improving my interview skills?" (Find out what you are doing wrong so you can correct it; otherwise, you will repeat your mistakes and gain little from your interviews.)

See Section 18 for an in-depth discussion of the 4-Step.

Never lose sight of the fact that it is in the interview where everything comes together. It is in the interview where offers are made to you. It is where the negotiations take place in earnest. And, it is where most people stumble and waste opportunities and unknowingly cut down bridges behind them. Review Sections T and U.

## **VI. IMAGING AND PACKAGING GUIDELINES**

To properly image and package you, and continue to play the appropriate role, you have to learn to apply yourself by learning the traditional rules (that which is expected), roles (mastering the art of appropriateness, acceptability, and plausibility), and the rituals (strategic conforming) required to play the job game successfully. The workshops and your home rehearsals will reduce stress and prepare you for the "surprise" questions and personnel tactics that occur in interviews.

See Section 7 for a full treatment of imaging.

## **VII. NEXT STEPS AND FIRST MONTH ACTION PLAN**

### **A. General: throughout campaign**

1. Study this Marketing Plan
2. Read and study this Manual.
3. Practice/rehearse your script lines for the 5-Step and 4-Step.
4. Spend a minimum of 30 minutes per day on your campaign.
5. Keep a daily/weekly log/journal of your job hunting activities.
6. Review Carnegie's How To Win Friends and Influence People before and after both 5-Steps and 4-Steps, and in general once a week.
7. Maintain interview apparel.
8. 5-Step a minimum of ten people per week.
9. Submit Interview Report Forms by mail and check-in by phone after each interview and in preparation for each stage of negotiations.
10. Call in when you have questions or feel uneasy/depressed/frustrated.
12. Review this Marketing Plan and Section
13. Teach the 5-Step and 4-Step to someone close to you to better learn the techniques (when you can teach it, you know it). Teach \_\_\_\_\_
14. 5-Step 15 people per week.
15. Complete or at least gather material for your portfolio if you are going to do it over.
16. Develop, write and memorize your definition of the product being sold.
17. Identify any list(s) of companies/organizations of interest to you.
18. Write out, in rank order, your marketable strengths.

19. Write out, in rank order, your job hunting liabilities.
20. Assume you are to write an article on the conditions surrounding the industry(ies) or type(s) of job(s) you are looking for. List four potential article topics.
21. Assume you are to write an article on the areas of your own specialty(ies)/expertise (administrative/management and/or technical). List four potential article topics.
22. List all professional associations, their locations, and their journals representing your discipline or specialty.
23. List all trade associations, their locations, and their journals representing your industries of choice.
24. As you understand it, what are the key debates, issues, and questions in your industries of choice regarding problems confronting them in general and the proposed solutions for solving them, and in regard to your functional specialty in particular?
25. Identify, in writing, by category, those of Section 14 you feel it makes the best sense for you to talk to or try.

## **Section 9; Tracking your campaign**

## **SECTION 10**

### **COMMUNICATIONS STRATEGIES:** **FITTING THE TOOLS, SCRIPTING THE SCENES, TELLING THE STORIES,** **AND WRITING YOUR LETTERS**

#### **INTRODUCTION**

All communications are for a purpose and all communications have a result, regardless of whether or not the person doing the communicating is aware of it. To maximize your communications opportunities, you need strategies, scripts, and techniques to follow to ensure that you do maximize your opportunities. This is true regardless of whether your communication is made orally in person or in writing on your resume or in your letters.

Remember that regardless of whether you are involved in a formal job interview or in a networking interview, the way in which you communicate will greatly influence the person you are communicating with as to whether they are going to make you a job offer or give you a referral.

Even when dealing with friends, the context is still business. Anyone they refer you to will use you as a reflection on them. If they don't think you are going to reflect positively, they will not respond, be the response to refer you to their company (hire you) or refer you to another person or company (where you could interview for a position).

Remember that the focus of all your communications is to either lead to a job interview or to an interview with a person who can lead you to one.

To persuade, convince, entertain, or move to action, your communications need to be scripted and well thought out in advance. You need to have outlines in your mind into which you plug the key information about yourself in terms of both what you can do and in terms of what you convey you would like to be able to do.

#### **KEY COMMUNICATIONS TERMS**

The following key terms discuss what is at the heart of what you need to communicate successfully, whether the goal be the obtaining of an interview or of an offer in an interview.

#### **PERCEPTION**

All behavior is controlled by perception. It is up to you to get the correct perception across. Section T, on the interviewing, will go into more of the details of this dynamic. For now, you must understand that you are the single most important person involved in getting across the perception of what you are. Perceptions are to a good degree based on a given definition of a situation. The point to remember here is that regardless of whether or not the definition of the situation is real, the consequences of the definition will be real.

When the perception held sway that the earth was flat and that sailing away from land would result in falling off the edge of the world, people did not sail. The perception was false. But the consequences of no sailing was very real, as any recall of Columbus' troubles in getting anyone to back his intention to do so verifies.

The philosopher Camus said that utter candidness is hell. In your communications, you must be sure that what you are communicating is really true and not conveying a "truth" (perception) which is ultimately false vis-a-vis you and your being and capabilities, but which nonetheless disqualifies you. Thus, the name of the job game is not to try to hide the truth but to tell it in such a way as not to suggest "truths" which are not true. For example, if you are a sky diver and interviewing for a job as a banker (or with any other conservative company), it would be truthful to discuss your weekend hobby, but not truthful to convey the perception that you are foolhardy, cannot be trusted with the safety of your own life, let alone the money or assets of others.

#### **PERFORMANCE**

Many people believe that being spontaneous is the answer, and yet who would watch a movie in which the actors respond spontaneously, extemporaneously, impromptu? It would be the same as watching Candid Camera: fun for a few minutes, but boring after that. Films, play, shows are all staged, scripted, rehearsed. The difference in the communications of such preparation (script plus rehearsals) and that which is not scripted and rehearsed is the difference between the performance of any actor/actress in a film/TV/stage show and how they appear on talk shows: prepared, believable, and persuasive vs. unprepared, unpersuasive, and unbelievable. To many watching, it is embarrassing. An interview, whether for an actual position or one in which you are seeking leads and referrals, can be the same: prepared, persuasive, and believable or unprepared, unpersuasive, unbelievable.

The major resistance to such preparation for interview performances is the desire to appear spontaneous and not "canned." Yet has anyone ever accused films or stage plays of being wooden, mechanical, and lacking enthusiasm? Quite the contrary. The reason they do appear spontaneous, real, enthusiastic, and as if they are reciting their lines for the first time is because they have rehearsed their lines under expert direction.

We enable you to experience the same kind of fine rehearsal time and direction when you rehearse during the weekly workshops and demonstrate your ability before a gathering of your peers regarding how well you are at accurately communicating about yourself, to ensure that you have the proper performance for your interviews, be the interviews for a position or with someone in order to obtain a lead to a position.

Let's look at it a different way. The dramaturgical context and preparation we are discussing is just that: script, role, posture, costume, rehearsal. The resume provides the script base. Your stories about yourself fill in the blanks in your script. An interview is like playing New Haven, and the new job offer is like being asked to play on Broadway.

### **PUNCHLINE**

Any story or joke without a punch line might as well not be. The responsibility for telling the punch line correctly lies with the story or joke teller. This is why we will provide you with two interview formats to follow and provide you with several types of pre-packaged communications techniques for use in any situation. You will need them to keep you from "blowing" your punch lines as to why people should hire you over others. To make it easier to understand, think of it this way: the reasons people "blow" jokes are the same as for why they "blow" interviews: lack of appropriate and proper information and preparation. Although the list of reasons can be long, let's look at some of the major ones:

1. poor timing
2. lack of animation appropriate to story
3. forget the punch line (or start with it)
4. derailed on details - talks too much
5. leave out key material
6. the story or language used is inappropriate to the audience and/or the situation
7. teller does not know the audience and therefore has not figured out the best way to get the material across
8. the audience is not ready to receive the story at the time of the telling
9. the story meets the teller's needs, not the listener's
10. use of stale material

### **ROLE/RITUAL**

Although this is discussed in greater detail in Section 4, it is important to recall that because people do not have "instincts" for how to behave, they create their own. Roles and rituals are our instinct substitutes, as are laws and regulations, old wives tales, house rules, and the like. People recognize as belonging when they recognize that we are behaving as we are "supposed" to behave given the role/ritual base for the context and situation. Different roles and rituals are required for different situations: attending church vs. attending a sporting event; teaching a class vs. being a student in it; eating in a fancy restaurant vs. eating in a fast-food franchise; having drinks in a hotel lounge vs. in a go-go joint; introducing yourself in church or in the office vs. at a bar on Friday night or on a swinging singles vacation cruise. The key to our performance in each case is that we must be perceived as belonging and fitting in if our communications are to be given a fair hearing.

### **SELLING INTAGIBLES**



You are an intangible. In interviews you are selling the future, what you represent you can do and will do. This is an intangible. So, what you must provide is something solid as a tangible. The best tangible is a story which illustrates just what you can do.

### **COMMUNICATIONS RULES, TOOLS, AND TECHNIQUES**

As already discussed, job hunting is no fun. Worse, it can be ego deflating, identity threatening, and anxiety producing. Therefore, to help overcome this and to give yourself the sense of self-confidence you need to sell a prospective employer to be confident about hiring you, you need to follow some basic communications rules and follow basic communications tools and techniques. The success of your campaign depends in large measure on how effectively you follow the rules and how closely you use the pre-packaged scripts and two interview formats.

There are several communication tools and techniques which will aid you in your campaign. The success of your campaign depends in large measure on how effectively you use the pre-packaged scripts and two interview formats.

### **RESUME**

It is a piece of sales literature designed to highlight your skills and experience in the form of product benefits. It is more that your resume generates interest on the part of the reader than its being an informative history of all your accomplishments.

The resume text usually consists of four elements: a functional target; an opening statement which captures the essence of whom you are; exemplary accomplishments which illustrate your skills in a problem-solving format; and other information such as age, family status, education, professional memberships, and advocational interests which either evoke character or create a sense of affiliation with readers who have similar interests.

There are 3 ways in which a resume is used: in mailings to prospective employers, recruiters, or referrals; and as a written summary for you to hand out upon request or to use in obtaining referrals face-to-face.

### **BACKGROUND STATEMENT: DEFINITION OF THE PRODUCT BEING SOLD**

Just as all politicians develop a basic speech when running for office, you should develop a background statement which best summarizes who you are and which can be used in all situations. This statement should be less than two minutes, with 30 seconds and one minute best as time to deliver a few carefully prepared sentences. You should be able to construct the entire statement from the text of your resume.

As with the resume, the background statement should be viewed as a vehicle through which to communicate your skills, abilities, or other features pertinent to the direction of your search. Within your background statement you should be able to include up to 15 words or phrases as potential "hooks" upon which to build interest. In addition to functional skills, other possible hooks include job titles, names of companies, large dollar figures, indicators that you can make money or reduce costs or solve problems, markets or products with which you have dealt, educational institutions and degrees, languages, and experiences abroad.

If you are interested in fine-tuning a background statement rapidly, find eight or ten advertisements in the Sunday classifieds which include a telephone number, such as for sales and marketing positions. In an hour's time you should be able to get a half-dozen strangers to ask you to summarize your background. Tape record your side of the conversation and play it back between calls.

### **PSR STORIES: THE SELLING FORMAT**

We believe that the most effective manner of presenting your abilities is through describing problems that you were successful in solving. Story-telling is a powerful medium, since what you describe is action-oriented and most stories actually portray several abilities at once. Often an incidental circumstance in the story will be picked-up by the listener because of its relevance to the listener's needs.

The general format of a PSR is as follows:

1. Set up the problem in two sentences to communicate the degree of difficulty involved.
2. Describe how you solved the problem in two or three sentences, making sure you use "I" at least twice.
3. Explain the results obtained in one or two sentences, preferably using quantified values.

P=Problem (2 sentences):	"The problem was..."	Gets listener's attention and sets the stage.
S=Solution (2 sentences):	"So, what I did was..."	Shows capability; "I", not "we".
R=Results (1 sentence):	"And the result was	The punch line.

Your PSRs should be based on major accomplishments cited in your resume, since each accomplishment was probably the result of several skills. This will add consistency to your presentation and reinforce the most important messages. Add to this list any of your characteristics which might be problem areas in the mind of the prospective employer. Ensure that you develop a PSR for each attribute in your background statement. Each PSR is in turn often made up of sub-PSRs, sub-sub-PSRs, etc.

For each item, develop at least one story, using the following steps:

1. Actually write out the story and practice speaking it several times, preferably into a tape recorder.
2. Make flash cards, with the PSR or skill name written on one side and the minimum number of key phrases needed to retrieve the structure of the story on the reverse.
3. If you have more than one story for several of the attributes, make additional flash cards with the attribute on one side and the PSR on the other.
4. To memorize them rapidly, you should practice them in several short sessions each day. When you can retrieve the stories after two or three days without practice, you can be certain they have been memorized.

By carefully developing and rehearsing the PSRs prior to interviews, you will be able to deliver them clearly and with a minimum of self-consciousness. Being prepared will make it easier to observe the listener's reaction.

Thus, you must tell your story in terms of your interviewer's needs: provide the professional parables demonstrating what you have to offer. Why a story? Because the meaning is derived by the listener according to his or her needs (they fill in the blanks, usually to your advantage). They can't do this with laundry lists of your qualifications (not that laundry lists can't be woven into your stories). Stories provide open-ended messages, are great teaching devices, and are memorable to the listener. They help to relate common experiences understood by the listener, and can provide the best and most positive side of the teller. They enable you to present plausibility statements and construct the reality that you are appropriate and acceptable, both personally and professionally.

### **INTERVIEW CONTROL**

He or she who asks the questions controls the interview. Use the two minute rule, the question-response technique, and the PSR (problem-solution-results) format as the way to control the interview. All three are discussed below and again in Section T.

### **THE TWO MINUTE RULE**

No response is to be longer than two minutes. Remember that two minutes is equal to reading one sheet of paper, typewritten, single spaced. That is more information than a person can be expected to remember from a stranger. Also, unless you then seek feedback, how can you tell if the person is listening or that you are talking about something which the person wants to hear?

### **QUESTION-RESPONSE TECHNIQUE**

As you engage your communications strategies, end each statement with some kind of question to elicit the kind of feedback to let you know how you are doing and what the person wants to hear about. It doesn't make any difference how eloquent you are being or how profound if the subject has nothing to do with what the person wants to talk about or has nothing to do with either meeting specific needs or solving existing or potential problems.

As you tell your story and answer questions, you need to get the kind of feedback that guides you in the use of your strategies and which serve as a mirror to how you are doing so that you can see quickly and clearly where you are to go next with your stories geared to demonstrating what you can do and accomplish for the potential employer. There are three basic types of questions to ask to achieve this:

1. **The qualifier:** this asks how you are doing.

"Does that satisfy you regarding my ability to \_\_\_\_\_?"

"Am I on the right track?"

"Wouldn't you agree?"

"How am I doing?"

"Does that show you how I could do \_\_\_\_\_?"

2. **The clarifier:** this asks what the interviewer means.

"In what way does that question relate to my skills and abilities?"

"In what way does that question relate to what I would be expected to do on the job?"

"What do you mean by \_\_\_\_\_?"

"What do you mean by \_\_\_\_\_ and how does that fit into \_\_\_\_\_?"

"I'm not sure how you are using that term. Would you clarify (define) it for me, please?"

"How do you mean?"

"In what way?"

3. **The need elicitor:** this is to get into what the interviewer wants, needs, envisions, hopes, desires, etc., about both now and in the future.

"How does that fit into your near-term plans?"

"How does that fit into your mid-range plans?"

"How does that fit into your long-term plans?"

"What are your most pressing needs in the area(s) of \_\_\_\_\_?"

"What would you like to see accomplished by the person in this position?"

"What is your most significant concern over the next six months? year? two years?"

"If there was one task that you would like to see completed over the next year but can't because of current staff limitations and you can't ask anyone to do it now, what would that be?"

## **THE PSR-KEY TO PRESENTATION**

The PSR is a Success Story -- a brief anecdote which, properly utilized, establishes your credentials in an area of need or concern for the decision maker.

A good PSR, one which is conversational and relevant, will set you apart from other candidates and effectively highlight pertinent qualities. An effective PSR has three key elements:

1. **The PROBLEM:** What was the opportunity, problem, or challenge? Use a maximum of two sentences.
  - a. What had/hadn't happened which caused you to take the subsequent actions?
  - b. How bad was it? (e.g., if not obvious, what were the likely/possible consequences of inaction?)
  - c. How did the situation affect the "bottom-line" -- sales, profits, morale/turnover, project success, compliance with regulations, etc.? Quantity if possible.
  - d. What were you involved in and what was your role?
2. **The STEPS TO SOLUTION:** What specific actions did you take? If not obvious, why did you take action? In most instances, three or four actions should be identified along with the rationale. Use the personal pronoun "I" followed by an action word, such as managed, directed, led, designed, implemented, created, formulated, planned, trained, sold, etc.

Rules:

- a. Two sentences, maximum.
- b. Use the word "I" followed by a very, or action word.
- c. The use of adjectives, usually self-laudatory, is forbidden.

Examples:

- a. To improve sales, I intensified production development efforts, and designed two new promotion programs...
- b. To get costs under control, I instituted tight accounting procedures and personally approved all expenditures over...
- c. To boost morale, I developed a performance appraisal system with appropriate rewards, and insured its uniform application...

3. **RESULTS:** Wherever possible, quantify results and include the time frame. Where results don't seem to quantifiable, think again. What would have happened if you hadn't taken the actions ("negative" costs)? How should your actions be evaluated in terms of contribution to organization goals? If you improved morale, what effect did this have on reducing turnover or absenteeism, increasing operating efficiency, or boosting sales/profits? While it is often difficult to establish a clear cause-effect relationship between actions and results, it is perfectly permissible to cite a beneficial result that your actions contributed to, even if others' actions also played a contributing role.

Rules:

- a. Two or three sentences, maximum.
- b. The results must clearly follow from the action you took.
- c. Never use passive voice: always: "I increased sales 10%." Never: "Sales increased 10%."

An effective PSR story presents a scenario in which the interviewer can identify with the challenge you faced and considering action options. He will react favorably to your actions when he learns of the results achieved. If you simply tell your story, the listener will provide all the favorable objectives.

It is not necessary to "tell all" when relating a PSR story -- invite interviewer questions when you have good back-up data. Typically, a PSR story should be told in no more than 1 1/2 minutes!

A few check points:

1. Check your PSR story after preparation. Are the results cited truly responsive to the problem or opportunity identified in the situation statements? If not, rephrase either the situation or the results to make them "line up." You must create interest.
2. Have you cited an appropriate result for each action taken? If not, either you should or the action was incidental and can be dropped from the story. A common shortcoming in many PSR stories we hear is the inclusion of irrelevant information -- usually in describing the situation, but occasionally also in actions and results.
3. Don't bury your listener with unnecessary detail. You're painting a word picture with broad brush strokes.
4. Layer your results, making sure that each is more significant than the last, and after you detail the most significant (applicable) stop and wait for questions.

### **Auditing Your Experience**

PSRs are stories, and a good storyteller is welcome (and remembered) in almost any setting. Many of our clients, upon the successful completion of their campaigns, cite the PSR technique as the most effective tool they've learned. Start practicing today!

Now, the work of auditing your experience can begin. You need to create an inventory of PSRs, because you cannot sell out of an empty wagon. There are two approaches to use in this audit exercise.

Use the list of marketable assets, strengths and experiences on the following pages as a memory jogger to aid you in recalling those experiences which will become PSRs.

Then ask yourself the following questions to break loose additional PSR materials from your memory.

1. How did I increase sales?
2. How did I reduce expenses?
3. What action preceded each of my promotions or raises?
4. Did I ever design and implement a new system?
5. How did I change the nature of my job?
6. How many of the people I trained were promoted?
7. Did I ever conceive of a new product or service?
8. Did I ever get anyone to do more that they usually did?
9. Did I ever get anyone to do their job better?
10. When I came home, and couldn't wait to tell my spouse about something I had done, what was it?

Go for a variety, and have 30 - 50 PSRs available, or more.

### **MARKETABLE/ ASSETS/ STRENGTHS/ EXPERIENCES**

strong industry background	adapts well to new situations
competitive nature	meets deadlines
marketing expertise	blue chip company experience/training
proven record of sales successes	managerial experience
turn-around success	good interpersonal skills
start-up experience	high energy level
effective presentations	analytical abilities

sales training experience  
new product introduction  
sales service exposure  
market identification  
  
increases in market share  
  
new account development  
customer/client relations  
advertising/promotion expertise  
territory evaluation  
contract negotiations  
budget preparation/adherence  
strategic planning  
set/meets goals/quotas  
bottom line responsibility  
uses phone effectively  
investment sales expertise  
motivator  
self-starter/initiates action  
purchasing experience  
pricing experience  
inventory control  
presents self well/good appearance  
credit/accounts receivable control  
accounting/auditing experience  
production planning  
works well under pressure  
quality control  
sets specifications  
experience with regulatory agencies  
community activities  
real estate acquisitions/sales  
flexible/adjusts quickly  
top level exposure  
proven record of career success  
personal/professional contacts/involvements  
administrative skills  
entrepreneurial experience  
straight line career progression

community involvements  
testing experience  
goal oriented  
recruiting/hiring/training/supervising  
  
ability to communicate complex data in easily understood language  
problem identification/resolution  
advanced degree/continuing education  
academic accomplishments  
knowledge of merchandising  
goal oriented/long range vision  
public speaking exposure  
peer recognition/professional reputation  
retail sales experience  
computer programming knowledge  
above average intelligence  
knowledge of distribution  
materials management  
forecasting  
warehousing  
willingness to travel/relocate  
patents  
current geography  
diversity of work experience  
social awareness  
automatic systems  
employee benefits/compensation  
EDP/MIS knowledge/experience  
high level self confidence  
establishes procedures  
works well with people on all levels  
organizational abilities  
career stability  
improves efficiency  
works well with detail  
market analysis  
banking relations  
mechanical expertise  
well read

knowledge of high tech industries	union avoidance experience
program development/implementation	market research expertise
compensation evaluation/reviews	cost effective solutions
reduces turnover	money market knowledge
has published	merger/acquisition experience
franchising	labor relations/negotiations
salary administration	licensing negotiations
loan procurement	inventions/patents
entrepreneurial success	international exposure
consulting skills	import/export market success
financial management	worked in union environment
project development	affirmative action/EEO knowledge
news media relations	personnel records management
government relationships	high tech experience
personnel liaison	customer engineer
assumes responsibility	multi-media promotions background
educates/informs	system consolidation
record keeping	makes cash registers ring
basic creative abilities	skilled in labor intensive situations
conceives/implements reports	bilingual or multilingual
program origination/presentation	site selection
increases production	
etc. etc. etc.	

### **Determine The Selling Value of Your PSRs**

Review each of the PSRs you have developed after auditing your experience. Now check to determine whether collectively they demonstrate the qualities listed below. If you miss one or two there is no problem. If however you miss demonstrating several of these qualities, go back, reaudit your experience, and create a few additional PSRs.

initiative	confidence
creativity	cooperation
cost consciousness	concern for boss
time consciousness	concern for employees
practicality	determination
common sense	stress resistance
result orientation	wisdom
persuasiveness	objectivity
people skills	decisiveness
concern for detail	tolerance
communication ability	high energy

loyalty to company	patience
conciseness	positive outlook
team orientation	ambition/drive
special skills	concern for company
maturity	desire to achieve

### **LIABILITIES: BOTH REAL AND PERCEIVABLE!**

### **LIABILITIES: THE KEYS TO KNOCKING OUT YOUR PSR'S!**

### **THE KEY TO ENABLE YOU TO SHORTCIRCUIT YOUR LIABILITIES IS TWO-FOLD:**

- 1. KNOW WHAT THEY ARE!**
- 2. KNOW HOW TO MINIMIZE THEM, ELIMINATE THEM**

### **OR TURN THEM INTO STRATEGIES!**

### **An Exercise for the Improvement of Your Presentation of Self in Interviews (In Both 5 & 4 Stepping)**

After reviewing your marketable strengths, review your real and/or perceivable marketing liabilities, and then develop appropriate and plausible statements to (1) minimize their damage; (2) eliminate them all together; or (3) come up with the PSRs which can be used to turn the negative perception around into a marketable strength, to show you as qualified, not disqualified.

### **LIST OF CATEGORIES FOR REAL AND/OR PERCEIVABLE MARKETING LIABILITIES:**

The following are areas to review to see if any apply to you. **NOTE:** as suggested above, the list below can also be used to generate additional marketable strengths. As you develop them, add them to your list of marketable strengths.

#### **1. Physical appearance/health.**

- weight
- out of shape
- history of disability
- cardiac problems/high blood pressure
- weight (too heavy, too thin)

#### **2. Discrimination against the unchangeable:**

- age (too young or too old)
- height: too tall, too short
- accent (foreign, or rural/southern/Eastern/Western U.S.A. accent)
- country of origin
- ethnic background
- race
- color
- etc.

#### **3. Shortcomings in dealing with others:**

- with superiors and subordinates (your vertical constituency)
- with colleagues and other peers (your horizontal constituency)
- with vendors, financial people, other offices, the competition (your external constituency)



- in general (which can be applied to the above)
- short tempered and/or lose temper
- impatient
- overcritical
- tactless (regular or occasional)
- unforgiving
- inflexible
- defensive
- self-righteous
- avoid people you do not like
- insensitive
- intolerant
- demanding (or not demanding enough)
- stubborn (rather than perceived as having the strength of your convictions)
- can't hide not liking someone
- displacing aggression on those close to you
- politically apathetic (don't play politics)

#### **4. Poor or incorrect presentation of self:**

- talk too much; don't listen enough
- need for recognition prevents getting to the needs of the interviewer
- come across as staff when you are line
- women who come across as girl Friday's rather than as proven professionals
- candid about details and thus false about higher abstractions of your "truths"
- uncomfortable in public speaking
- present self-perceived personality rather than role-required performance
- manager but not a doer
- selfish; not a team player
- loyalty to self and not to organization/company
- boastful and false pride
- small company type when large company type (and vice versa)
- missing dates on resume
- reservations about self-promotion
- insufficiently verbal
- mediocre speaking ability

#### **5. Lack of focus and/or goals, have inappropriate focus, or are over-focussed:**

- ambivalent regarding private/public sectors
- ambivalent regarding position that pays money but not personal satisfaction
- no sense of career or career direction or career objection or career's end
- ambivalent regarding personal ambitions

#### **6. Poor self-confidence, low self, or of self esteem (Read Frankl; Bettman; Carnegie):**

- view that "no one really cares about me"
- perception that other professions/training are better
- oversensitivity to professional or personal criticism
- unsteady and inconsistent sense of self-confidence

#### **7. Poor Job Hunting, career changing, and career development techniques**

- over/misused personal and professional contacts
- erratic moves; pin balling
- too many positions or too many employers - a job hopper
- too few positions/too few employers
- dead-ended, bored, frustrated, hate to go to work
- stalled
- no rigor in efforts to date
- fear to take action
- self-employed for many years, can't continue as such, and now seek to work for

- another
- lack high level/well placed contacts, and/or lack a mentor/"godfather"/"rabbi"
- fear of being fired
- inactive in professional organizations
- feeling that you are "indispensable"
- optimism/hope clouding judgement causing campaign procrastination
- sense of having no time to adequately hunt/search
- lack of long-term/long-range career thinking and career planning
- demonstrably not a team player
- can't advance due to working for a family business
- part of the family seeking a better formula for succession
- lack of consistent reading/update plan/program in your professional/technical areas
- quit because of being angry without an alternative
- hesitant to look while unemployed believing that is short changing your employer
- inability to get key recommendations/references
- reluctance/fear/unwillingness to telephone in general and phone follow on mailings
- terminated/fired often
- embarrassed at having to job hunt

#### **8. Attitude and/or reactions toward selling/marketing self**

- dislike sales people and the selling function
- procrastination due to fear of acting a role
- self-conscious about talking about yourself and your accomplishments

#### **9. Attitudes regarding why you want to leave (or left):**

- bitterness about position offered or not offered
- dislike of new boss
- in a declining/no growth industry
- left a sinking ship
- sense of no future (even in a multi-billion dollar firm)

#### **10. Interviewing and Negotiating:**

- focus on your needs rather the needs of the interviewer
- forgetful of the question-response technique
- unrealistic perquisites desires
- unrealistic dollar goals
- non-transferability of compensation package to the new industry

#### **11. Attitudes regarding what you expect from job/position/work:**

- personal fulfillment
- work place utopia
- identify self with position
- hung up on independence

#### **12. Offensive personal habits and/or attributes**

- posture; tics
- body odor; bad breath
- poorly fitting wig or toupee
- unpressed and/or dirty clothes and accessories
- obnoxious
- arrogant
- discourteous, uncivil, ill mannered

#### **13. Attitude attributes that are negative:**

- no sense of liabilities
- no sense of doing anything different in the past

#### **14. Work habits/attitudes/attributes:**

- fear of failure
- poor time management
- poor prioritizing
- mistake prone when lose interest
- lack of punctuality
- can't perform your best unless feel challenged
- workaholic
- over perfectionist
- dislike of detail
- dislike of routine
- don't keep record/lists of what you do, order, or request
- don't keep record of what you read
- don't keep record of PSRs

**15. Management/leadership attitudes/attributes:**

- can't fire people
- don't delegate/over delegate
- misunderstand what management levels are (top, middle, lower)
- misunderstand/can't identify different corporate cultures
- misunderstand/can't articulate management style and philosophy (particularly within the context of current discussions and debates on the issues)

**16. Misreading of importance of internal politics, corporate culture, and organizational workings**  
(in Bibliography, Section 21, read Carnegie, Covey, Blotnick, Lareau, Deal and Kennedy, Peters and Waterman):

- desire for a work place without set rules
- excessive focus on "honest truth"
- inability to recognize the need for "empty" ritual
- desire for others to play by roles and rules, but not for yourself
- view that administrative systems, especially in writing, are wrong
- view of organizational constraints as narrowly imposed and negative
- unable to collaborate effectively with colleagues
- view of "playing politics" as wrong

**17. Views of success and failure:**

- view failure as worst thing that can happen; horrible, terrible
- view of success as hard to come by, few and far between
- identify "best" with "winner"
- belief that determination and perseverance are enough for success

**18. Family relations:**

- bury problems in this arena at work
- defensiveness regarding how kids behave vs. your ideal
- putting work place ahead of home place
- leaving raising of children to others

**19. Educational shortcomings:**

- no college degree
- no seminars, workshops, other on-going life long learning activities
- technical skill without a degree or diploma of some kind in the area
- poor grades in school
- no extra-curricula activity of any kind
- graduated from college/graduate school that does not have a high reputation

**20. Financial and/or IRS/legal difficulties/problems/perceptions:**

- failure to file
- loans
- available dollars only for four or less months
- military or other government pension impeding negotiations

## **22. Foreign work experience:**

- work completed before you secured next position
- international work without language expertise
- come from a foreign country and lack a green card
- have green card but not citizenship
- long period of time out of the U.S. (or never here before) and lack knowledge of the "contemporary scene" in business and culture

## **23. References:**

- can't get good references/referrals from last employer
- can't get good references/referral from anyone at last place of work
- failure up to now to obtain such letters of reference/referral

## **24. Other qualifications shortcomings:**

- a generalist and not a specialist
- a specialist and not a generalist
- lack of experience in new industry(ies) of choice
- lack of experience with new technology(ies) of choice
- inability to translate (show transferability) of skills and experience from one industry to another, or one company to another
- lack of product knowledge of new industry(ies) of choice
- no MIS or DP experience and/or understanding
- lack of "blue chip" company experience
- lack of reading in the culture/environment of today's business world
- poor writer, speller

Now **YOUR ASSIGNMENT** is to:

A. List all of your real or perceivable marketing liabilities into three categories:

- (1) Technical/discipline attributes
- (2) Management/administrative attributes
- (3) Personality/personal attributes

B. Rank them within each category, #1, 2, 3, 4, etc., #1 being the biggest one, or worst one, or potentially the most damaging one. etc.

C. List (1) what you feel is needed to minimize, eliminate, or turn around to positive those liabilities you have listed, and (2) list the PSR(s) which could be used to turn each one around to show it positive, or at least minimize or eliminate it.

Where you cannot list an answer, bring them into your consultant or to a workshop.

### **KEEPING TRACK OF YOUR PSR'S**

There are several ways to keep track of your PSRs.

#### **A. List by sentence reminder**

# name of PSR

P: summary sentence

S: summary sentence

R: summary sentence

**B. List in columns**

"The problem  
(or situation)  
was..."

"So, what I did  
was..."

"...and the result  
was..."

**C. Script out in paragraphs**

The problem (or situation) was...

So, what I did was...

And the result was...

NOTE: for every 15 you prepare, you will forget 10 in an interview. Thus, the more you have, the more you will be able to present in an interview.

How many? At least one for each line and phrase on your resume and in your product definition.

At least 50!

And don't forget, for every major PSR you have, there will be several sub-PSRs, etc.

## Section 11

### DEFINITION OF THE PRODUCT" BEING SOLD

This statement is to enable you to answer such questions as "who are you?" "what are you?", "why are you?", "how did you get this far?", and "where do you go from here?", all of which are summarized in the most often asked opening question of all: "tell me a little bit about yourself".

Draft a statement about yourself for your product definition. Section 18 has a couple of short outlines to use. You must have a product definition.

This statement is given as "Step Two" of the "Four Step Employment Interview," which is discussed in detail in Section 18.

Don't forget, you must end your statement with a question, such as:

How would a person with my background and experience fit into your company?

OR: what needs to you have for a person with my background and experience?

OR: what are your current, near-term, and long-term needs, and  
what kind of executives with what kind of experience are you looking for?

These are trial closes based on your qualifications, not you personally. Hence, you never ask "How would a person like me fit in?" or "How do you see me fitting into your company?", etc.

#### Qualifications Statements

Your proposed **product definition** for our discussion is as follows:

How would a person with my background and experience fit into your company?

OR: what needs to you have for a person with my background and experience?

OR: what are your current, near-term, and long-term needs, and  
what kind of executives with what kind of experience are you looking for?

What do you want to be in 5 years (or any future period)?

A literal answer to this question is not really true, because we are always susceptible to changing our minds. Also, the future is not empirically available. To literally and directly answer this question is to put on notice not only the person holding the position but all of those seeking it. You will now become the new person for them all to beat. Thus the answer to this any like question is always the same: "I want to go as far and as fast as I can, given my abilities, on a career basis."

Section 11, p. 1

### **Workshop Format and Agenda**

## WORKSHOP FORMAT AND AGENDA

Welcome to the workshop. It is your workshop. You set the agenda. We will go around the table four times. The first time you will give your name, why you joined the JCC program, and what it is you are looking for in terms of a position and its title. The second time, give your Campaign Report; the third time, give the 4-Step's second step: the definition of the product being sold (with critique notes on the others' presentations). The fourth time, list what it is about your campaign you wish to discuss, and then which of the various techniques and methodologies you want to discuss (and what, specifically, about them); then indicate whether you wish interview practice using video, and what portion of the interview process you want to practice on.

[illegible]

10-17

**Campaign Activity Review Form**



**Employer Mailing Phone Follow-Up Record**

### **Career Plan Objective Worksheet**

## Section 12

### **NEW RESUME DESIGN FOR THE 21<sup>st</sup> CENTURY:**

#### **An Interactive Process and Most Effective One For Uncovering Job Leads Through Networking and Job Opportunities Through Interviewing**

##### **Lets look at the key terms and the topics for our presentation:**

- Networking
- Interactive
- Effective
- Uncovering Job Leads Through Networking
- Uncovering Job Opportunities Through Interviewing
- Researching Career Opportunities

##### **To do so, we will look at these from the standpoint of these topics:**

Discuss place of net working and interviewing on chart "To Job Hunting/Job Changing/Satisfaction.

Give brief history of career in career management/job hunting consulting (President of companies in New York City doing so through most of the 1980's, prior to moving to the Twin Cities in 1989.

- Marketing Tool
- Calling Card
- An Instrument
- Elicit Referrals and Interviews
- Companion to Cover Letters
- Distribution Mechanism for Mass Mailings
- Turn Aside Resume Myths
- 4 Purposes
  - Get referrals
  - Get Interviews
  - Set Pay Level
  - Convince New Colleagues
- 4 Types
  - Qualifications Brief
  - Chronological
  - Functional
  - Combination
- Summarizes credentials
  - Can do's
  - Make money
  - Save money
  - Solve problems
  - Match PSR stories: Problem - Solution - Results

Work on YOUR resumes

##### **Developing and Using Your Calling Card/Messenger/Ambassador: Your Resume**

Your resume and cover letters are your calling cards. They are your invitations to others.

In most cases, a resume which is mailed should be accompanied by a cover letter which is a call for a reading of the enclosed resume, and a rationale for doing so but not a recap or repeat of the resume.

Your resume will be either one or two pages. Most campaigns will only require one resume. There will be some which will require more and, when required, other versions must be done (although often this only means changing the objective and career summary).

The biggest problem encountered with the resume is people hiding behind it, insisting that all they need to be successful is a better resume, resulting in their spending their time re-writing their resume rather than knocking on doors or making phone calls.

There are several ways to utilize this key marketing tool called your resume:

#### **As an instrument of Focus to Elicit Referrals and Interviews**

- The basic self-marketing tool: translating function on two tracks.
- The end result of the "what/where next?" questioning process.
- Reflects one's past through the lens of one's future.
- Reflects the correlation between professional/private identities.
- Reflects the correlation between professional/private identities.
- Emphasis on employer, not self: what you can do for them.
- Qualifications Summary: Credentials; Experience History; Additional Experience.
- Does not get the job for you.
- Purpose: to obtain the interview.

#### **As the Companion to the Resume's Announcers, the Cover Letters (five to write and send)**

- Except for ad answering (where it's not always possible), always write to a real person, using their name.
- The personal network announcement letter: seeking leads from friends/associates (and then writing to those referred to): seek pyramid or snowball effect: let a few grow to many.
- The ad answering letter: responding to ads (how 5-10% of jobs are obtained).
- The job exploration letter: seeking an interview with an employer (how 27% of jobs are obtained, although nearly half of these are through networking).
- The placement agency, recruiter, search firm letter: expanding the awareness of your availability (how up to 10% of jobs are obtained, higher in technical areas).

#### **As Distribution Mechanism for Mass Mailings**

- To accompany cover letters to the five audiences.
- The key: to get it into as many relevant hands as possible.
- Targeting with good "rifle shots", not "shotgunning" ("shotgun" only if you are desperate).
- Personalize cover letters with stop codes for personal name and other insertions, using automatic typewriters or word processors (or printing, and typing in addresses, and adding a personal insertion on each)

## **RESUME CONSTRUCTION**

### **(Cast aside the myths about resumes as you do so)**

The first thing to do is to get the most common myths about resumes out of the way. The following are "twelve common myths about resumes" (from The Resume Kit, by Richard H. Beatty), which we have found to be true as well:

#### **The myths, with our comments:**

1. Resumes should never exceed one page in length.
2. Longer (three or more pages) better describe qualifications and are more effective (two is best)
3. Unique or unusual resumes attract attention and are better read (they don't show you know how (play the game))
4. Resume content is more important than style of format (format and style direct the reader; typos or badly copied won't help the content, won't help sell you except as not good).
5. Exaggerate accomplishments--nobody ever checks (47% of resumes are found to be "enhance;" there are now firms that do nothing but check out resumes for employers).
6. Listing references is important and conveys "solid" character (character is self-content, not a mirror from others).
7. Listing hobbies and extracurricular activities is important and conveys the image of a diversified, well-rounded person (only if it can be shown to describe qualifications or work-related accomplishments or the resume is going to a firm which highly prizes the activity).
8. Indicating one's status as married conveys a mature or stable image (maybe for a man, but it can also contribute to eliminating a woman).
9. Personal photos improve resume appearance and enhance marketability (only where looks is part of the requirements: TV anchors/reporters, models, actors, etc.).
10. Use of salary history on a resume can enhance the image of a high potential, fast track candidate (only if it calibrates with their pay scales; otherwise: overpaid or, if underpaid, not qualified).
11. Cover letters are better read than resumes (they are often thrown first).
12. The functional resume is the more effective format (combination is).

William Lareau, in The Inside Track, a book on job hunting, lists these additional, common myths:

1. Resumes aren't as essential as they used to be (they are more so).
2. You're up against thousands of outstanding resumes and applicants (millions in quantity, but most are very poor in quality).
3. There are thousands of different types and styles of resumes, and only one of them is right for you (again, if the format is not within what is expected, you will not be read).
4. The purpose of a resume is to get you a job (no: to get you referrals and interviews).
5. Employers exhaustively analyze each and every resume for technical qualifications, job skills and specific experience (they scan for 15 seconds, which is why the opening and form are so important).
6. Gimmicks and flashy approaches work (only for a very few; not a high percentage play).

To build an effective resume, it must fit the standards of the business world, be positive and optimistic, not be a tombstone looking backward ("here lies"), but rather reflect your past through the lens of your future, raise no red flags, and demonstrate that you are acceptable on both professional and personal levels.

## Resume Outline

NAME  
address  
city, state zip  
phone

**OBJECTIVE:** [generic, functional, descriptive]

## **QUALIFICATIONS SUMMARY**

Definition of Product Being Sold

## **EXPERIENCE**

TITLE, reporting to \_\_\_\_\_, Company (a generic statement), City, State, Year - Year.

**OR**  
**COMPANY**  
City, State, Year - Year

TITLE, year - year.

- Responsibilities:

- 
- 

- Accomplishments:

- 
- 

**OR**

**Functional Area**

- 
- 

**Functional Area**

- 
- 

## **WORK EXPERIENCE WHILE IN COLLEGE**

## **SPECIAL AWARDS AND RECOGNITION**

## **INVENTIONS:**

## **EDUCATION/PROFESSIONAL/PERSONAL**

**OR**

## **EDUCATION**

## **PERSONAL**

# RESUME WORKSHEETS

Name \_\_\_\_\_ Phones: (H) \_\_\_\_\_ (O) \_\_\_\_\_

## **I. PERSONAL:**

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

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

3. Telephone: (Home) ( ) \_\_\_\_\_ Work ( ) \_\_\_\_\_

4. Citizenship \_\_\_\_\_

5. If not a U.S. citizen, Green Card or other immigration status \_\_\_\_\_

6. Hobbies \_\_\_\_\_

How do your hobbies reflect your professional/career field \_\_\_\_\_

7. Other outside interests \_\_\_\_\_

## **II. FORMAL EDUCATION:**

1. Schools attended, highest degree or study first:

Dates	School	City/State	Major/Minor	Degree & Year	Class Rank & GPA

2. Favorite courses and why \_\_\_\_\_

3. Worst courses and why \_\_\_\_\_

4. GPA: College \_\_\_\_\_ Graduate/professional school \_\_\_\_\_ Technical school \_\_\_\_\_ other \_\_\_\_\_

5. Courses applicable to job you are now seeking \_\_\_\_\_

6. Percentage of self-support while you were in school \_\_\_\_\_

If over 33%, how did you support yourself \_\_\_\_\_

7. Extracurricular activities (include names of organizations and any office/positions held, and duties/ responsibilities/ achievements).

Dates	Name of Organization	Offices/ Positions held	Duties Responsibilities	Results/ Achievements

8. List all honors and recognitions received for both academic and non-academic activities and endeavors while in school and why:

Date	Honor/Recognition	Situation/why

### III. ADDITIONAL TRAINING, STUDIES AND LIFE-LONG LEARNING ACTIVITIES

1. List all training courses taken

Title	Dates	Place	Sponsor	Your Role	Subject/ Purpose	What you got out of it



**2. List all seminars attended**

Title	Dates	Place	Sponsor	Your Role	Subject/ Purpose	What you got out of it

**3. List all workshops attended (title, when, where, purpose, sponsor, your role, and what you got out of them):**

Title	Dates	Place	Sponsor	Your Role	Subject/ Purpose	What you got out of it

**4. Professional Liscences and Certificates**

Licence	Certified	From	Place	Date

**IV. ADDITIONAL HONORS AND EXPERIENCE**

(as applicable: what you did and for whom)

a. Honors, Awards, and Recognitions

b. Relevant Non-Income Earning Related Experience

	Dates	Organization	Your Position/ Role	What you did for them: Activity and Accomplishment	Skills Demonstrated
1. Professional Societies membership					
2. Community projects					

3. Church/ Synagogue/ Temple/ Mosque groups/ activity					
4. PTA, scouts/ other involving your children					
5. Any offices/ projects/ in any other organizations					
5. Other memberships not covered above					
6. If you graduated within the last 7 yrs. from college, list summer & part-time jobs					

**V. Languages (fluency regarding speaking, reading and writing)**

<u>Language</u> <u>regularly</u>	<u>Speaking ability</u>	<u>Reading ability</u>	<u>Writing ability</u>	<u>Date(s)</u>	<u>last</u>	<u>used</u>

## VI. PRESENT AND PAST EMPLOYMENT HISTORY CHART

Fill in the chart as completely as possible. Where you are not sure, estimate and so indicate: "est." Fill out one column for each position held, not just each company. If you held more than one position with a company, then the boxes of the row "Your Title" would change, but the "Name of Company" row (and perhaps others) would not change.

	(1) <u>Present or</u> Most Recent	(2)	(3)	(4)
Dates (From-to; Mo/yr - Mo/yr				
Name of Parent Corporation				
Your Company				
Your Subsidiary/ Division/Dept.				
Other divisions				
Your Title(s)				
Your Supervisor's <u>Title</u> (not his/her name)				
Type of Business (Products/Services				
Market status in terms of growth, decline, "market staying power"				
Type of management culture				
Location (City, State)				
Assets, profits and sales volume of Parent Corporation				
Your company				
Your subsidiary				
Your department				
Starting and most recent salary. (From \$ _____ to \$ _____				
Reason for leaving company				

## VIII. DESCRIBING YOU (Use back side or extra sheet if necessary)

### 1. Marketable strengths and marketing liabilities questions:

- What would you say are your greatest technical strengths (in other words, what it is

technically (knowledge and experience) you're able to offer that would make people want to hire you), with examples (indicate year or employer in parenthesis)?

- b. What would you say are your greatest administrative/ management strengths (what is it as a manager and/or leader and/or professional that you're able to offer that would make people want to hire you), with examples (indicate year or employer in parenthesis)?
  
- c. What would you say are your greatest personal/ personality strengths (again, what is it about you personally that you're able to offer that would make people want to hire you), with examples (indicate year or employer in parenthesis)?
  
- d. What would you say are your greatest technical liabilities? Why do you perceive them as liabilities, and what do you think needs to be done to either minimize or eliminate them, with examples each (indicate year or employer in parenthesis)?
  
- e. What would you say are your greatest administrative/ management liabilities? Why do you perceive them as liabilities, and what do you think needs to be done to either minimize or eliminate them, with one example each (indicate year or employer in parenthesis)?
  
- f. What would you say are your greatest personal/ personality liabilities? Why do you perceive them as liabilities, and what do you think needs to be done to minimize or eliminate them?

2. **What is the ONE most important thing/skill/attribute/capability/strength you have that makes you, in your view, most marketable and desirable to potential employers?**
  
3. List the next six most important things/skills/attributes/capabilities/strengths that makes you most marketable and desirable to potential employers?
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 6.

3. Your definition of the product (you) being sold:

(Fill in the blanks below providing a qualifications/ professional summary of your accomplishments and potential which would interest an employer in hiring you.)

a. General (put date or employer in parenthesis with each reference and change in reference)

I am a \_\_\_\_\_  
with a background in (or reputation for) \_\_\_\_\_

as was demonstrated when I \_\_\_\_\_

I am also known for/I have also demonstrated my skills and expertise in \_\_\_\_\_

In quantitative (\$'s and %'s) and qualitative terms, I have \_\_\_\_\_

b. Exploratory (give date or employer with each reference)

I am currently a \_\_\_\_\_  
working for \_\_\_\_\_  
and am exploring a move into \_\_\_\_\_

or exploring a career change from \_\_\_\_\_  
to \_\_\_\_\_

What qualifies me are such qualifications as \_\_\_\_\_

and such achievements as \_\_\_\_\_

4. Your qualifications summary (write as if this was for a prospective employer. Write sentences that best summarize the skills and potential that you have to offer to a prospective employer. Begin each sentence with an action verb).

Employer	Date	Qualifications Statement Sentences

## IX. JOB OBJECTIVE

1. Title \_\_\_\_\_
2. Function \_\_\_\_\_
3. Company/organization characteristics you desire:  
Size \_\_\_\_\_ Number of employees \_\_\_\_\_ Type ownership \_\_\_\_\_
4. Local/national/international \_\_\_\_\_
5. Manufacturer/service/retail/wholesale \_\_\_\_\_
6. Industry(ies) (list in order of preference and comment on them vis a vis the marketplace):  
a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_  
d. \_\_\_\_\_
7. Travel willingness: \_\_\_\_\_
8. Check off and define, with details which apply to you, in the categories which best fit you:

Management: General \_\_\_\_\_  
Specific \_\_\_\_\_

Administration: General \_\_\_\_\_  
Specific \_\_\_\_\_

Operations: General \_\_\_\_\_  
Specific \_\_\_\_\_

Legal: \_\_\_\_\_

Finance & DP: Control \_\_\_\_\_  
Treasury \_\_\_\_\_  
Data Processing \_\_\_\_\_

Engineering: \_\_\_\_\_

Research & Development: \_\_\_\_\_

Manufacturing: Operations \_\_\_\_\_  
Distribution \_\_\_\_\_

Marketing: \_\_\_\_\_

Sales: \_\_\_\_\_

Corporate/  
Public Relations: \_\_\_\_\_

Human Resources: \_\_\_\_\_

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

**Add any other comments you wish to add to what you indicate above:**

## **X. DESIRED CHARACTERISTICS OF NEXT POSITION (OPTIONAL)**

List all levels of responsibility and authority you seek:

1. Title \_\_\_\_\_
2. Functions \_\_\_\_\_
3. Responsibilities and job description \_\_\_\_\_  
\_\_\_\_\_
4. Authority \_\_\_\_\_
5. Reporting relationships, up and down \_\_\_\_\_  
\_\_\_\_\_
6. Performance evaluation criteria \_\_\_\_\_
7. Office location \_\_\_\_\_
8. Spending levels for business development and/or maintenance \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
9. Work environment \_\_\_\_\_
10. Type of co-workers \_\_\_\_\_
11. Level of stress/pressure you can handle (with examples) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
12. What else about the job can you tell us \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **XI. YOUR DESIRED NEXT POSITION OPTIONS**

1. Best case/worst case
  - a. If there were no roadblocks or other impediments, and the choice was yours, which job would you take? Give the title of the job and what your responsibilities would be and what you want to achieve on it.
  
  - b. Given the realities of the current job market, your family and other responsibilities, and/or considerations, what job or type of job would you accept now if your desired job is unavailable?

- c. What field (and jobs within fields) are you willing to work in until the field and job you want opens up?
2. Relocation  
If need be, are you willing to relocate: yes\_\_\_\_no\_\_\_\_? If yes, to what region or city/town would you relocate to? Give your geographic choices in the order of your preference:
3. If employed: what would have to change in your current company/agency for you to reconsider leaving?

## **XII. RESUME GUIDELINES**

1. What about your current resume? Has it been criticized? If yes, what was said?
2. What about your current resume? Has it been praised? If yes, what was said?
3. What objective(s) do you want on your resume(s)?
4. What are the key attributes that you have to offer which should be part of any qualifications summary?
5. Please print the exact name (spelling), address and phone number you want on your resume: Add home address and phone too, if you want both school and home on the resume.
6. What sense about you would you like your resume to convey?
7. Add any other comments or questions you have about your current resume or the one we will do for you?

## **XIII. COMPUTER EXPERTISE**

If you use or have used computers/data processing and retrieval/word processing, etc., list the degree of familiarity and expertise you have, that which you can operate, the degree (if any) that you can program, and how much you use(d) the listed hard/software, and for what purpose. Indicate in which job(s) this information applies. List hard/software brand names and numbers, then its capability and your level of proficiency and years of experience with them. If you have no experience, what is your degree of expertise in guiding/requesting their use and in working with their output?



#### **XIV. EXPERIENCE RESULTS: Problems/Situations -- Solution -- Result** **ACCOMPLISHMENTS AND ACHIEVEMENTS**

To help us and you, we must know what your achievements were in this position. Briefly describe in a formula sequence of three sentences, what you worked on and did in this position, in terms of (1) purpose, context, size in terms of dollars, and people involved; (2) your role, level of involvement, and action taken; and (3) the results (achievements), the significance to the company, and the significance of your efforts and exposure in doing the work to your own career. These three areas can be outlined according to the following formula: (1) "The problem (or situation) was...", (2) "So, what I did was...", and (3) "And the result was...". Number them, indicating which you feel are the most significant ones (in other words, when completed, rank them "1" through the last entry, "1" being the most significant, and the last number being the least significant when compared to the rest).

Be as clear and as concise as possible. We need to know (1) the problem/situations/tasks you faced, (2) what you did to solve/resolve them and (3) the results of your efforts. If you were part of larger efforts, you can claim credit for contributing to them.

The following are provided as memory joggers and as inspiration to you (select those which apply to you) on how to organize your thoughts and information on the following pages. Remember, this is in regard to what you did (and can take full credit) and what your contribution was to what others did (so that although you cannot take full credit, you can legitimately and plausibly take credit for contributing to and/or enabling it to happen).

- How many employees did you direct or supervise, directly or indirectly? What level and how many and what size of budget, equipment, material did your unit include and what part of it was managed by you?
- What did you do to save money? cut costs? reduce overhead? save time?
- What did you do to make money? increase sales? increase market share?
- What did you do to contribute to business development? mergers? acquisitions?
- What did you do to solve problems? negotiate? arbitrate?
- What did you do to increase productivity? efficiency? morale? safety?
- What did you do to contribute to leadership? innovation? decision-making?
- What recommendations did you make which were followed: operational? administrative? procedural? technical? organizational changes?
- What did you do in the areas of planning (strategic, short/mid/long-range)? policy making? training? program development/implementation?
- What did you do in the areas of public relations? customer service?
- What did you do in the area of technical/maintenance/operational "troubleshooting"?
- What original reports did you write? research? analyze?
- How was your work recognized? promotions? transfers? commendations? citations? evaluations? letters of recommendation? (bring copies of those which you have.)

Use both quantitative (numbers, percentages) and qualitative (adjectives, descriptors) about what you did.

Here is a list of additional skill/ability words to jog your memory:

designed	implemented	sold	negotiated
researched	established	expanded	administered
trained	analyzed	developed	conducted
managed	invented	planned	prepared
supervised	directed	created	controlled
contracted	reduced costs	presented	disapproved
improved	wrote	organized	presided
recruited	reorganized	revised	reshaped

Before getting started, add your own memory joggers of action verbs which apply to you:

Accomplishments and Achievements :

"The problem  
(or situation or project)  
was:

"So, what I did was..."

"& the results were..."

Accomplishments and Achievements (continued):

"The problem  
(or situation or project)  
was:

"So, what I did was..."

"& the results were..."

Accomplishments and Achievements (continued):

"The problem  
(or situation or project)  
was:

"So, what I did was..."

"& the results were..."

(Use additional sheets as necessary)

## **XXII. ADDITIONAL INFORMATION TO USE**

In addition to these worksheets, use any of the following that you have:

- old resumes
- current resume
- letters of recommendation and/or commendation;
- evaluation and efficiency reports
- lists of reports/writings/briefings/speeches
- list of any papers given, publications, etc.
- college transcript

**Finally**, include below and, if necessary, on separate sheets, any additional information or last thoughts you feel would enable us to better understand you and your skills, abilities, hopes, current situation, aspirations, and future goals and objectives.

## SECTION 13

### **CREATIVE WRITTEN COMMUNICATIONS**

(Better Results From Your Letters)

Ideally, you should personally represent yourself in all job hunting situations. That is impossible. Therefore, you must have messengers. Those messengers are your letters, cover letters and your resume. The possible combinations of letter types are enormous. Therefore, it is important that you focus on several formats (otherwise, you will spend far too much of your time writing letters):

- Letter to potential employers (companies, agencies, organizations).
- Recruiter letter: this letter forwards your resume to selected recruiting firms to ascertain if they have assignments for which you are qualified.
- Personal network letters: These are not to ask your friends and acquaintances for jobs. They are to alert them of your job hunting activities and to seek advice referrals from them.
- Ad-response letters: use the suggestions in Section 17. If you choose to employ more extensive letter writing, five different formats are provided to cover the typical ad requirements; you should draft letters to meet each situation. If you would like your consultant to review your draft letters with you, he will do so.
- Referral letters: these letters are to assist you in following-up on any referrals received (for actual job interviews, further networking, or both).
- Personal network follow-up letters.
- Letter format for announcing your availability to a specific audience.
- Follow-up letter to an interview with a recruiter.
- Two post-interview letter formats: (1) decision is pending; or (2) decision was negative (you ask for referrals).
- Miscellaneous paragraphs for job exploration letters.

To assist you in preparing the above letter types, suggested formats are contained in this section of your Workbook. As you develop your cover letters, remember that they should contain punch; use "hooks" and simple, declarative sentences. Paragraphs should be composed of not more than two or three sentences. Never use more than six lines in any paragraph.

In general, the opening paragraph, which is to arouse interest, should indicate any affiliation aspects which exist ("ice breakers"), state why you are writing, indicate the position you are seeking and, if you are writing regarding a specific job opening, indicate where or from whom you heard of the position.

The middle paragraphs of any cover letters should create an interest in you on the part of the potential employer, interest based on showing how you can assist in meeting his needs. Use material from your PSRs which best illustrate this.

If you can provide a paragraph which defines you broad, general terms (shows how your functional skills and accomplishments would benefit any organization), this may also be included.

The last paragraph of your letter should: (1), state the next steps you will take; or (2), inquire of the addressee next steps to be taken. Thus, indicate action you are going to take or action you ask the potential employer to take in response to your letter.

**NOTE:** The letter formats which follow are to be used as guidelines by you in your job hunting campaign. Personalize your letters: use sentences or paragraphs from the suggested formats which apply to your specific circumstances, modify those where necessary, and delete those which do not apply to your particular situation.

#### **PERSONAL NETWORK LETTER#1**

JANE DOE  
123 Main St.  
New York, NY 10001  
(212) 123-4567

Date

Name  
Address  
City, State, Zip Code

Dear \_\_\_\_\_:

During the past \_\_\_\_ years I have enjoyed a wonderful career \_\_\_\_\_. However, cut backs by my current employer require me to seek another position (OR whatever). I am writing to you to seek your help in my upcoming job campaign. In an attempt to cut down the time it will take and not to lose any valuable time, I am sending you my resume before I send it to employers or recruiters. However, I am not sure I have put in it everything companies and recruiters would want to see. Your opinion of the content and form of my resume would be of great value to me in my search, and would be greatly appreciated. Thus, my first question is: what do you think of my resume and how would you improve it?

To aid you in your thinking, let me review what you already know: during the past \_\_\_\_\_ years I have enjoyed a wonderful and rewarding career \_\_\_\_\_. I have achieved many of my \_\_\_\_\_ goals and thus I am at a unique juncture in my career, where I can consider three options:

**Option #1:** be involved within \_\_\_\_\_ **directly** (\_\_\_\_\_).

**Option #2:** be involved **indirectly** (\_\_\_\_\_).

**Option #3:** using only my **administration, planning, writing, programming and training** skills, and doing so in a \_\_\_\_\_ environment, where I would be primarily involved in the managing and operations side.

Literature on job hunting indicates that most opportunities are obtained through a kind of chain reaction of leads generated by "networking" one's personal and professional contacts. Hence I am writing to you as someone who can help with my networking, since decision makers are reached through a series of referrals that can begin with an individual like yourself. Referrals need not be to people with positions to offer. That would be rare. After all, who, at any given time, really knows who is hiring who? So, I am seeking leads and referrals to contacts who in turn will provide yet additional names, or other avenues to pursue. Consequently, I would really appreciate your considering this second question: to whom, if you were me, would you show my resume in order to get such a networking chain reaction going?

I very much look forward to hearing from you.

Sincerely,

Jane Doe

Enclosure

## PERSONAL NETWORK LETTER#2

JOHN DOE  
123 Main St.  
New York, NY 10001

Date

Name  
Address  
City, State, Zip Code

Dear \_\_\_\_\_:

As you know, I have enjoyed the work and successes of my career of/in \_\_\_\_\_ and \_\_\_\_\_.

(Optional sentence: As a result of these experiences, I know that the ultimate career field/position I wish to pursue/have is \_\_\_\_\_.)

The literature on job hunting indicated that 58% to 70% of jobs are obtained through networking one's personal contacts. As it is not always easy to ascertain just how to best probe the job market successfully, I am writing to enlist your aid in securing my next position (or, to help in this transition of mine).

My objective is to obtain a position in/as \_\_\_\_\_.

My enclosed resume provides the details you will need regarding my accomplishments to date, my potential, and how my experience has given me the background I need to make this career change. I have enjoyed my career to date, but now need to make a change due to (elimination of position; consolidation/merger; new President/VP/Division Head reorganizing to bring in personal acquaintances/former associates of managers; no further growth path; my being used too often as a consultant rather than in a hands-on position; etc. \_\_\_\_\_).

Please review my resume and reflect upon to whom you might refer me; who is in the market for a \_\_\_\_\_; or to those who would know of others so that I can get on their networks. If you need more information than is contained on my resume, I would be happy to discuss this further with you.

I look forward to hearing from you.

Sincerely,

John Doe

Encl.

### PERSONAL NETWORK LETTER #3

JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

As you know, and as reflected on my enclosed resume, I have enjoyed the work and success of my career as/in \_\_\_\_\_. Unfortunately, my company has been acquired/reorganized/moved/\_\_\_\_\_; therefore, I must seek employment elsewhere.

Since the literature on job hunting indicates that 58% to 70% of jobs are obtained through networking personal contacts, and as it is not always easy to ascertain just how to best probe today's job market in order to be successful, I am writing to enlist your aid in my job hunting campaign.

My objective is to obtain a position as\_\_\_\_\_  
\_\_\_\_\_.

My resume provides the details you will need regarding my accomplishments to date, my potential, and how my experience has given me the background I need to make this career change. Although I have enjoyed my career to date, I now need to make a change due to the aforementioned\_\_\_\_\_  
\_\_\_\_\_.

Please review my resume and reflect upon to whom you might refer me; who is in the market for a person with my qualifications and proven track record, or to those who would know of others so that I could get on their networks. If you need more information than is contained in my resume, I would be happy to discuss it further with you.

To summarize: in order that I might be able to represent myself to the broadest range of potential employers, I am asking you for the following: (1), advice regarding how to be more effective as a job hunter; (2), referrals to people who are decision-makers and who would be in the position of interviewing and/or reviewing persons with my background and potential; and (3), referrals to persons who know of others who fall into the foregoing category.

I look forward to hearing from you.

Sincerely,

John Doe

Encl

**PERSONAL NETWORK FOLLOW-UP LETTER:**

(To acknowledge personal network reply).

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:



Thank you very much for your suggestion(s) on people to contact. I have written/called him/her/them, and have sent him/her/them my resume.

I will keep you posted as to what happens. In the meantime, if you think of anyone else you feel I should contact, please let me know.

Again, my sincere thanks for your help in this arduous task called job hunting.

Sincerely,

John Doe

**PERSONAL NETWORK FOLLOW-UP LETTER:**

(Seeking additional referrals; after referral letter/telephone conversation turndown).

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

This note is to let you know what happened with \_\_\_\_\_ to whom you referred me. He/she informed me that, given their current hiring situation, they are not hiring right now (or, are not interviewing right now). \_\_\_\_\_ wished me luck and said to give his/her best to you. So, I'm back to square one with him/her.

Any additional leads or referrals and advice that you can provide me would be most welcome. I'll call you to review them with you.

Sincerely,

John Doe

**LETTER TO POTENTIAL EMPLOYERS**

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

(In addition to the prospective employer letter JCCC provides for you, you may wish to write additional letters. Modify the one we have provided; use new original material which you have created, or combine various paragraphs from any of the sample letter formats included in this section).

Sincerely,

John Doe

Enclosure: (if applicable)

**RECRUITER LETTER**

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(123) 456-7890**

date

Name  
Address  
City, State, Zip Code

Dear \_\_\_\_\_:

(In addition to the recruiter letter which JCCC provided for you, you may wish to write additional letters. Although this letter simply forwards your resume to recruiters, you may wish to modify the one we have provided).

Sincerely,

John Doe

Enclosure

**LETTER RESPONSE FOR ANNOUNCING YOUR AVAILABILITY TO A SPECIFIC AUDIENCE**

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear \_\_\_\_\_:

As the economy loosens up and the outlook in your industry brightens, I thought you might be interested in learning of a person with my particular skills and abilities, experience and track record.

The enclosed resume reflects my \_\_\_\_ years experience as \_\_\_\_\_.

Among my diversified skills are the following:

- (List them, using material from your PSRs, in this format).

- (Etc.....)
- (Etc.....)

Among my significant accomplishments are:

- (Examples from your PSRs).
- (Etc.....)
- (Etc.....)

I am known for my ability to solve problems, meet deadlines, work well under pressure, and get along well with colleagues, subordinates, and supervisors. If a person with my qualifications and experience matches what you are looking for, I would be delighted to meet with you to discuss how I might be able to utilize my talents and skill for your benefit.

I look forward to talking with you.

Sincerely,

John Doe

Encl.

## **REFERRAL LETTER**

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Recently I told my friend, \_\_\_\_\_, of \_\_\_\_\_, about my interest in a career move. As I described my skills and experiences, he/she urged me to contact you and describe my background.

Initially, \_\_\_\_\_ felt, as I do, that my particular combination of knowledge and skills could best be used by companies which can best be described as \_\_\_\_\_. It is for this reason that he/she urged me to write you.

I am enclosing a copy of my resume to give you a "bare-bones" outline of what I have done and where I have done it. I will call your office within two weeks (or, on \_\_\_\_\_) to ascertain a time when we can get together and explore this further.

Sincerely,

John Doe

Encl.

**REFERRAL LETTER - OPTIONAL PARAGRAPHS:**

(Choose paragraphs as noted at the bottom of this page- leave off paragraph numbers 1,2, etc. when composing your letter).

---

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

1. \_\_\_\_\_ has suggested that I contact you regarding exploring how I might be of service as an employee of your company/organization in \_\_\_\_\_.

2. \_\_\_\_\_ has suggested that I contact you to discuss any advice, suggestions and/or referrals you might be able to give me regarding my efforts to more effectively manage my job hunting in the field(s) of \_\_\_\_\_.

3. \_\_\_\_\_ has suggested that I contact you to discuss working for you or referrals you might be able to provide as well as, of course, any advice you have for me as a job hunter.

4. As you can see from the enclosed resume, I have excellent background experience for a career in \_\_\_\_\_. The resume outlines my experience, skills, abilities and potential.

5. Among some of the more relevant experiences and accomplishments are the following: (list the appropriate PSRs).

6. I have a reputation for being one who can easily interact with fellow workers to creatively approach problems and contribute to their resolution.

7. I am grateful to \_\_\_\_\_ for referring me to you. Any avenue whereby we can be of mutual assistance is certainly worth exploring. I look forward to hearing from you as to when and where we could get together.

8. I am grateful to \_\_\_\_\_ for referring me to you. Any positions for which you could consider me, or any referrals to others you could provide, would be most appreciated.

Sincerely,

John Doe

Encl.

---

NOTE: To referrals regarding jobs: paragraphs 1, 4, 5, 6, and 7.  
To referrals regarding advice/referrals: 2, 4, 5, 6, and 8.  
To referrals regarding both of the above: 3, 4, 5, 6, and 9.

**AD RESPONSE LETTER#1:**

(Double column requirement/fulfillment response. Use this format to answer an ad which calls for specific requirements).

---

**JOHN DOE**  
**123 Main Street**  
**New York, NY 10001**  
**(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear Sir/Madam: (if no name has been provided)

Your recent ad in the \_\_\_\_\_ regarding an opening for the position of \_\_\_\_\_ lists requisite experience and credentials which closely parallel those I have to offer.

A resume detailing my experience and credentials is enclosed for your consideration. The list of your requirements in the left column below is compared to my qualifications for meeting those requirements in the column on the right:

<u>Your requirements</u>	<u>How I meet your requirements</u>
1.	1.
2.	2.
3.	3.
etc.	etc.

**OPTIONAL PARAGRAPH:**

As you can see from the above and from the enclosed resume, I offer you solid skills, strong problem solving abilities, the appropriate technical knowledge, and the ability to work well with people in high pressure situations. I have earned a reputation for being able to contribute to the meeting of both immediate and long-term goals. I believe my background will enable me to make valuable contributions toward the achievement of your company's/firm's/organization's operational and profit objectives.

I would welcome a personal interview and look forward to hearing from you.

Sincerely,

John Doe

Encl.

**AD RESPONSE LETTER #2:**

(A narrative version of the requirement/fulfillment response).

**JOHN DOE**  
**123 Main Street**  
**New York, NY 10001**  
**(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear Sir/Madam: (if no name has been provided)

Your recent ad in the \_\_\_\_\_ regarding an opening for the position of \_\_\_\_\_ lists requisite experience and credentials which closely parallel those which I have to offer the position appears to be the opportunity I am looking for and I believe there is a match between your needs and my goals.

During the past \_\_\_\_\_ years, I have:

- (Highlight most of your recent positions, using material from PSRs).
- (Do the same with no more than 2-4 prior positions.
- (In each case, these paragraphs should relate what you did and what you achieved relevant to the ad requirements. Use brief PSRs; as many paragraphs as you feel necessary).

I look forward to hearing from you and to scheduling a meeting, at which time we can discuss the position further. In the meantime, I thank you for your consideration and wish you continued success in your work.

OPTIONAL PARAGRAPH:

My career success to date stems from my educational background, which includes: (list degrees and schools as well as any self-improvement/professional improvement courses).

I look forward to hearing from you.

Sincerely,

John Doe

---

NOTE: This letter format does not enclose a resume; PSRs from the resume have been included in the body of the letter.

**AD RESPONSE LETTER #3:**

(A second narrative version of the requirement/fulfillment response-another way of doing letter #2).

**JOHN DOE**

-

**123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear Sir/Madam: (if no name has been provided)

(Use the same opening paragraph as in ad response letter #2\_.

Your ad lists the following requirements for the position:

- (List them in bullet format form, one after the other).
- (Another requirement.....)
- (Etc.....)

In order to meet these requirements, I offer you the following:

- (Now do the same thing, indicating how you meet each requirement).
- (Another example.....)
- (Etc.....)

Additional relevant experience indicating my qualifications for your position includes the following:

- (In the same bullet format, list a series of PSRs which you feel will strengthen your case).
- (Another PSR.....)
- (Etc.....)

I have enclosed a copy of my resume for your review and look forward to hearing from you regarding the next steps in your application process.

Sincerely,

John Doe

Encl.

**AD RESPONSE LETTER #4:**

(The quickest, shortest way to simply forward your resume in response to an ad).

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear Sir/Madam: (or name if one has been provided)

Enclosed is a copy of my resume in response to your recent ad in the \_\_\_\_\_ regarding an opening for the position of \_\_\_\_\_, for which I am eminently qualified.

I look forward to hearing from you.

Sincerely,

John Doe

Encl

**AD RESPONSE LETTER #5:**

(An all-purpose ad response letter. After you have filled in the blanks, only those in paragraph #1 should change for each additional letter).

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Your recent announcement seeking candidates for the position of \_\_\_\_\_ as announced in the \_\_\_\_\_ lists requisite experience, credentials and abilities which closely parallel those I have to offer, both \_\_\_\_\_ and \_\_\_\_\_.

I can effectively and efficiently administer/manage/or \_\_\_\_\_ diverse entities, delegate both responsibilities and authority, knit diverse units into smoothly functioning wholes, make excellent representations, and keep clear the difference between management and leadership (you manage things, lead people). (Options: add additional skills such as fund raising, increasing sales, penetrating markets, etc., as you feel pertinent to the ad requirements).

I offer you a rare mix of skills and experience: those of the \_\_\_\_\_ (define your skills/experience). I have developed a city- and/or regional- and/or state- and/or world- wide network in business, government, politics, academia, non-profit and foundation sectors, and in \_\_\_\_\_ (any other areas of significance which apply; delete those which do not).

During my career I have successfully demonstrated a strong yet fair hand in negotiations, a deft hand at reconciliation, and strong problem resolving skills. I have also demonstrated the ability to establish and maintain good rapport with a wide variety of people from different backgrounds, cultures and status groups, and in high pressure situations.

I have earned a reputation for being able to contribute to the meeting of both immediate and long-range goals without sacrificing one for the other. I believe my background will enable me to make valuable contributions toward the achievement of your various \_\_\_\_\_ goals and objectives. To help with your deliberations, I have enclosed a copy of my resume (or: publications list, list of organizations, references, etc.).

I am also a \_\_\_\_\_ (list any significant positions in associations or other outside activities which you feel relate to your qualifications for the position).



I look forward to hearing from you.

Sincerely,

John Doe

Encl.

**RESPONSE LETTER TO JOB EXPLORATION/WANT-AD REPLIES:**

(Use when reply has been received which appears to leave the door open).

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Thank you very much for your recent reply to my inquiry (or, ad response). Although I understand there is no opening now, I feel from your letter that you sense, as do I, that there is a fit somewhere for me in your company.

I would be happy to provide answers to any questions or provide any other information you need to assist you in making your decision.

If you wish a personal interview with me to clarify and explore the matter further, I am available to do so.

I look forward to hearing from you.

Sincerely,

John Doe

**RESPONSE TO JOB EXPLORATION/WANT-AD LETTER TURN-DOWN**

**JOHN DOE  
123 Main Street  
New York, NY 10001  
(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Thank you very much for your recent reply to my letter (or, ad response). I am sorry that an opportunity does not exist at this time. I know that I would have been an asset to your organization/company.

Nonetheless, I appreciate your effort on my behalf in evaluating my past in light of your needs for the future. As it appears there will be no contact between us in the near future, I would like to take advantage of the fact that you have had an opportunity to "meet" me through my resume. As you are on top of

things in your industry, may I request any suggestions you have which will help in my job hunting campaign?

Any suggestions or referrals you can provide will be most appreciated and I'll certainly follow up on them.

I look forward to hearing from you.

Sincerely,

John Doe

## LETTER FOLLOW-UP TO AN INTERVIEW WITH A RECRUITER

**JOHN DOE**  
**123 Main Street**  
**New York, NY 10001**  
**(212) 123-4567**

Date

Name  
Address  
City, State, Zip Code

Dear \_\_\_\_\_:

Thank you very much for your time during our meeting of \_\_\_\_\_ as we explored my capabilities pertaining to the position of \_\_\_\_  
\_\_\_\_\_.

### OPTION #1

The position which you outlined is exciting and contains the kinds of responsibilities and opportunities that I seek. As you meet with your client, I would be more than happy to provide you with additional information. I am available to meet with you and/or your client at any time.

### OPTION#2:

I enjoyed discussing the position and regret that certain requirements seem to preclude me. Nonetheless, as you know from our conversation, I have the abilities and background to successfully undertake a variety of positions. I would be delighted to discuss with you any additional assignments.

My best wishes for continued success in your work.

I look forward to hearing from you.

Sincerely,

John Doe

**POST INTERVIEW LETTER #1:**  
(Decision is pending).

---

**JOHN DOE**  
**123 Main Street**  
**New York, NY 10001**  
**(212) 123-4567**

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Thank you very much for the interview we had on \_\_\_\_\_ (or, last \_\_\_\_\_). It was most satisfying to meet you and learn the needs, directions and goals of your company/organization.

As we talked about the position, I could not help but become more and more confident that I am fully qualified for the job, and hope that my responses to your questions brought you to the same conclusion. I know I would fit in and work will with you and \_\_\_\_\_ (name of company).

OPTIONAL PARAGRAPHS:

I was particularly interested in and impressed by \_\_\_\_\_ (be sincere and honest: see Dale Carnegie). The duties and responsibilities we discussed are what I am searching for, and I would be happy to have the opportunity to fill them for you.

Following up on several of your concerns, I just wanted to add these additional thoughts: (whatever specifics were bothering the interviewer, either about the job or yourself, include here- use PSRs if pertinent).

Based on my understanding of what you are looking for and what I can do, I believe I can make a significant contribution to \_\_\_\_\_ in the areas of (list appropriate areas of concern and needs of company to which your skills/abilities apply).

I look forward to hearing from you (or, to hearing from you and taking the next step in your hiring process).

Sincerely,

John Doe

**POST INTERVIEW LETTER #2:**

(Decision was negative-you must now turn them into a part of of your personal network to get advice/referrals).

JOHN DOE  
123 Main Street  
New York, NY 10001  
(212)123-4567

Date

Name

Address

City, State, Zip Code

Dear \_\_\_\_\_:

Thank you once again for the interview we had together on \_\_\_\_\_. Although I felt capable of doing the job, I understand why you are not making me the offer. I am writing for advice in continuing my job hunting campaign.

As you and I have had the opportunity to meet, and as you have studied my resume and gotten to know me in person, I am writing to ask you, given your contacts in the industry, for names of others whom I could contact about interviews for positions within their firms. I shall follow-up on any suggestions or advice you provide.

Again, my thanks to you for your efforts on my behalf. I look forward to hearing from you regarding others whom I should contact.

Best wishes and continued success to you in your work at \_\_\_\_\_.

Sincerely,

John Doe

MISCELLANEOUS JOB EXPLORATION LETTER PARAGRAPHS:

(In addition to the letters previously outlined, there are other areas you may explore relative to seeking positions or opportunities. These include letters based on recent news articles, letters to influential individuals, or letters which result from research you have done on a given industry or company. For such letters, you may wish to use one of the following paragraphs).

#### OPTIONAL PARAGRAPHS:

In a recent article in the \_\_\_\_\_ section of \_\_\_\_\_, I was intrigued by the information about your article's characterization of your company as a "\_\_\_\_\_" "\_\_\_\_\_ defines the kind of company I would like to work for.

As a prominent member of the \_\_\_\_\_ community, I know that you are up-to-date in new opportunities and directions of various companies and individuals. As I am conducting a job search for a position as \_\_\_\_\_, I am writing to seek your assistance.

As a result of some research I have been doing on the \_\_\_\_\_ industry (or, on your company), I am writing to you as one who could provide me with help and referrals for my job hunting campaign.

#### OPTIONAL CLOSING PARAGRAPH

I will call your office within the next two weeks to set up a brief appointment (not to exceed 20 minutes). I look forward to meeting with you and to discussing any suggestions and/or referrals you may provide me. I appreciate your giving my inquiry your consideration.

## NOTES

## Section 14

# **NETWORKING IN THE 21<sup>st</sup> Century:**

**An Interactive Process and Most Effective One**

**For Uncovering Job Leads, Job Opportunities,**

**The Research of Career Opportunities,**

**and for Using the Informal Job Market to Get Into the Formal One**

**Lets look at the key terms and the topics for our presentation:**

- Networking
- Interactive
- Effective
- Uncovering Job Leads
- Uncovering Job Opportunities
- Researching Career Opportunities
- Informal Job Market ("hidden"; unpublished; unadvertised): use to get into:
- Formal Job Market (Ads, announcements, recruiters)

**To do so, we will look at these from the standpoint of these topics:**

### **1. INTERACTIVE/EFFECTIVE/ROLE PLAYING**

### **2. THE FIVE AUDIENCES TO NETWORK: INFORMAL AND FORMAL**

Formal: employers, recruiters, ads  
Informal: personal network, secondary network, "warm market list," all referrals

### **3. RESEARCHING: Opportunities, Leads, Lists, Names and Numbers**

Formal: library  
books see especially Barnes & Noble in Roseville  
and Baxters, downtown, Minneapolis

The Los Angeles-St. Paul Job Bank, 1992  
7th Edition  
The Job Hunter's Guide to Southern California  
One of a series of city, state, and national guides  
Bob Adams, Inc., publishers

How to Get a Job in Southern California  
Thomas Camden and Jonathon Palmer  
Surrey Press, publishers

Informal: Networking face to face  
Networking by phone



## Networking by letter

4. **NETWORKING:** The Heart of 1990's Job Hunting Strategies  
An Extension of, not a Dilution of, Individualism  
Debunking the Gary Cooper "High Noon" Myth

### 5. THE 5-STEP REFERRAL INTERVIEW

Using The Five Step to get to The Four Step:  
Obtaining Leads Through Asking Advice  
Categories to Follow for your Lead Flow Development Action Plan:  
How to Provide Cues which will Lead to Referrals  
How to Switch from 5-Step to 4-Step and Vice-Versa  
Re-contacting Leads and Referrals  
How to Practice

### 6. WORKSHOP PARTICIPANT ROLE PLAYING

### 7. QUESTIONS AND ANSWERS

## The Social Science Background to what we are exploring

**If followed**, what is outlined has a unique dynamic program which will enable you to succeed in your aims: to obtain new positions, whether promotions within your current company or a new position with a new employer.

I began my development in this field in 1981 in Virginia, I enlarged my concepts in 1983, and again in 1985. What I developed was called "The Jessen Difference" by some. Our word processor in 1985 named the program I developed as "The Jessen System." It is based on key categories in social psychology that deal with role playing and impression management. I now refer to as "Your System," as you have to implement it and make it work.

A key difference between this approach and that of others is that they use the psychological paradigm (urging people to just like themselves and show others you like yourself, and then you will be hired), whereas I use the sociological approach, which is more interested in the groups of people interaction, whether one on one or in larger groups, and in the fact that role playing is the key, not trying to feel good.

Thus, others emphasize the psychology of marketing oneself. In so doing, they still missed the role playing/impression management side of things.

As a social scientist trained in and applying the paradigm of sociology, I am thus using a general sociology model, and, in particular, also adding interpretive sociology and phenomenology, studying social action from the standpoint of what is directly observable, doing so with the understanding that to understand we must interpret the subjective meanings and motives of social actors, including those we interview, whether in networking or in actual job interviews, and that we can explain the nature, the causal relations, and the historical significance of different institutional configurations and groups as they live out their routines of everyday life. This understanding can enable us to eventually be successful in both networking and interviewing.

In other words, we can not only ask but we can answer the classical sociology question of "What is?", "Why?", and "So what?" In this tradition, then, I am striving to be objective, interpretive, and comprehensive, and to do so by looking not only at the consequence of actions but that which causes actions that are consequential.

The psychological model stresses coming to grips with one's self and resolving psychological problems so that one can present one's true self well (some would even say "authentic" self).. Although a highly

popular approach, it is, nonetheless, not empirical. It is unproven. It uses instruments (such as the Myers Briggs Type Indicator or derivatives of it) that gush back one's sense of self, but not necessary one's capability if he or she had a different sense of themselves. It stresses behavioral modification. It is an *a priori* approach. Its interesting, and makes for good party conversation, but it is not that useful in the job market (no matter what the corporate outplacement firms may say to the contrary who use the Myers Briggs and its derivatives). The key is not to be authentic, but sincere. Your "real" self is no body's business. It is their business to find out if you can sincerely play your professional self's roles.

The key here is social mobility, not soothing of anxieties or impressing one's self about how good one is. The key is to impress others.

In terms of **social mobility** (and who are more in a mobile frame of mind than job seekers), sociology identifies **five ways** for achieving social mobility: money, marriage, education, politics, and "impression management."

Of these categories, the most important are education (30% in networking and interviews) and impression management (70% in networking and interviews).

The sociological approach I use, therefore, which is *a posteriori*, and is empirically grounded (I can prove mine, the others cannot), concentrates on role playing (so you can leave your anxieties at the door), and in the "presentation of self in everyday life" (a Goffman term), which stresses "facade maintenance," and what is called "impression management" (another Goffman term), which means manipulating status symbols (dress, color and type of paper used for resume, wrist watch, car, ink pen, etc.) and personal attraction (likability: in other words bitches and bastards need not apply, but any Carnegie 'how to win friends' types who can smile are welcome).

To get hired, the interviewee tries "to make an impression" on the interviewer, whether in networking to get to a company or in an interview at the company (who does so likewise in return regarding the company; it works both ways). In job hunting, this is the most important of the five, particularly when one wants to do so quickly. Thus, I use not behavioral modification but "behavioral flexibility," and use the empirically validated "Social Style Model" developed by David Merrill. The equation is  $30 + 70 = \text{hired}$ . Education (qualifications) is the 30%. How you present them is the 70%.

To put it in its more dramatically evident terms, one can see this in first date situations. Whether male or female, neither first appears, regardless of who is knocking on whose door, naked ready for intimate physical interaction. Instead, all that is seen is one's face and hands. This is all that is appropriate, i.e., this is what the role calls for. Most job hunters are unsuccessful because they drop role. Dukakis lost and Bush won primarily because of Dukakis' refusal to role play ("its not me," he said) and Bush's conversion, after his 1980 fiasco, to the realities that if he wants to play in any social "game," he has to play by the rules of impression management, and, in the area of elections and politics, as in job hunting, both networking and interviewing, impression management is a major part of the rules.

Few want to deal with this and even fewer are willing to say they needed help. To make this work, it requires "impression management" by all the players. I

The manual talks about these points in, especially about reality construction and then reality maintenance.

We emphasized networking and interviewing. Indeed, the manual is not only mostly about networking and interviewing, it says it is through one or the other of these that one is most likely to find one's next position.

Networking and interviewing are presented as opposite sides of the same coin: in each, the candidate is negotiating through social interaction, through social relationships. This is why we urged all to read Dale Carnegie's How to Win Friends and Influence People (we actually bought each client a copy).

Life in modern society is lived through a series of encounters with strangers, some of whom become acquaintances, and of those, a small number might actually become friends. Hence, the name of the game is not to make friends in the old long-term sense, but to demonstrate civility, that one fits it, that one can fit into and belong to the new "tribe."

Relationships range along a continuum between expressive ties with others to instrumental ties. In our primary relationships, we have expressive ties, relationships that are ends in themselves, and include family, relatives, close friends.

Instrumental ties are those with individuals of whom we need not care, but with whom we find ourselves in various situations requiring cooperation, pulling together. These are our secondary relationships. Again, in modern society we find large, complex networks of diverse people involved in diverse social action.

As people move to the center of this continuum, there is a mixture of these two, as with fellow workers, other professionals, etc. By keeping on good terms with others, we minimize many difficulties in the work setting and, of course, in the act of networking or interviewing.

The key question always becomes: how should I behave? The program concentrates heavily on the concept of "roles" and the need to not only learn to tell what the appropriate roles are, but to also not "break role." Indeed, two chapters of the manual are dedicated to role playing.

Simply put, human beings have no instincts for human social interaction. By this I mean that there are no "biochemically preprogrammed blueprints" in the genes that tell people how to behave. If there were such a thing, then all human beings in all societies would act the same way in whatever was such a human genetic trait. But no such genetic traits exist. If survival was an instinct, there could be no suicide, if motherly or parental love was an instinct, there could be no child abuse, if sex was an instinct you could not have celibacy. If no incest was an instinct you would not have father-daughter and mother-son sexual relations. Taboos against it, yes, instincts no.

Therefore, human beings create what are called "instinct substitutes." These can range from the oldest of all, tradition, to the newest, the latest policy. Rules, regulations, old wives tales, etc. The point is this: people cannot live a role free existence. From a job hunter's standpoint, there are no "instincts" to fall back on when networking and interviewing. Therefore, one has to learn how to do it. The tremendous number of "how to" books in the areas of personal improvement, personal interrelations, parenting, spousing, etc., all attest to the need for training in these areas. We are here provided the training needed in the area of job hunting: how to network, how to interview, how to negotiate.

The process by which individuals "develop, through interaction with other people, the ways of thinking, feeling, and acting that are essential for effective participation within society," is called socialization (Vander Zanden, 1987, p. 140).

We provide a kind of "resocialization," through the oldest forms of secondary socialization: role modeling. As we depend on direct experience for learning, we need to observe others to learn new ways of doing things (Bandura, 1969, 1973a, 1977). Hence, we borrow from what is called social learning theory (Bandura, 1977, Mischel, 1971 and 1973). The manual outlines. In this workshop we are outlining and reinforcing it.

You need to assimilate new information and interpretation in such a fashion that you can conform to existing schemes (employers and their environmental and informal social contexts) which you need to conform to if you are to be successful in job hunting. In this way, experience modifies schemes and schemes modify experience (Cross, 1976).

To correctly network and interview, you proper new role socialization (Mortimer and Simmons, 1978). You need to fantasize about the new jobs you want, and, in the workshop role playing practice arena we will do later, experiment with the new behaviors you need for your new roles as job hunters. You will then "see" in advance what behavior would be needed and practice in advance (the term for this is

"anticipatory socialization"). Through "behavioral flexibility," you can then learn how to alter, adapt, or remake your behaviors, depending upon with whom or where you are networking or interviewing. Thus you are enabled to disengage or exit from old roles and learn new ones.

In this process, you will obtain a stronger sense of identity regarding who you are and what you can be. As we work through role playing and networking/interviewing rehearsals, you will achieve the ability to better interpret your own acts so that that you can adopt a state of "preparedness" for the responses you will need, especially during interviewing and negotiating.

Through this process, you can change your self-conception to a more positive one, as you evolve better, more positive mental "scripts," "frames," or "schemata" for selecting and processing information about yourselves (Markus, 1977; Smith, 1984).

Thus, our task is to work with your self images as well as your self-conceptions (Turner, 1968b; Swann and Hill, 1982). The former is temporary, and easier to change, and thus it is relatively easy to prepare you for an upcoming session of networking or interviewing. The harder task is to change the self-conception when it is low, for it has a tendency to stay the same over time. This is the "real me," or "myself as I really am." Self-images edit rather than supplant our self-conceptions (Turner, 1968b). This is why we insist that you properly role play. Those who do, do well. Those who do not have a much tougher time.

Early research in social psychology held that self-conceptions arose from social interaction with other people, influencing how we saw ourselves and, thus, our behaviors. Such were the theories of those claimed by sociology, Charles Horton Cooley (the "looking glass self"), and George Herbert Mead (learning of "the generalized other"), as well as those claimed by psychology, the neo-Freudian psychiatrist like Harry Stack Sullivan (Vander Zanden, 1987, p. 161). They held that we discover ourselves in the actions of others toward us. But recent research (Yinger, 1965) suggests that the answer comes before the question, in that we have already been labeled variously since birth, and are socialized into a view of ourselves before engaging the outside world (which is called "labeling theory").

Thus, the role modeling training is geared to enable you to make self-appraisals, positive or negative, to become positive through reflected appraisals of those learning this with you. In other words, we tend to acquire attitudes of self-acceptance and self-respect from the attitudes of others towards us (Miyamoto and Dornsbush, 1956). Workshops such as this and other support groups help increase our sense of self to enable us to be successful in networking and interviewing.

Recent studies (Shrauger and Schoeneman, 1979; Rosenberg, 1979; Schafer and Keith, 1985) show that the real dynamic is the perceived responses of others rather than the actual responses (how they "really" "feel" about others, an almost impossible task to ascertain from one's daily encounters with "friendly strangers") in terms of forming one's self-conceptions. We, of course, turn this around, showing you how you can influence the perception of the interviewer by the way you play your role.

Why is this important? Because, over the long haul in any campaign, the key is going to be the your self-esteem. If you can get that up, you will have a good campaign. If not, then its the "100 reasons" why you can't phone, write, or visit. Self-esteem, of course is our own personal judgment of our own worth (Coopersmith, 1967), which in turn is anchored primarily in our ongoing social relationships (Faunce, 1984). Hence, workshops and support groups are crucial to understanding and learning how to influence others' perceptions so as to foster giving you a fair hearing in your networking and interviewing. They help people keep from "choking" and then evidence self-handicapping behaviors.

Thus, we need to go beyond the one-on-one relationships to multiple relationships organized into networks. These networks are webs of social relationships that center on how one person can be tied to others through still other people.

Networks, which can also be described as people interacting as points on a chart, which is the method of studying networking called sociometry, play an important part in the life of everyone everyday. To put it in a negative way, studies show (see Friedson, 1960; McKinlay, 1973; Rose, 1974) that people distrust

those they do not know personally, as in doctors, say, and thus turn to their own "lay referral system" to obtain a recommendation to a professional that we are seeking.

One of the most used charts in job hunting regarding networking is by Granovetter (1973). He showed in his study of professional, technical, and managerial job changers in Boston, that 39.1% of information about new jobs came directly from the prospective employers that the applicant already knew.

Granovetter then found that 45.3% of the cases had at least one intermediary between the applicant and the employer, with 15.6% having two or more intermediaries. In other words, networking, keeping the chain reaction going.

Employers do the same: "who do you know" they ask their network. Often, employment agencies are seen as the "bottom of the barrel," with jobs that often turn out to be "dogs." Thus, both prospective employers and job seekers prefer to rely on informal acquaintance networks (Rose, 1974).

Successful recruiters are those with networks in the professional ranks of those industries which they serve.

As Fader (1984) reports, three tasks are accomplished by reaching out to relatives, friends, and acquaintances, and advising them of our job skills and desires to change jobs: first, openings are learned of that are not being advertised; secondly, a contact who can speak to the applicant prior to the interview is obtained; and thirdly, people are able to bypass the personnel department and get directly before the ones with the actual power to hire.

For successful networking and interviewing, you need to practice your role in order to "keep in training." In studies in California regarding people helping people, it was found that people who help others ("Good Samaritans") are usually those with training (lifesaving, medical, police), and that it is training (Huston et al., 1981) that enables people to get good at what they do so they can then do what they want to do.

I am trying to teach you to diffuse the responsibility of your campaigns to as wide a network as possible. The best way to achieve this is to have people commit themselves in advance to assist (Thomas Moriarty, 1975), and the "5-Step" networking script we will go over soon is designed to effect just that.

By setting up this "chain reaction" of networking, you as job hunter can then engage "familiar strangers" (Cunningham, 1984a), who will help even if they never met you before.

Why would strangers help in this way? Because few people are given an opportunity during any given day to do something nice to someone, let alone be treated as an expert or as someone who knows something. Yet studies show people are eager to help and to display their altruism if given the right setting for doing so. In other words, the "cost-reward analysis of altruism" plays a part. Whether a person helps will depend upon their assessment of the costs relative to the rewards (Piliavin, Rodin, and Piliavin (1969, 1975). We will go over scripts you can use to train yourselves in networking and interviewing, that will enable you to maximize your success with these techniques.

If you have been thinking that I am also talking about the world of sales and selling, you are correct. And selling relates directly to how to sell yourselves in networking (in order to generate leads) and in interviewing (in order to generate an offer, and if not an offer, then a handoff to the next person in the interview chain or another referral).

Social psychologists agree that there are several techniques that, when used, will lead to successful selling. You want to maximize referrals obtained per person you network with, as well, of course offers per number of interviews.

There are many books on selling. Techniques which work today are different from those which worked 100 years ago. Each age is different. In studies comparing techniques in such diverse areas as real estate, automobiles, and stocks, it was found that today's successful techniques boil down to three essentials ((Moine, 1982). The first major technique is to "**establish trust and rapport**," often through

"mirroring" the prospect's thoughts, tone of voice, speech tempo, and mood. I have been referring to this as "behavioral flexibility"). Its to enable you, the seller, to demonstrate that you share and reflect the same reality as the buyer (the one you are either networking with or interviewing with).

The second major technique is to use what is called the "**soft sell**" to bridge the transition to finding out about something (product or service) and then deciding to purchase it. Phrases are used to almost command the buyer to buy through the use of what are sometimes called "innocuous statements." In sales jargon, this is called getting the buyer to make the sale. In the interview its called getting the offer or the handoff or the referral. Another name is "assumptive selling;" speaking in terms of positive assumptions.

The third major technique is that of **being an adept story teller**, whether using parables, anecdotes, personal testimony, or whatever. When selling, particularly in interviewing, you tell successful career stories, using what we will practice in detail tomorrow, the "PSR" technique, which is telling a story about their qualifications within the context of a story: "The problem I encountered was..... So, what I did to solve the problem was....., and as a result, ....." You need to learn the successful techniques of persuasion.

The problem is not these techniques. The problem is when what is sold is not delivered. The problem is when the trust is violated. Recalling the dictum of W.I. Thomas that a definition of reality, even if not correct will have real consequences, we can see what can happen. When trust is seen as being violated, there will be no referrals and no job offers.

Now, lets get into the specifics of networking.

"Networking" is an old term most usually employed in the "old boy network," which is a term used to define how to get things done in England. The term "old boy network" is now being replaced by the term "new boy network," which is also being stated as the "new girl network" and the "new boy and girl network."

Networking is not new. The emphasis today is because with the rapid development of both information and technology, people are beginning to realize that they can less and less depend upon themselves to do everything, to be the Gary Coopers of "High Noon" fame, standing alone on Main Street to fight the villains. We are now a network nation in an age of connectedness and collaboration. Those who master the art of networking will get ahead. Those who do not will fall by the wayside.

The networking interview is to obtain advice and referrals.

Networking is to enable you to market yourself through chain reactions you can set off, which is, after all, for only one purpose: to generate leads which result in interviews, no matter how many have to be in each chain reaction to generate each interview.

### **1. Networking: The Heart of 1990's Job Hunting Strategies**

Everyone uses networks, whether they are aware of them or not. Networking used to be defined as "it's not what you know but who you know that counts". Now it's "given you've got something to offer, it's not just who you know but how you use them that counts." Networks are to save time, cut through red tape, and avoid fair play. If there are four of you in the final group for consideration for a job and you all have the same background, education, and track record, who will be selected? If the decision maker knows one through someone he knows, he will go with that person.

Hence, everyone uses networks to obtain an in, favoritism, to by-pass the rules and regulations, etc. As Nicholas Tomalin stated in 1964, as quoted by Tim Heald in Old Boy Networks:

"A network is a club without premises, constitution, or life membership. Not simply a clique. Not quite an elite. Not exactly a trade union. But with some of the qualities of these alliances."

Everyone has what Heald calls "PPN: personal private networks." But we can also create public networks of others. To do so, you must think network. This is the only way to overcome the myths that one should not mix business with pleasure, exploit those we see socially, or take advantage of our friends. After all, friendship is a two way street and can never really be a friendship until those in the friendship allow each other to help each other.

Finally, as Heald notes, networking is "the preferment of friends. That is why it is a pervasive fact of life, not something to be condemned or applauded but simply something to be recognized. It is the principle that in every area of life people have personal preferences. They like some people more than others and they enjoy helping them. They will deal with others, of course, politely, perhaps, but without the real sense of enthusiasm reserved for fellow members of their various networks." More tellingly: "Irresistible talent is relatively rare. ... All other things being equal - and that phrase is crucial, most people would rather have (other people around them) they like, who they get on with, and can actually regard with affection."

E.M. Forster wrote that "One must be fond of people and trust them if one is not to make a mess of one's life and it's therefore essential that they should not let one down." This succinct and perceptive statement of the principle of friendship can be said to also state the principle of networking.

In our context, networking is to provide an ongoing affinity group to facilitate continued career development and to provide an opportunity to gain ideas and feedback that is objective.

1985 cover stories in "INC." (June, 1985) and "SUCCESS" (August, 1985) magazines are representative of the new awareness of how central to success networking is in the 1980's and 1990's. These articles discuss networking as the art of making and using contacts, as the dynamic use of contacts for information, problem-solving, sounding board, job hunting, seeking job candidates, obtaining new business or new services, direct sales, and hot tips, as a technique long used by sales people and investment bankers and now being used by all serious executives and professionals interested in leveraging contacts in "clubs without premises."

In a nation of strangers, the serious networker finds prospects and opportunities in strangers, not threats. Today's successful businessman and career tracker must not only be a manager and a salesman, he/she must also be a professional networker.

Networking is becoming all the more essential for not only obtaining resources and customers, but also for positioning yourself for your next career position, something which becomes increasingly more difficult when it is predicted that within five years, due to the baby boomers (their front end turned 40 in 1986) and to the reduced levels of management structurally (from 19 to 5 layers between chairman and shop floor is the most dramatic example), there will be 20 people vying for each manager's job.

Networks, unlike hierarchies, are decentralized bases of power and responsibility, and offer the perfect method of information exchange in an entrepreneurial, innovative era. The information sought, by definition, will be for how to do business better, how to do (or protect) one's own job better, and how to advance one's career better.

## **2. Networking: An Extension of, not a Dilution of Individualism: Debunking the Gary Cooper "High Noon" Myth**

For those who are still not convinced, please remember that your resistance to talking to others to obtain their help is based on a false sense of personal responsibility and a misunderstanding of the terms "individualism" and "self".

For self serving image purposes there are those who would like it believed that they did it all themselves, which is really a wish that they could sing the Frank Sinatra song, "I Did It My Way."

For many, doing it their own way is being an individual, and to enlist aid is somehow an admission that there is something wrong with them, particularly regarding being able to do things themselves.

Henry Kissinger was quoted by Oriana Fallaci as stating that diplomacy was the same as an old Western shootout at high noon, and that he was the fastest gun in the West.

In reality, no world leader shows up for talks with other world leaders without the details having been worked out in advance by themselves through their staffs. They may change a word or two at their meetings or summits regarding the wording of declarations or treaties or other official papers which are signed, but the bulk of it has been drafted and agreed upon in advance.

This is what networking does for you. By having a third party referral, it is like having staffs which agree in advance to your coming and doing business.

Those who resist networking are those who must seriously reflect upon what it is that shapes their character and why, and whether or not it is they that stand alone with the truth or that somehow they are actually out of step with the entire recorded history of how people have gone about getting ahead and surviving. With rare exceptions, people have done it with other people. That means networking.

Part of this resistance is the belief that there are not enough other people to speak to who share a commonality regarding life, aspirations, fears, ways of behaving and doing things. On the flip side of this coin is the desire for freedom and the belief that to work with others means we are not free and cannot stand on our own, cannot be self-reliant. People who have gotten ahead, who have survived, did so in groups. Even great leaders had to have those who followed them.

We have to return again to Alexis de Tocqueville and his observations in the 1830s about American society and its character, as noted in his book Democracy in America. He noted that the American character was formed by what he called "habits of the heart", singling out family life, religious traditions, and participation in local affairs which created the kinds of people who could and did sustain the maintenance of free institutions precisely through being connected to the wider political community. A recent book is titled: Habits of the Heart and is subtitled: Individualism and Commitment in American Life.

However, de Tocqueville also warned about the potential seeds of destruction of this sense of providing each other with a helping hand lying in one of those aspects of our character he admired, an aspect of which he was one of the first to label "individualism". He felt that this aspect, as part and parcel as it was in the fabric of each helping others, could eventually contribute to isolating Americans from each other instead, and thereby undermine the conditions of freedom.

Hence, it is our contention that networking with those we know and don't know, of using it to "connect" to the various strands interacting within the marketplace, is a reflection of personal freedom, not a sign of its absence. One need not feel this is either a psychological or sociological statement and therefore suspect. Consider it a cultural statement, one which these social science disciplines can help us to understand. It was not created by the social sciences. Despite the fact that the vocabularies of everyday life and the social situations most of the middle classes confront predispose people to think they can find meaning only in their private lives, we have tried to show that for most people, meaning comes in those social situations of everyday life that involves others and which at various points intersect with one's private side.

Let us return to one of our basic themes, survival: career survival, professional survival, economic survival, and, in two words, security survival. The individual hanging onto a sense of self apart from others is really stating that they are under a kind of existential siege, as if they had no personal history, no friends, no family, no sense of place.

And quite often, within the context of job hunting, this does take place for some people. They have talked to those people they know personally and professionally and have gotten nowhere. They feel they have come to the end of the road. There is no hope. There is no one they know who sees them as worthy.



No one wants to hire them. They are reduced to a "minimal self" (see the book of this title with the subtitle "Psychic Survival in Troubled Times") and see no real value in their past or their present, and see no real value in their past or their present, and see no hope for their future.

You will be successful not by striding down Main Street at high noon but by working with others in various kinds of local associations and attachments. Thus, the only true road to career survival is not the machismo of single conquest in battle or in life as a competitive enterprise, but by action in and with a variety of groups, large and small.

The refusal to network must be viewed within a wider context of other dynamics: emotional disengagement, the reluctance to make long-term emotional commitments, sense of powerlessness and victimization, and the mistaken perception of large-scale organizations, whether business or government, as systems of total control over which we can exercise little or no influence. This Manual is a road map to follow to show you how to take control of your life and exercise considerable influence in your career development.

Networking is part of your imaging. But it is not the imaging of the facade to hide the fact that there is nothing of value behind it, to suggest that the image is to make it difficult for the person with whom you are networking or interviewing to distinguish the reality of what we have to offer from our fantasy of it. Rather, it is to provide an image of what really is behind the facade, not the opposite.

Networking, done correctly, particularly when brought into the workshop environment, helps you to deal with the painful awareness that, for everyone, there is a tension and a gap between our limited aspirations and our finite abilities, and that the name of the job hunting game is to use aspirations for inspiration and motivation and knowledge of our abilities for targeting.

Once you recognize that human beings are social, regardless of the myths to the contrary, networking will not only be accepted, it will become a habit you will continue for the rest of your career. And when you do it, you will receive the interviews you are looking for: those to help secure your next position and, later, those to help position you for further promotion within your new company.

The notion of talking to people is the hardest one we have encountered in getting people to use, even though we know it, and they eventually discover it, that it not only the most effective method of successful job hunting, it is also crucial to developing and working one's career network from here on out, even after one has started the new position.

### **3. 5-Stepping: Obtaining Leads Through Asking Advice**

The heart of networking is the obtaining of interviews, either to someone before whom you could interview for a job or before whom you could audition in order to seek being "handed off" to another person and their network.

You never ask a friend or an acquaintance for a job, but rather for the names of people you may find it beneficial to talk to. You are asking your friends/acquaintances to share their knowledge and experience as a favor, and will find they perceive your request as a psychological stroke that makes them feel important. Everybody likes to help as long as they don't have to stick their necks out.

Remember, in making contacts, the negatives that exist in your current or past position have no part in the conversation. You are starting to explore options and want to talk with as many people as possible before making your next career move. Each person you speak with must perceive you as a successful, credible professional.

Some of you will be surprised that those you contact after lapses of 15 to 20 years still prove to be cooperative and helpful. Most people really do want to help others and there exists a strong likelihood

that the individual you contact has previously been in the same situation you are now; most everyone feels flattered to be asked for help or advice.

Make your contact with enthusiasm and create a desire on their part to see your new resume; then, if they like, provide them a copy so that they can feel free to share it with others with whom they may come in contact. Finally, make sure that you have the correct spelling and title of each name so as not to dilute your credibility when you make contact.

#### **4. The 5-Step Referral Interview**

There are five steps. You are to memorize each of the script lines that go with four of the steps (one step just has grunts and good listening noises). You are not to change them, alter them, or in any way turn the outline into an improvisation or impromptu performance.

Let's review the purpose of each step before scripting them. The purpose of each step is as follows:

- Step 1: to get them to read the resume
- Step 2: to get their opinion of it
- Step 3: to demonstrate you are listening to what they have to say
- Step 4: to ask for referrals
- Step 5: to get the contact information you need for each one

As simple as this sounds, many get side tracked before getting to Step 3. You should, at a minimum, obtain one referral from each person 5-Stepped, and hopefully more. Key to obtaining quality referrals is the key to all job hunting: staying in control of each situation. You must make sure that you control the 5-Step interview and not let the one you are interviewing do so. You will obtain feedback on how well you are doing by practicing before others in the all day orientation seminar and in the weekly workshops.

Remember, at no time during the 5-Step do you ever defend your resume. If you defend it, you will lose the edge for obtaining truly good references. No one is expected to write a great resume but they are expected to handle criticism in a mature, friendly manner.

**[Handout - Overhead #4: The five steps outlined below]**

#### **THE FIVE STEP NETWORKING INTERVIEW**

**STEP ONE:** Get your contact to read the resume.

Script and action for friends, acquaintances, just mets, & those you have been handed off to:

**Action:** after greetings and pleasantries or introductions or statement of purpose for getting together, hand your resume to them as you say:

**Script:** "I have been working on my resume and would appreciate your comments on it."

Script and action for cold calling receptionists

**Action:** introduce yourself and obtain their name. Give your script line. Wait until they ask for it before handing your resume to them. As you recite your speech line, hold up your resume in front of you about chest high. As soon as you utter the script line, do not say anything until he/she does. In silence, you have greater probability of being asked for it.

**Script:** "I have been thinking of sending my resume to your company (firm/organization/etc.), and I'm not sure I've put in everything that your company would want to see."

**STEP TWO:** Get their opinion of the resume

Script and action for friends, acquaintances, just mets. & those you have been handed off to:

**Action:** before they have a chance to comment, ask the second step's question. As you do so, take out a pen and pad to write on it in order to take notes (an indication of praise and a signal that you really do value their comments). No pen and pad indicates you either are not serious or you really do not care that much for their comments. This perception will disqualify you when it comes to Step 4 below.

**Script:** "What do you think of it? How would you improve on it?"

Script and action for cold calling receptionists

**Action:** after she asks for it, hand her the resume. As she begins to look at it, ask her the script line, which is the same as above.

**Script:** "What do you think of it? How would you improve on it?"

#### **NOTE AND WARNING:**

Regarding friends, etc.: they will try to derail you, although they do not know they are doing so, by asking you why you want to change or leave your company, or any of a myriad of related personal questions. In each case, you do not answer them. These are questions you cannot answer until after you have recited Step 4. To get them where you want, state:

"Yes (or because), and that is why I have written the resume and why I am showing it to you today. What do you think of it? How would you improve on it?"

If need be, just keep reciting this line until they finally stop asking you questions and read the resume. Remember, the purpose here is to get referrals, and it is your resume which will cue them to making them.

Regarding the cold called receptionist: they may try to avoid taking it or say they are not the ones. If they try to avoid you, recite Steps 1 and 2 over. If they say they are not the ones, ask who in the company would be, and get their secretary's name and number so you can call them and state that "Mary (the receptionist) has suggested that I should be speaking to Mr. \_\_\_\_\_."

**STEP THREE:** Make good listening noises (the same, no matter who you are showing your resume to).

Script and action:

**Action:** make good listening noises, grunts, thank you's, and "and how should I have written that" or "how could that be improved?" Keep taking notes.

**Script:** none.

**STEP FOUR:** Get referrals

Script and action:

**Action:** keep on taking notes. Then, after they have read the resume and made all of the critical comments they can and given the advice they have, ask them the script line.

**Script:** "If you were me, who would you show this to?"

**Note:** Do not say "send." This is the key script line. Say it with strength and conviction.

**STEP FIVE:** Get contact information

Script and action:

**Action:** have pen and pad at the ready, and write as you get information.

**Script:** "What is the best way of contacting him/her/them? What else can you tell me about them.

After they respond, ask, "And who else should I show this to?" If they can't think of anyone the first time or afterwards, turn to Part 5 below.

#### **5. Categories to Follow for your Lead Flow Development Action Plan:** **How to Provide Cues which will Lead to Referrals**

Here you must play the role of the "prompter" on a stage. If they can't think of anyone, use cues. The most obvious cues are the 100 categories below.. Going beyond those, you can ask: "Who have you had lunch with in the past month? Let me start with them." Or, you could point to their rolodex and say, "Who under the "s's" in your rolodex could you refer me to?" You could ask them the same regarding their personal and professional address and phone books. Develop a list of cues, and review them before 5-Stepping or have them in front of you if you are 5-Stepping by phone.

Following is an outline of the various categories of people and organizations whom you can approach to, in a sense, serve on your job hunting campaign staff. Not all of these techniques are for everyone, and we certainly don't mean to suggest that each job hunter must use each category and apply each technique for generating leads and interviews. Choose the ones which will work best for you.

The following **21 categories** all have one thing in common: they are appropriate people for you to contact, and they are people for whom it is plausible that you do so. The categories of people are two types: those you know (friends, acquaintances, "in passing"), and those you don't know (but who for professional or mutual interest reasons, have a reason to belong or talk together).

The name of the game in planning your strategy is to rank them in order of which are most applicable to you. If you can make it all happen for you career-wise with just a few of them, so be it. If you need more, use more. Obviously, the more you use the greater exposure you will get and the greater the number of opportunities which you uncover.

There are **21 categories** below from which to choose, containing **over 100 types of persons** who are eligible to be 5-Stepped by you. They are not ranked in order of their importance. You need to rank them in order of greatest probability to you, and work your way down your list.

As you 5-Step people and you are searching for hints to use as cues for those who cannot think of anyone, use the following lists as candidates for cues: they are all available.

#### **The 5-Step categories are as follows:**

1. Write articles on you profession, industry, the kind of job you are seeking, topics of your particular technical or managerial skill, human interest article, or on an interesting personal experience. Remember: everyone likes to be interviewed. The procedures to follow: first find a publication; make sure they take free-lance articles; get the name and number of a contact in case someone checks (99% of the time they don't, other than to verify the existence of the publication); find out the particular kind of articles they like and match your areas to theirs, and make appointments to interview top executives. At the end of the interview: 5-Step them.

Examples of whom to consider:

- a. for trade/professional journals
- b. for travel magazines (including airline magazines)
- c. for specialty/interest magazines
- d. for corporate house publications
- e. for business magazines

- f. for newspapers

If you are successful, you have a "handout" to either leave behind or use as a door opener as you continue your campaign.

2. Conduct research which can be used to generate interviews: for a special project for yourself or for a course/seminar that you are taking, or, you are writing a book (isn't everyone?). Here, publication is not the issue. Again, at the end of the interview, 5-Step the person whom you interview to obtain leads to further research and information.
3. Conduct research to generate leads through "spot opportunities": review any of the publications listed above in #1 or below in #4.
4. Recruiter identification research: contact a company for which you want to work; call them to find out what agency they use for your particular specialty (if they ask your name, have a nome de plume ready); call the agency they identify and say that you are in the market, identify your specialty, and indicate the kind of company you would like to work for, such as the XYZ Company you just called. Let them put two and two together. Help them.
5. Subscribe to newspapers, magazines, journals:
  - a. newspapers in the area you plan to campaign (neighborhoods you want to live in, counties you want to work in, and/or the regions in which you want to live and work)
  - b. trade and professional magazines and journals
  - c. key business magazines (such as Fortune, Forbes, Business Week, Inc., Venture)
  - d. key specialty magazines and journals in your industries of choice, technical skill areas, and managerial skill areas
  - e. city magazines (bearing the title of the city in which you want to work)
6. Join various, appropriate professional, trade, personal interest, personal background, child related, and other such groups and organizations, with two purposes in mind: to gain more information and to 5-Step members or pre-5-Step members by getting to know spouses or parents of those you are meeting with who are your real targets:
  - a. exclusive clubs: country clubs, business clubs
  - b. school/business clubs: examples: Harvard Club, Yale Club, University Club
  - c. civic/business clubs: Chamber of Commerce, Rotary, Kiwanis, Lions
  - d. "secret" organizations: Masons, Shriners, Knights of Columbus, Sertoma
  - e. those of your nationality (for some, there may be several)
  - f. those of your ethnic background (for some, there may be several)
  - g. those representing your hobbies (stamps, coin collection, interest areas, etc.)
  - h. those representing your physical fitness interests (tennis, squash, golf, sailing, diving, etc.)
  - i. athletic clubs
  - j. volunteer causes
  - k. professional/trade groups relevant to your education, training, industry, and/or career objective
  - l. alumni associations (both national and local chapters)
  - m. church/synagogue if you haven't attended much of late but were once a member
  - n. PTA
  - o. sports organizations of your children's sports
7. Enlist the aid of secretaries, and constantly use them as an important source of information. They can often make or break you, depending on how well you treat them. Small gifts, courtesies, and cards will make a friend and turn an antagonist into a friend. Don't forget days reserved to acknowledge secretaries, such as National Secretaries Week, etc. Always know their names.
8. Enlist the aid of a librarian: librarians today graduate with degrees in Information Science and Library Science. "Maid Marion" of The Music Man is an anachronism. There are many specialty research librarians, often without anything to do to tax the skills they learned in graduate school. You will make their day. Get to know one and enlist him or her in your campaign.

9. Speak to groups: talk-shows (radio, TV, especially late night); special interest groups; garden clubs; church/synagogue groups; business groups; trade and professional groups/ meetings/ conventions. When you receive or hear of a "call for papers," answer the call.
10. Travel to meetings: conventions, trade shows, professional meetings, either as an attendee, observer, speaker, panelist, etc. 5-Step everyone in sight.
11. 5-Step professionals known to you or not known by you but who fit plausibly as people to talk to and 5-Step due to the fact that they are either part of your social circle or part of your professional level or trade group or industry.
  - a. Executive Secretaries (or other staff) of Trade Associations (what companies join)
  - b. Professional Association Directors or other staff (what individuals join)
  - c. Editors and writers of trade/professional journals/magazines
12. 5-Step fellow travelers: airplane, train, boat, tours, car-pool.

Strike up a conversation. Find out their occupations and industry. Then 5-Step them regarding first their industry and then others closer to your likes and desires.
13. 5-Step new acquaintances: those met at any social occasions, such as parties, dinners, "openings", theaters, concerts, galleries, swimming at the beach, on vacation, etc. When inappropriate, get their business card or number, and call them later to 5-Step them.
14. 5-Step clients, past and present:
  - a. those you know
  - b. those you are referred to, and others as referred to by others, etc.
15. Consult published directories:
  - a. telephone
  - b. alumni
  - c. professional and trade associations
  - d. government agencies
  - e. conventions, trade shows, and professional and civic meetings of various kinds
16. Consult building directories:
  - a. office
  - b. corporate headquarters
  - c. professional
  - d. government agencies
17. Consult politicians at all levels:
  - a. national (especially your Congressman/woman)
  - b. state and local
  - c. their staffs will help: remember, they are in the people (voter) business
18. 5-Step those professionals you know personally (or don't know but have a reason to now) close to your industry(ies) of choice and/or people within those industries. They are within 1-3 steps of a decision maker or of one who knows a decision maker:
  - a. bankers
  - b. lawyers
  - c. consulting staff of accounting firms
  - h. stock brokers
  - i. other brokers
  - j. franchisors

- |                              |                           |
|------------------------------|---------------------------|
| d. venture capital companies | k. investment counsellors |
| e. investment bankers        | l. CPAs                   |
| f. business brokers          | m. insurance agents       |
| g. management consultants    | n. real estate agents     |

19. 5-Step people you know very well personally (or who are known personally by your spouse). They are within 2-5 steps away from your industry(ies) of choice and/or people within those industries, and the decision maker you need to see.

- |  |  |
|--|--|
| a. minister/priest/rabbi                               | n. suppliers, current and ex                                   |
| b. church/synagogue leaders and members                | o. vendors, current and ex                                     |
| c. dentist and doctor                                  | p. former classmates   |
| d. accountant  | q. former clients  |
| e. ex-employers  | r. former customers  |
| f. ex-associates or co-workers                         | s. former military buddies                                     |
| g. relatives   | t. former educators and teachers                               |
| h. neighbors, friends, acquaintances                   | u. sports partners/opponents                                   |
| i. neighborhood merchants                              | v. any known personally who are also in categories 1-17 and 19 |
| j. block associations (board and regular members)      | w. Christmas card list   |
| k. home owner associations (board and regular members) | x. business card list  |
| l. condo association (board and regular members)       | y. personal telephone book                                     |
| m. barber and/or hair stylist                          | z. bank/loan officer   |
|  | zz. club members of any kind (board and regular members)       |

20. Any who fit the labels: "the big, the rich, the famous, the influential, the powerful."

Any that you know who fit these labels or who fit any of the earlier categories, will be excellent sources for you. Use them.

21. Re-direct your campaign:

- a. go into your own business
- b. go into consulting
- c. form a partnership
- d. form a joint venture
- e. find a venture capitalist to either fund your business or enable you to buy into a franchise.

## **6. How to Switch from 5-Step to 4-Step and Vice Versa**

You have to know both the 5-Step for networking and the 4-Step for interviewing.. Sometimes a person has to ask 4-Step questions to prod their memory or to verify ideas of who they should send you to but want to check it first. Sometimes a 4-Step goes nowhere so you have to turn that into a 5-Step.

## **7. Re-contacting Leads and Referrals**

It also pays to re-contact those leads whom you have already contacted. These may be grouped into three categories:

1. People who referred you to others with whom you have a meeting scheduled.

Call them back to say "thanks for your help of ten days ago." After explaining what has happened,

engage the person in conversation and ask for other referrals.

2. People who have your resume.

When you speak with someone who says that he or she knows of no opportunities but does ask for your resume, it can be effective to wait until the end of the week to send the resume. By doing so, the person is more likely to read the resume in order to remember who you are. Put a handwritten note across the upper left-hand corner thanking the person for his/her help. Then wait another week and follow-up by phone to see if the person received your resume and what (not whether) other ideas have come to mind.

3. People you have spoken to previously who were friendly but not helpful.

When your campaign reaches the sixth week, you can begin to call back those to whom you have already spoken. In all sales activities, experience has shown that repeated contact pays off. In making your career move, potential employers may need five to seven contacts to understand the benefits you offer.

### **8. How to Practice**

Use a tape recorder, video tape recorder, and/or a sheet of paper. Divide the sheet of paper into two halves. On the left hand side note the actions to take for each step, and in the right hand side opposite the corresponding entries on the left hand side, write down the appropriate scripts.

### **9. 5-STEPPING REVISITED:** **OBTAINING LEADS THROUGH ASKING ADVICE** **ADDITIONAL WAYS OF LOOKING AT THE LEAD GENERATION CATEGORIES**

#### **REMEMBER, as noted before:**

The heart of networking is the obtaining of interviews, either to someone before whom you could interview for a job or before whom you could audition in order to seek being "handed off" to another person and their network.

You never ask a friend or an acquaintance for a job, but rather for the names of people you may find it beneficial to talk to. You are asking your friends/acquaintances to share their knowledge and experience as a favor, and will find they perceive your request as a psychological stroke that makes them feel important. Everybody likes to help as long as they don't have to stick their necks out.

Remember, in making contacts, the negatives that exist in your current or past position have no part in the conversation. You are starting to explore options and want to talk with as many people as possible before making your next career move. Each person you speak with must perceive you as a successful, credible professional.

We have clients who express surprise that those contacted after lapses of 15 to 20 years prove to be cooperative and helpful. Most people really do want to help others and there exists a strong likelihood that the individual you contact has previously been in the same situation you are now; most everyone feels flattered to be asked for help or advice.

Make your contact with enthusiasm and create a desire on their part to see your new resume; then, if they like, provide them a copy so that they can feel free to share it with others with whom they may come in contact. Finally, make sure that you have the correct spelling and title of each name so as not to dilute your credibility when you make contact.

### **HOW TO DEVELOP LEADS**

#### **5-Stepping**



You should be able to 5-Step 15 people each week from among personal acquaintances or people whom you encounter along the way. When getting started, everyone counts.

For at least the first two weeks, don't follow-up on referrals to individuals in corporate settings, unless they are actively recruiting, until you have had an opportunity to make your presentations in the Seminar and at least one Workshop in order to obtain the kind of feedback which will confirm how you are doing and provide you the information you need to make the necessary corrections to ensure a good interview performance. Instead, it is preferable that you 5-Step as many people as possible, including following-up on referrals to people who are not in corporate settings but may be able to provide second-level referrals. In doing so, you will be "stacking up" independent channels of opportunity which will improve your chances of producing more than one offer at about the same time.

It is always preferable to do the 5-Stepping in person; we have found that this produces the greatest number of referrals. If you have a large number of acquaintances and your time is limited, it may be more efficient for you to include them in your personal network letter, await their response either by phone (over which you will 5-Step them) or by letter (after which you will call them to 5-Step them over the phone). If they do not respond within ten days, call them and 5-Step them over the phone.

### **Drop-Ins:**

One activity which gives most clients cold feet is the drop-in or "cold call". Except for the first week, these drop-ins take very little time. Whenever you have an interview, plan to arrive early. With a few minutes to spare, check the lobby directory for other companies in the building or check-out an adjacent building. After your scheduled interview drop-in.

Dropping in on companies unannounced is the fastest way to develop the poise and experience necessary to obtain the best offers. Needless to say, the development of poise and interview experience is crucial to enabling you to perform well. This payoff should take out some of the uncomfortability felt by some at "cold-calling". It is also the most efficient manner of responding to a classified ad.

### **Business News & Classified Ads:**

In an average week, you should be able to identify 15 opportunities through scanning business news and classified ads where the companies are identified. This source of leads is endless and can be developed outside business hours. With classified ads, you should do a separate "pass" to find companies who are frequent advertisers.

It usually takes companies 2 to 12 weeks for their personnel departments to receive resumes, sort them, and do the preliminary telephone screening or in-person interviewing. You should use this time to get to the decision makers before they get involved. In addition to dropping-in, there are other approaches you can use:

1. At the end of a 5-Step referral interview, ask the person specifically if he or she knows anyone in the company of interest to you.
2. Go through your notes from previous contacts to find people you might re-contact for referrals to obtain the same information.
3. As you scan the business news, look for articles which can be used to explain how you found out about the company (as well as a name to call).
4. Call the corporate information operator. From this you will find a reason why a "friend of yours" told you to get in touch with the company as well as getting names of people to call.

5. Speak to someone in public affairs or sales and, after a few minutes of conversation, ask for an internal referral.
6. Or, simply call and ask for the vice president of the functional area of interest.

In any case, wait one week after the date of the advertisement for your direct follow-up call to the decision maker. Whenever possible, use a reason other than the classified ad as the original stimulus. The best sale is made when the prospective employer connects you to a company need.

When you obtain an appointment for an interview, and after each interview in a series, review the information you have gleaned from business news, trade journals and classified ads, going back at least several weeks. Thereafter, it is desirable to consolidate all your sources and screen them in one session per week. This will keep you up to date for however long the interview series lasts. As with other campaign activities, this consolidation increases your efficiency, regardless of the number of hours per week available.

### **Networking With Lists of Names:**

There are several possible sources from which you can get lists of names to call. Many of these are avocational, such as alumni directories, lists of members of organizations which you may or may not yet have joined, or lists of parents whose children are involved in the same activities as your children. If you are presently employed, these are leads which you can develop during evenings and weekends.

You can also obtain lists of people with whom you have a professional affiliation. Examples include local area chapters of national professional or trade associations, lists of exhibitors at a trade show, lists of those attending recent meetings or conferences in areas of interest to you, and lists of upcoming conventions, conferences, and meetings.

### **Skimming Periodicals:**

There are three potential uses of general business magazines. Fortune, Forbes, and Business Week are especially useful for discovering key ideas pertaining to industry or corporate trends which you might use during employment interviews. Venture and Inc. can be useful for extending your knowledge of small businesses. Use all five of these and other magazines for obtaining leads on companies of interest to you.

One effective technique for opening up the other person during an employment interview is to use key ideas as the basis for the Question-Response Technique. Remember, to do so ask a question to double check where your interviewer stands on the piece(s) of information which you have: agrees or disagrees, is enthusiastic or lukewarm about. The following steps will help you prepare:

1. From an article or feature story on a company, select one or two key ideas.
2. On a 3 x 5 card, write a 25-word statement.
3. Build a file of 30 or 40 cards.
4. On the back of each card, identify the key idea in a phrase.
5. Practice retrieving the full idea from the key phrase.
6. For each one, develop as many PSRs as you have which show this is an area which you too can handle. If the information you have pertains to problems the company has, develop corresponding PSRs showing you can solve them.

Prior to each of your first few scheduled interviews, choose several of the most appropriate cards. During the interview, you should be able to introduce one or two key ideas into the conversation without giving

the impression that you are over prepared, doing so by asking a question to double check where your interviewer stands on the subject: agrees or disagrees, enthusiastic or lukewarm. After the first few interviews, this will become routine.

### **Lead Sources for Later On:**

There are other sources for your telephone work later in the campaign. For example, we know of clients who have effectively called the person who signed the "brush-off" letters which you will be receiving in response to some of your direct mail to prospective employers ("thanks, but no thanks"). Simply call the person who signed the letter and say "thanks" for responding to the letter, commenting that, in your experience, many companies don't have the courtesy to do that. Also indicate your confusion because you saw a match between you and the company that you wondered if the turndown was due to your having left something off the resume. Ask the person to critique your resume, and move right into a 5-Step.

Engage the person in conversation to obtain any information (intelligence) about the company and the industry that you can. If nothing comes from this, express your interest in the company, and ask to be contacted if anything should develop during the next several weeks. This increases the likelihood that you will be remembered by the person who replied to your letter. It also establishes that contact point for a follow-up call later on. These calls are easy to make and can serve as "warm-up" call at the beginning of a session.

It also pays to re-contact those leads whom you have already contacted. These may be grouped into three categories:

1. People who referred you to others with whom you have a meeting scheduled.

Call them back to say "thanks for your help of ten days ago." After explaining what has happened, engage the person in conversation and ask for other referrals.

2. People who have your resume.

When you speak with someone who says that he or she knows of no opportunities but does ask for your resume, it can be effective to wait until the end of the week to send the resume. By doing so, the person is more likely to read the resume in order to remember who you are. Put a handwritten note across the upper left-hand corner thanking the person for his/her help. Then wait another week and follow-up by phone to see if the person received your resume and what (not whether) other ideas have come to mind.

3. People you have spoken to previously who were friendly but not helpful.

When your campaign reaches the sixth week, you can begin to call back those to whom you have already spoken. In all sales activities, experience has shown that repeated contact pays off. In making your career move, potential employers may need five to seven contacts to understand the benefits you offer.

### **CREATIVE WAYS TO GENERATE INTERVIEWS** **USING THE DYNAMICS OF NETWORKING IN THE INTERVIEWING PROCESS ALSO**

#### **1. The Job Marketplace**

- A. Identified (published) - 18% of market

Who publishes  
Ads

Agencies/Recruiters  
Government Announcements/Ads

B. Unidentified - 82% of market

How do you identify them? Through:

Direct Mail to employers  
Cold Calling/Drop-In  
Trade Show/Convention/Meeting/Networking/5-Stepping  
Networking (Personal Friends/Acquaintances - Use 5-Step Process)  
Networking (Professional: Organizations, Associations, Trade Groups)  
Referrals  
Futuristic Opportunities

**2. How Jobs Emerge**

Promotion  
Demotion  
Attrition  
Mergers/Acquisitions  
Management Change  
Problem in Company  
Firings due to Personality Problems

Most companies have emerging opportunities. Resume can go to several departments within same company (Direct Mail). Presentation of your qualifications and good timing. Tell your story.

**3. How Interviews Emerge**

Letter is directed to high-level executive. Follow-up phone call seeking an interview.

A. Internal Referral

- 1) Friends/Acquaintances
- 2) Trade Shows - excellent manner to collect business cards - information on company product, personnel, etc. Get Annual Report.

B. Cold Calling

Selling your product. This is where the highest percentage of sales can be gained. Don't be afraid of rejection; it's unavoidable and an understandable part of the process.

Read business directories in office parks. Watch construction of new buildings. Read business publications to see what firms are moving into your area.

Walk into receptionist, learn her name - build an "ally." Can be a key source of information. Ask for information (Annual Report, brochures, marketing literature, names of executives, etc.). 5-Step her.

C. Futuristic Opportunities

They are all around us. (Minimum of two per week)  
Media - TV, radio, newspapers, business publications, Annual Reports.

- 1) Advertisements of new products.
- 2) "What's happening where?" - happenings that will lead to a potential opportunity. Tells what is happening within a company and what may be needed in the future.

Write/call - repeat what you have read/heard - "I recently read of \_\_\_\_\_  
in \_\_\_\_\_..."

- 1) Shows initiative - astute - creative - no competition.
- 2) Commendation of company/product.
- 3) If problem exists, demonstrate your area of expertise.

D. Civic/Social Participation

- 1) Associations - hobbies, meetings, education, job banks
- 2) Community organizations
- 3) Political campaigns
- 4) Country Clubs
- 5) Churches
- 6) University alumni

Attend meetings - network - build pyramid of contacts. Obtain newsletters/publications/  
community news/speaker's bureau.

E. Meeting New People

Use the 5-Step process anywhere (elevator, airplanes, etc.).

4. Utilizing the Telephone (see also Section N):

"Telemarketing" - sell yourself (the product). Follow-up on opportunities developed from unidentified sources.

A. Block out time each day to use the telephone (psychological).

Stand up - "attack the telephone."

Watch voice intonation - show enthusiasm. It's not what you say, but how you say it.

Make yourself a "memorable individual."

B. Devise a script - a follow-up letter sent to you previously.

C. Dealing with the Secretary

- 1) First person you will usually get through to. Build rapport. Use first names (secretary/executive). Set a time to call back if you do not get through. BE PERSISTENT. Control call backs on your schedule.

- 2) If name isn't recognized, have secretary track your correspondence to find what happened to it.

- a) if sent to Personnel, you can contact them. Ask for a name there.
- b) when you get through - reiterate correspondence - set an appointment - be specific
- c) is there anyone else I could speak with (internal referral)?
- d) if told there are no opportunities, tell them you would like to still set up an interview to speak with someone about future possibilities. You are interested in the company. Be enthusiastic.

D. Cold Calling

Try to get to level you are seeking. Have PSRs ready (5 - 8). Set up an appointment for interview. Avoid being interviewed over the phone.

6. **WORKSHOP PARTICIPANT ROLE PLAYING**

7. QUESTIONS AND ANSWERS

## SECTION 15:

### **TELEPHONE TECHNIQUES AND TELEMARKETING YOURSELF**

The telephone plays a vital role in every aspect of your campaign, from networking to following-up on direct mailings. In fact, the real success of a direct mail effort is closely tied to your ability to sell yourself in your follow-up telephone calls.

#### **Part 1 - PREPARATION**

The difference between "making telephone calls" and "telemarketing" is whether or not you develop a system for your phone work which includes: building an adequate volume of leads, having a system of records, scheduling phone calls in groups, using proven stock opening lines, and developing effective responses to frequently-asked questions.

Lead Flow - A major source of leads will be research provided to you.  
Other potential sources of leads include:

- personal referrals through networking
- business news
- classified ads which identify the company
- directories from your professional associations or organizations with whom you are familiar
- note any companies you see while driving or when passing a lobby directory (when you don't have the time for "drop-ins")
- previous calls

Remember that in pursuing a lead, it is not necessary to indicate how you found out about the company, unless it is through personal referral. When asked, give a short answer, then pause and let the listener move the conversation forward.

Scheduling - Use your time profitably: setting goals, planning the week's activities, developing self-discipline. "Prime time" is between 9AM and 12 noon; 2PM and 5PM. Make your telephone calls in sessions lasting two to three hours. When doing so, each call is more efficiently carried out.

Getting Information - Whenever possible, get corporate information before following-up directly on a referral or letter. This information is useful for three reasons:

- to find a connection between your background and the company's activity
- to develop your "two-part" questions
- to make a good impression

How to do it: Try a stock question: "Good morning, I'm calling to request information on your company's products and services." Information may include annual reports, product literature, brochures, capability statements, in-house newsletters.

Helpful hint: Keep all corporate literature in its own envelope; the envelope provides an instant file which may be quickly retrieved from a stack of literature by its color or size. The outside of the envelope is perfect for names, phone numbers, two-part questions, etc.

Have notes handy - Since you are on the phone, you should assemble everything you need in front of you. It is easy to maintain a handwritten, one-page summary appointment calendar, since most of your appointments will be booked by phone. Be prepared with your background statement, some PSRs (whether you will use them or not), etc. A prepared presentation reduces self-consciousness and allows you to be more attuned to your listener.

Practice - Only through practice can you develop a natural "swing".

Improve technique through:

- taping your side of a phone conversation and listening to it
- focusing on only one or two techniques at a time
- putting a sign on the wall as a reminder
- not moving on to other techniques until you are satisfied that current efforts have been successful
- using throwaway leads from newspapers (i.e., almost any ad which includes a telephone number) to practice your technique

## **Part 2 - GETTING THROUGH TO THE RIGHT PERSON**

In order to get through the screener ("gatekeeper"), be as brief and direct as possible; for example: **"May I speak to Mr. X?"** Often, this will be enough. If asked why you are calling, give a short reply: **"I am following-up on a letter I sent to him last week."** If it is a personal contact, say you are a personal friend. If you have a referral, use it. Otherwise, here are some general tips:

- After making your request to speak with Mr. X, simply pause. This shifts responsibility to the screener. Speak with authority by expecting to be put through. To feel irritated by the screening obstacle will reduce your power and create resistance. Be patient and answer screening questions very briefly. This keeps the screener on the defensive (i.e., no time to think).
- Avoid getting into specifics. Say only whatever will heighten interest (e.g., giving a name of referral - who may be important).
- Learn the name of the gatekeeper. Whenever you call back, use it; make a positive impression and create any ally. When encountering a screener, remember that his/her opinion may be highly valued by the decision-maker.

On the next page you will find a schematic, or road map of possibilities you can adopt and/or adapt in getting past the screeners and making contact.

The screener may only need to be assured that you aren't selling something. (You are selling something - yourself! - but that is probably not the way the screener views it.)

Should you leave a message? In all cases, it is best not to leave a message asking the other person to return your call; you lose the initiative and create another obstacle to overcome if you do decide to call back without waiting. In some cases, leaving your name and the fact that you will be calling back may be useful for name recognition, such as in following up on a previous call. On first attempts, leaving your name sets up the risk of the decision-maker instructing his/her secretary to "take care of" your next call. As to why you would prefer to call back, generally you need only say that you are hard to reach or often out of your office. Find out when is the best time to call back.



### **Part 3 - PRESENTATION**

Image and attitude are probably more important than the content of the conversation. Yes, even on the phone! You must make a positive impression in the first few seconds or you will find it difficult to capitalize on any opportunities. EXECUTIVE OPTIONS has found that obtaining a job is approximately 70% image and chemistry, 30% skills and abilities.

What contributes to the image you project? Voice is 90% of your image over the telephone. Think about:

- rate of speech
- pitch
- endings
- interlocations ("ah, um, you know....")
- enthusiasm, togetherness, etc.

A recent article in The Wall Street Journal suggested emphasizing final consonants and proper breathing as a remedy for a host of problems: talking too fast, correcting a drawl, even lowering the pitch of your voice.

Become a people-watcher/listener as a device to fine-tune your own image. Concentrate on speaking effectively by speaking clearly and using variations. For example, pausing:

- at the end of your answer (put the ball in the listener's court)
- at the end of a sentence (adds emphasis to what was just said, invites the listener to respond)
- in the middle of a sentence (slows down your speech rate, forces listener attention, induces variation, does not permit interruption) this takes practice to perfect.

Another useful device is not to pause between two sentences, but pause after a transition word; e.g., "Next, ...I..." Don't be afraid of silence. Remember to make good listening noises, even on the phone.

Other aspects of image-making (dress, body language, eye contact, hand gestures, body position, etc.) are not visible when using the telephone. However, you can create a sense of business efficiency and avoid "distraction" by keeping your purpose in mind. If you smile, even when on the phone, you will transmit a friendly attitude.

In order to sell anything, you must believe in it. You cannot expect others to believe in you unless you believe in yourself. The trick is to develop a winning self-attitude before you attempt the sale. If you lack conviction, you will appear insincere or unbelievable.

#### **More tips:**

Good salesmen attack the phone. Make one call after another. Stand up. The more calls you have to make, the faster you will (and can afford to) get to the point.

Assume you will make the sale (i.e., achieve your purpose), just as the karate expert "sees through" the thickness of the wood. Power belongs to those who assume that have it.

Create a sense of urgency (as in the "explore-my-options" call or to elicit an offer from a competing company).

Remember, there is a direct correlation between number of rejections and number of

appointments. Don't allow yourself to become depressed. When you feel it necessary, begin your phone sessions with calls that will provide easy victories.

Finally, let's concentrate on how you communicate. Think about how real communication differs from the written word with regard to the listener's flexibility in obtaining the information he or she wants. Ideally, your oral communications should be similar to those used by newspaper journalists. When speaking, give the headline and some of the "first page." The stop and wait; see if the listener wants information from the "back page."

When approaching screeners, in your lead-in with the person to whom you want to speak, in your response to any questions - in almost all verbal situations - keep it brief. If you find yourself talking for more than thirty seconds, it's too long! Getting to the point immediately avoids burying the main idea. It also reduces the chance of bringing up a liability, and gives an "efficient" impression. For full answers or statements, such as your background statement, thirty or sixty seconds is sufficient time to give the listener several points for follow-up questions (listen to what is selected).

Your lead-in is often most effectively designed around a "benefit statement" (the best benefit statements are reduced to one sentence). For example:

- "Good morning, Mr. \_\_\_\_\_. My name is \_\_\_\_\_. Over the past ten years I have set up major distributor networks in the Southeast, and am presently looking for a new opportunity in this area."

With a referral name to use, an alternative lead-in would be:

- "Good morning, Mr. \_\_\_\_\_. My name is \_\_\_\_\_. I am seeking a position in (name of function) and was speaking with (name of referral) who suggested that I give you a call."

Or:

- "...who said you might be able to help me out."

Whatever lead-in you use, it is important to be brief. Begin the dialogue and state the purpose of your call.

After the lead-in, the next important line to have available is in response to the request, "Tell me a little bit about your background." You should be able to do it in four or five carefully constructed sentences:

- an umbrella sentence saying you have "fifteen" years experience in "a", "b", and (possibly) "c".
- add two sentences that highlight the one, two, or three most important responsibilities for the two most important positions.
- add a sentence giving the result line of a significant and appropriate PSR.
- add a sentence about education if appropriate, and another point or two of marketable information from your background.

Write out the statement. Avoid using the same words for different positions (time is too scarce to be repetitive). Plan for no more than a dozen "hooks" (key words or phrases of potential interest to the listener). Practice your statement as discussed earlier in these notes. For each hook, think through how you would handle a follow-up question for more information (e.g., "Tell me a little bit more about (name of hook)").

The best way to handle many of the follow-up questions would be with a PSR. However, before giving it, you might want to qualify the listener's interest with, "Would you be interested in an example of my experience in that area?"

Finally, keep an organized record of all your phone activity. Plan on taking notes, later copying them and adding more detail.

#### **Part 4 - HANDLING OBJECTIONS**

Treat every objection with respect and don't take it personally (since the other person does not know you). Your objective is not to overcome every objection. It is to achieve the purpose of your call. Be sensitive to the danger of appearing dominant, especially if your voice and manner naturally project authority. Also, be aware of and beware negative internal signals - frustration, anger, irritation, disappointment, etc. - assume that they will show. Use the lockstep approach. Remember an objection is a request for additional information.

#### **Part 5 - THE CLOSE**

If you have developed a strong flow of leads, you needn't spend much time in getting to the purpose of your call. By using the recommended lead-ins, your purpose is ambiguous other than to indicate you are looking for employment. After the lead-in, the person may ask about your background, how you found out about the company, how you know the referral source, etc. After fielding a couple of questions, try suggesting that you would be interested in finding a suitable time when you could come in for a (brief) meeting. Otherwise, ask if the listener could supply a "name or two" of people whom you could contact.

Studies have shown that when three requests are made (to make the close), productivity increases five-fold. Persistence pays off. Try to close repeatedly; e.g., in response to, "I'm too busy," reply: **"That is part of the reason why I would like to speak with you."** This elicits the question, **"Why?"**, which is an invitation for stating one of your attributes that is pertinent to the corporate literature; e.g., **"I have experience in managing a profit center."** A long pause will elicit his/her request for an example. Then cite one of your PSRs and end with another closing attempt.

If you are unable to set up a meeting or obtain referrals, try for a compromise close. For example, if you have developed good rapport, ask, **"Would you mind if I gave you a call back toward the middle of next month (or some other time several weeks ahead)?"** Since you have only taken a couple of minutes so far and are about to get off the phone, the person is quite likely to consent. If you are still looking several weeks later, you are all set up to call back. Then you are likely to get a favorable response, if not an appointment, on the basis of your persistence, organization and patience. The longer the time period, the more respect you will earn.

When you obtain referrals, remember that you can also follow-up after a period of time has passed, ostensibly to say, "Thank you," and to describe in positive terms the results of at least one referral. Your real purpose, however, is to get more referrals or even an appointment. Compare the potential of a follow-up phone call with a handwritten thank-you note. Both achieve the courtesy function, but the phone call will give you more potential for other benefits.

When a call results in setting up a meeting, don't forget to confirm the date and time and to end the conversation on a simple, upbeat note, such as: **"I look forward to meeting you."**

#### **A GUIDE TO SUCCESSFUL TELEPHONING**

1. Sell meeting only.
2. Stay at the phone.
3. Set a time limit for phoning.
4. Allow no disturbances.

5. Place next call within one (1) minute of previous call.
6. Be sure your contact is deciding on the time to see you, and not deciding on the merits of your ideas.
7. Expect three "no's".
8. Project your smile.
9. Record your phone activity.
10. Be prepared, have numbers and referral's name available ahead of time.

### **WHEN TO CALL**

Accountants - Usually not between January 1 and April 15. Otherwise, anytime during the day.

Attorneys - Between 11:00 a.m. and 2:00 p.m.

Bankers and Stockbrokers - Before 10:00 a.m. and after 4:00 p.m.

Chemists and Engineers - Between 1:00 p.m. and 3:00 p.m.

Clergymen - Between Monday and Friday.

Contractors and Builders - Before 9:00 a.m. and after 5:00 p.m.

Dentists - Before 9:30 a.m.

Druggists and Grocers - Between 1:00 p.m. and 3:00 p.m.

Executives, Merchants, Store Managers  
and Department Heads - After 10:30 a.m.

Physicians and Surgeons - Between 8:30 a.m. and 10:00 a.m.

Professors and Teachers - Between 7:00 p.m. and 8:00 p.m.

Publishers and Printers - After 3:00 p.m.

Salaried Employers - Before 9:00 a.m., lunchtime, after 5:00 p.m. (when secretary is out).

### **Telephone Techniques and Telemarketing in an Age of Communications**

#### **a. Adopting Telemarketing Techniques to Job Hunting**

Using the telephone to communicate has been a major factor in human communications ever since Alexander Graham Bell called Mr. Watson.

In telemarketing, marketing is done by telephone. The marketing is either the gathering of information and data of it is the actual presentation of a product or service for sale for the person who answered the call to purchase. Such services and products run the gamut from magazines and newspapers to insurance and charity ticket buying, and from promotional pens to volunteers for worthy causes and "impulse" purchase items.

Regardless, the aim is the same: to obtain a commitment from the callee. The same is true in job hunting telemarketing: to obtain a commitment of some kind from the callee. When calling a company, the goal is to obtain an appointment for an interview, not to sell yourself via an interview over the phone.

With a recruiter, the goal is to obtain a commitment to represent you, either in current assignments, assignments he or she attempts to get in your behalf, or in future ones that cross their desk. You seek to sell to a recruiter in person but be prepared to do so also over the phone.

When calling a want-ad number, the goal is to obtain a commitment for an appointment for an interview. When calling personal network people, the goal is to obtain a commitment to provide you with referrals over the phone and to call in more referrals as they think of them. When in person with personal network people, the goal is to first obtain either an appointment for an interview to discuss your situation or to obtain more referrals.

Whichever, there are techniques similar to the ones followed by professional telemarketers that you need to follow. Generally speaking, professional telemarketing callers have three script boards before them:

1. The script for the product/service demonstration, offer, close;
2. The scripts for handling any questions asked (they have a list of the most asked questions and the answers to give for each); and
3. The scripts for handling any objections.

You are to have the same!

### **b. Telephone Scripts from Hello to Goodbye: an Overview**

As noted above, the purpose of the phone call is to obtain an appointment. You want to avoid at all costs any employment interview over the telephone with potential employers. You can, however, allow yourself to be interviewed over the phone by recruiters, references, and referrals. In those cases, you can have before you your appropriate product definitions, PSRs, employment history facts, and other information vital to and supportive of your campaign goal. You also want the questions, along with the answers, of those most probable that people could ask you (develop answers to the questions of Section T). You also want a list of objections that could be raised along with your answers for them.

An easy way of ordering such questions, objections, PSRs, and other statements, is to obtain a photo album which has overlapping columns of holders. Put the questions of the various categories together in one or more successive columns. Thus, your various columns would be: (1) preparation; (2) hello's; (3) identifying yourself and them; (4) stating the purpose of your call (in order to try to get through to the person you are calling); (5) "parry and thrust" on questions asked; (6) handling objections to your call; (7) closing; (8) question-response cues; (9) "what if?" questions to prepare; (10) follow-up; (11) callee after hand off from gatekeeper; (12) for personnel; (13) for recruiters; (14) PSRs; (15) want-ad calls by phone or in person; (16) personal network; (17) other networking; (18) referrals; (19) thank you's; and (20) campaign completion announcement letters. Develop your scripts from those which follow below, using them as a starting point.

Write the questions, objections, PSRs or other statements on the exposed part at the bottom, and then when one is asked by the person you are calling, just lift up the other holders above it and the answer will appear above the question/statement/objection/PSR. This is particularly useful when calls have to be made from an office and you can't spread out all over the place.

But, from start to finish, you must have thought of every contingency and have prepared a script for each. Working up telephone scripts is also an excellent way to prepare for interviews. You will obtain a double and triple benefit from you preparation.

### **c. Question-Response Cues**

These are cues you use to make suggestions for the receptionist or secretary to follow. At all times, such is to be done using the question-response technique. The person who controls the telephone call is the person asking the questions. With a gatekeeper, whose job it is to keep you from getting past them, you must have all of your question-response cues at the ready to prevent him or her from getting the jump on you and taking control away from you.

#### **d. "What if?" Questions to Prepare**

As you work through the telephone techniques below, remember that sometimes the situation is not going to work out as you would want it to. If you have given thought to all the things that can go wrong (the "what if" questions) and have developed appropriate and plausible scripts for them, you will be o.k.

#### **Telephone Phobia: Turning Phone Fear into Phone Friend**

There are basically three reasons why people develop phone phobia. The first is a fear borne of a lack of experience: still believing that one can die from it. The cure is very simple: work up a series of scripts as outlined in this Section and practice them. Then, bring your experience of them to the workshops for discussion with your fellow program members, so you can see that others are experiencing it also. They will tell you what you are doing that is really good and what remains to be worked on.

The second is a fear borne from not knowing what to say. This is the basic reason behind most performance and presentation fears. The cure is very simple: work up a series of scripts as outlined in this Section and practice them. Then, bring your experience of them to the workshops for discussion with your fellow program members, so you can see that others are experiencing it also. They will tell you what you are doing that is really good and what remains to be worked on.

The third reason encompasses any number of causes, the root of which can only be gotten through extensive psychoanalysis or heavy psychological counseling. But even knowing why won't give you the telephone skills you need. Also, such counseling will not take away the need for making telephone calls. You must still be able to make them, of for no other reason than that a number of people involved will be calling you (recruiters, referrals, networkers, etc.). You can't escape making or answering the telephone. So, to develop your skills and to hold off the fear enough to enable you to use the phone, use the same procedure ("cure") as with the other two: work up a series of scripts as outlined in this Section and practice them. Then, bring your experience of them to the workshops for discussion with your fellow program members, so you can see that others are experiencing it also. They will tell you what you are doing that is really good and what remains to be worked on a little more.

For additional support, meet with your consultant, talk with other program members, and re-read and reflect upon the motivation section (Section 9).

#### **Telemarketing Yourself to the Five Audiences With Follow-Up**

Although the techniques remain the same regardless of which audience those you are calling belong to, the focus and goal is different. Let's repeat them:

employers:	goal is to make appointment you <u>MUST</u> phone follow all companies you have written
recruiters:	goal is to get them to commit to your campaign you don't have to call them, but can if you like if you call them, also seek (if it is not a "blind" ad) intelligence on your industry and position
want-ads:	goal is to make an appointment the option is to go there in person
networking:	goal is to enlist their help and obtain referrals from them don't forget to call to thank them with a report on what happened and seek additional referrals
referrals:	goal is to get them to provide either appointments or referrals don't forget to call to thank them with a report on what happened and seek additional referrals
personnel:	goal is to get information, intelligence, and referrals don't forget to call to thank them with a report on what happened and seek additional referrals

thank you's:           goal is to communicate your appreciation and obtain further referrals  
                              don't forget to call to thank them with a report on what  
                              happened and seek additional referrals  
campaign announcement letter calls: goal is to begin your new level of networking

As you probably surmise from the repetition, the telephone follow-up is one of the most crucial uses of the telephone and a most crucial part of mailings.

Assume you will make the sale (i.e., achieve your purpose), just as the karate expert "sees through" the thickness of the wood. Power belongs to those who assume they have it and can get their definition that they do accepted ("sold") by others.

Create a sense of urgency (as in the "explore-my-options" call or to elicit an offer from a competing company).

Remember, there is a direct correlation between number of rejections and number of appointments. The more rejections you get, the more appointments you will also get. Don't allow yourself to become depressed; when you feel it necessary, begin your phone sessions with calls that will provide easy victories. As needed, review this Section.

Again, let' concentrate on how you communicate. Think about how oral communication differs from the written word with regard to the listener's/reader's flexibility in obtaining the information he or she wants. Ideally, your oral communications with all but gatekeepers should be similar to those used by newspaper journalists. When speaking, give the headline and some of the "first page." The, stop and wait; see if the listener wants information from the "back page."

When approaching screeners, in your lead-in with the person to whom you want to speak, in your response to any questions - in almost all verbal situations - keep it brief. Get "nervous" if you find yourself talking for more than thirty seconds. Getting to the point immediately avoids burying the main idea. It also reduces the chance of bringing up a liability, and gives an "efficient" impression. For full answers or statements, such as your background statement, thirty to sixty seconds is sufficient time to give the listener several points for follow-up questions (listen to what is selected).

### **Preparation for Making Phone Calls**

#### **a. Calls in General**

The difference between "making telephone calls" and "telemarketing" is whether or not you develop a system for your phone work which includes: building an adequate volume of leads, having a system of records, scheduling phone calls in groups, using proven stock opening lines, developing effective responses to frequently-asked questions, and having effective scripts to cover all the situations listed at the top of page three.

Lead Flow - A major source of leads will be employer (companies) research provided  
Other potential sources of leads include:

- personal referrals through networking
- business news
- classified ads which identify the company
- directories from your professional associations or organizations with whom you are familiar
- note any companies you see while driving or when passing a lobby directory (when you don't have the time for "drop-ins")
- previous calls

Remember that in pursuing a lead-in, it is not necessary to indicate how you found out about the company, unless it is through personal referral. When asked, give a short answer, and then ask a question to move the conversation forward.

Scheduling - Use your time profitably: setting goals, planning the week's activities, developing self-discipline. "Prime time" is between 9AM and 12 noon; 2PM and 5PM. Make your telephone calls in sessions lasting two or three hours. When doing so, each call is more efficiently carried out. When such time frames are not available, make calls in 15 minute blocks.

Getting information - Whenever possible, get corporate information before following-up directly on a referral or letter. This information is useful for three reasons:

- to find a connection between your background and the company's activity
- to develop questions to ask for question-response technique
- to make a good impression

How to do it: Try a stock question: "Good morning. I'm calling to request information on your company's products and services." Information may include annual reports, product literature, brochures, capability statements, in-house newsletters.

Helpful hint: Keep all corporate literature in its own envelope; the envelopes provide an instant file which may be quickly retrieved from a stack of literature by its color or size. The outside of the envelope is perfect for names and phone numbers.

Have notes, script boards, PSRs, and product definition handy - Since you are on the phone, you can assemble everything you need in front of you. A prepared presentation reduces self-consciousness and allows you to be more attuned to your listener.

Practice - Only through practice can you develop a natural "swing." There are three stages of learning:

- conscious incompetence
- conscious competence
- unconscious competence

Improve technique through:

- taping either your side or both sides of a phone conversation and listening to it
- focusing on only one or two techniques at a time
- putting a sign on the wall as a reminder
- not moving on to other techniques until you are satisfied that current efforts have been successful
- using throwaway leads from newspapers (i.e., almost any ad which includes a telephone number) to practice your technique

## **b. Making Calls from your Office**

This is when having an efficient, photo album type flip holder will really come in handy. The key difference between calling from your office (if you are employed) or from your home (if you are unemployed or taking either a long lunch hour or a vacation/sick leave/ personal day), is doing so without being noticed.



If you are used to working with your door open all of the time, it will be difficult to begin closing it without drawing attention unless you can begin instituting reasons for doing so.

The first thing you have to ascertain is whether anyone can hear you on the phone, regardless of whether you are in an office, in an open area, or behind a screen. The way to find out is to have a friend come in and listen outside your door (if you close it), in your doorway (if it must stay open), or in the various desk areas surrounding you (if you are in a many-desks-without-walls area, or in an area with screens that don't go from floor to ceiling), to see how far away you can be heard. Such testing must, of course, be during work hours, for evening sound in an office is different than during a work day.

If you can be heard, you then need to add a fan with a low whirring sound, a smoke sucker for air purification, or a radio. After obtaining them, turn one or more on and have the same friend check to see if you can be heard. If you still can, turn your chair in different directions to see if the acoustics change and prevent your being heard. If not, you will either have to wait until those within hearing distance are gone (meetings, lunch hour) or find an empty office or area from which to make your calls.

Leave your home number for a return number. You will have, of course, already invested in a phone answering system or service, if you don't already have one, before beginning such calls.

### **c. Employer and Employer Mailing Follow-up Calls**

This is just a reminder: the goal here is to obtain an appointment, not to be interviewed over the phone if you can at all help it. Recruiters and any others attempting to get a sense of you so that they can refer you are the only ones you should let interview you over the telephone.

## **Telephoning and Telephone Scripts for the Gatekeeper in Companies**

### **a. Hello's and Identifying Yourself and Them**

In order to get through the screener ("gatekeeper"), be as brief and direct as possible; for example: "May I speak to Mr. X?" Often, this will be enough. If asked why you are calling, give a short reply: "I am following-up on a letter I sent him last week." If it is a personal contact, say it is a personal call. If you have a referral, use it. Otherwise, here are some general tips:

- After making your request to speak with Mr. X, simply pause. This shifts responsibility to the screener. Speak with authority by expecting to be put through. To feel irritated by the screening obstacle will reduce your power and create resistance. Be patient and answer screening questions very briefly. This keeps the screener on the defensive (i.e., no time to think).
- Avoid getting into specifics. Say only whatever will heighten interest (e.g., giving name of referral - who may be important).
- Learn the name of the gatekeeper. Whenever you call back, use it; make a positive impression and create an ally. When encountering a screener, remember that his/her opinion may be highly valued by the decision-maker.

The screener may only need to be assured that you aren't selling something. (You are selling something - yourself! - but that is probably not the way the screener views it.)

Should you leave a message? In almost all cases, it is best not to leave a message asking the other person to return your call the first couple of times; you lose the initiative and create another name recognition, such as in following up on a previous call. On first attempts, leaving your name sets up the risk of the decision-maker instructing his/her secretary to "take care of" your next call. As to why you would prefer to call back, generally you need only say that you are hard to reach or are often out of your office. Find out when is the best time to call back. Leave your name and number only after the third or fourth call, after you have had an opportunity to make the gatekeeper an ally.

### **b. Stating the Purpose of your Call**

Again, be brief, for you are trying to get the gatekeeper to get you through to the right person. Your purpose could be one of several:

- in response to the letter you have sent
- returning the callee's call
- to discuss opportunities of direct interest to Mr. (Ms.) in the area of \_\_\_\_\_
- to discuss (here apply the technical smoke screen which the receptionist or secretary will feel needs to be referred)
- doing research on and wish to interview them for an article or paper you are writing
- because Mr. (Ms.) will want to talk about \_\_\_\_\_
- because Mr. (Ms.) \_\_\_\_\_ who suggested (instructed me) I call

### **c. "Parry and Thrust" on Questions Asked**

After stating your purpose, the gatekeeper starts earning his or her money by trying to keep you from getting through. You will be asked one of several questions, and will need to have appropriate answers. Often they are seeking to find out if you are a job seeker. You are not so much to deny that as you are to be more subtle in confirming the fact. For instance:

#### **Question**

#### **Appropriate Answer**

- |  |   |
|--|---|
| • What are you calling about?                                      | • See 6.b. above  |
| • Are you calling about a job?                                     | • First: "I'm calling about the opportunities for Mr./Ms. in _____ as outlined in my letter" (or) "opportunities in which Mr. (your referral) felt Mr./Ms. (who you are calling) would be especially interested."         |
| • Are you a salesman?  | • No, I am not. I am a _____, which is why I am trying to reach Mr./Ms. _____.  |
| • What opportunities?  | • Here you go to your prepared smoke screen which could include your product definition, one or more PSRs, technical relationship to known problems and needs of the company the gatekeeper is likely to know about, etc. |
| • Then what exactly is it that you want?                           | • "I want the opportunity to discuss something I know is dear to his heart, _____."   |
| • But how can I help you?  | • "Either by putting me in touch with Mr./Ms. _____ or by telling me who handles that area that I should be talking to."  |
| • Well, before I can do that, tell me a little bit about yourself. | • Give a product definition, adding as many spectacular PSR result statements, and then ask a cue question.   |
| • O.K., I still need to know about _____                           | • Give the best PSRs or self statements and ask a cue question.   |

### **d. Handling Objections to your Call**

Treat every objection with respect and don't take it personally (since the other person does not know you). Your objective is not to overcome every objections; it is to achieve the purpose of your call: an appointment. Be sensitive to and aware of sending negative internal signals - frustration, anger, irritation, disappointment, etc. Assume that they will show and watch out for them. Do not display them or hint at them.

Remember, many objections are simply invalid defense mechanisms - it is always safer to say "no". The proper attitude for you is to treat every person as a potential employer (or source of referrals, information, etc.). Therefore, be attuned to whether or not their objections are legitimate.

There is a wide range of objections they can put forth for not connecting you, others not so real. You cannot always know right away which are real and which are a dodge. Therefore, you need to press forward with your cues and other statements to lead the conversation to some kind of successful close: appointment with person you are calling; invitation to call back at a specific time; hand off to someone else in the company. The range of objections includes the following:

- he/she is in a meeting
- he/she is on the telephone (on another line)
- he/she is out of town

For the above three: do not leave a message the first couple of times you call. After the third call, you will have struck up a "relationship" with the gatekeeper. Begin leaving call-back messages. For the first three, indicate you will be hard to reach and will call back, or seek to set up a telephone appointment.

- he/she is the wrong person to talk to
  - ask: "Who is, and what is their number, please?"
- he/she never interviews job applicants
  - ask: "Who does, and what is their number, please?"
- he/she is too busy

Either ask the gatekeeper to carry your message to the person you are calling, and then relay a response back to you, or ask, "Who, then, is not so busy regarding my area that I should talk to, and what is their number, please?"

- we are reducing our staff

State: "Then it is a good thing I am calling, for I am an expert at both helping in turn-around situations and in increasing productivity and efficiency. Who is in charge of reducing your staff? He or she sounds like the person I should be talking to. What is their number, please?"

- you are wasting your time; the industry is cutting back
  - ask: the same as preceding.
  - ask: "You sound very knowledgeable about the industry. Please tell me who is in the best condition in the industry, and what related industries do you know of who are growing rather than cutting back?"

- you should contact personnel
  - ask why. Then ask: "Who is personnel should I talk to? What is their name? What is their number?"

#### **e. Closing**

- The same dynamic applies as with the closing sequence of the 4-Step interview (see Section T), where if you get nothing, you go for either the referral or the critique.
- If you leave it that you will be calling back, be sure to state so, so that when you do call back, you state, "I am calling back today as you suggested I do in order to catch Mr./Ms. \_\_\_\_\_."

#### **f. Question-Response Cues**

These are the cues you use to keep the conversation going in the direction you want it to go. Always give alternatives so that the gatekeeper can make a choice and feel that he or she is in charge although the choices are those you design, not his/hers. For instance:

- When would be a good time to call back, this week or next week?
  - Tuesday or Thursday?
  - Morning or afternoon?
  - 9 a.m. or 11 a.m.?
  - 2 p.m. or 4 p.m.?
- "Wouldn't you agree?" or "Don't you think so?" If no: "Why not? What should be your position on the matter?"
- "As he/she is busy and unable to talk today, let us set up a telephone appointment. Which day would be best, this week or next week? Tuesday or Thursday? 10 a.m. or 3 p.m.?", etc.

#### **g. "What if?" Questions to Prepare**

If you are prepared for as many questions and contingencies as possible, there will be fewer surprises and you will be in a better position to turn a conversation going nowhere into something for yourself. The "what if?" situations include:

- everything you try fails to elicit a response
- you are told to call back (get specific time)
- you get through. This is not a facetious statement. Clients often spend so much time preparing for getting by the gatekeeper they are not ready when they get through. (See #7 below).

#### **h. Follow-up**

The purpose of the follow-up with the gatekeeper is to keep trying to get through. You already know her name. Now, if someone else answers, you can say, "Oh, who is this? I was expecting \_\_\_\_\_. I hope she is o.k." The wait for the response. The new gatekeeper will either think you are the one who gets and put you through or be less open to trying to get rid of you, and minimally, have you wait until the other person returns.

As long as you are friendly, remember their names, etc., you will be able to develop a "relationship" such that eventually they will go pro-active for you. Don't forget, they can be your greatest allies. Remember, being told continually to call back is not a no, just a postponement. You must persevere. The highest number of call backs before getting through to the decision maker who eventually hired one of our clients was 30 calls. We recommend you call back 25 times before stopping.

If the gatekeeper won't put you through, try calling before 9 a.m. or before 8:30 a.m., or 8 a.m., depending upon when you no longer reach the gatekeeper, in hopes of catching the decision maker in the office before the gatekeeper arrives. Likewise, you can call after 5:00 p.m. or after 5:30 p.m., or after 6:00 p.m., etc., until you know the time the gatekeeper leaves and can then hope to reach the decision maker. Finally, the same will work during the gatekeeper's lunch hour.

## **Telephoning and Telephone Scripts for the Company Person you are Calling**

### **a. Handoffs from the Gatekeeper**

In contacting the person you are calling, in all probability, you are going to be handed off by the person's secretary or receptionist. If you have something nice to say about her which is true, say it. Otherwise, say nothing.

Don't forget that you are going to get by the gatekeeper enough times to make the calling productive. Just make sure you are ready when you get through.

Sometimes you can't get the hand off. If the gatekeeper is not the person's secretary, or if the gatekeeper is the first of several in line to the person you want, call the main number and ask for the name of your desired person's private secretary or administrative assistant, and then call that person. If you get the gatekeeper again, use the various techniques for getting by that person to get to the person you seek.

### **b. Seeking the Appointment**

The goal is to seek an interview in person, not over the phone. To do so you need good lead-in statements. If they are scripted in advance, you will do better, will not give in to phone phobia, and will not have to worry about nervousness causing you to forget things.

Your lead-in is often most effectively designed around a "benefit statement" (the best benefit statements are reduced to one sentence). For example:

- "Good morning, Mr. \_\_\_\_\_. My name is \_\_\_\_\_. Over the past ten years I have set up major distributor networks in the Southeast, and am presently looking for a new opportunity in this area."

With a referral name to use, an alternative lead-in would be:

- "Good morning, Mr. \_\_\_\_\_. My name is \_\_\_\_\_. I was speaking with (name of referral) who, when he learned I am seeking a position in the (name of function), suggested that I give you a call." Or:
- "... who said you might be interested in meeting me." Or:
- "... who said you might be able to help me out."

Whatever lead-in you use, it is important to be brief; begin the dialogue by stating the purpose of your call.

Then ask "when would be the best time to get together for you, this week or next week?" "Tuesday or Thursday?" "10:00 a.m. or 2:00 p.m.?", etc.

After the lead-in, the next important line, if you haven't gotten the appointment, is to have available a response to the request, "Tell me a little bit about your background." You should be able to do it in four or five carefully constructed sentences:

- an umbrella sentence saying "I am a \_\_\_\_\_ with fifteen years experience in 'a', 'b', and (possibly 'c')".
- add two sentences that highlight the one, two, or three most important responsibilities for the two most important positions, and two, three or four outstanding accomplishments.
- add a sentence about education (if appropriate, and another point or two of marketable information from your background).

Write out the statement. Avoid using the same words for different positions (time is too scarce to be repetitive). Plan for no more than a dozen "hooks" (key words or phrases of potential interest

## NOTES

## SECTION 16

### RECRUITER INTERVIEWING:

#### CONVINCING "DISTRUBUTORS" TO MARKET YOU

Although the estimates vary, recruiters account for 10% of all jobs and nearly one in four of management positions. This is because headhunters can recruit better, check out better, and nose around competitors for available talent in a way companies just cannot do.

This is why any recruiter you deal with cannot cover all companies and those from which they raid. Thus, to their clients, they are recruiters; to the other companies they are body snatchers (the perjorative headhunter used to be used but it has taken on such a generic sense that the term no longer has a negative connotation).

The reason there are only a few very large firms and lots of little ones is: the small firms usually have a relationship with several firms, with the rest of the companies being their happy hunting grounds. This is why as you meet people in recruiting, it is important to add them to a special networking address list for yourself composed of recruiters, so that you should develop a mailing list of preferred recruiters (meaning individuals within the firms) to write yearly with an updated resume, and let them know if you are interested in changing jobs or just updating them.

There are two types of firms: retainer (paid up front before a search is made and paid regardless of whether the search is successful) and contingency (paid only after a candidate is hired). As in any industry, there are reputable firms and less reputable. It is unfair to brand recruiters negatively unless you have "proof." The key to evaluating recruiters is to remember what their job is and is not. Their job is not to represent you. They represent employers. There is a simple reason for this: the employer pays the freight (usually ranging from 25-33% of your first year's compensation package). This is why we urge you during negotiations for a position found by a recruiter to not press for much above last year's figures, but to seek a 6, 9 or 12 month review whereat a significant salary is made.

Whether they call you or you call them, don't make the mistake of many who not only don't know how to talk to recruiters, don't script themselves for doing so (which, as you must recall by now, is the cardinal sin of any job hunter: not being prepared, not being scripted). If you call them, you follow the same phone-follow rules of preparation and scripting in Section N. If they call you, immediately find out as much as you can about them and the purpose or position about which they are calling you, and then indicate you cannot talk right now and will call them back. Then check them out with friends, acquaintances, and/or the Association of Executive Search Consultants in Greenwich, Connecticut, or the similar organization in New Hampshire. After finding out about the recruiter, if you were able to, call them back. If you could not find anything out, be sure to pay even more attention to asking the questions listed below.

You want to avoid the body shops who operate by throwing bodies at clients as well as those who will call you, get lots of information from you about your background, and then make up a resume about you for marketing you without your knowledge, after which they will come to you with a "really great" offer. That may sound fine, but you don't want people representing you without your permission. This is a sloppy, unethical, and careless approach. It can get back to your company. Most firms are reputable. But, this word to the wise on this should be sufficient.

Remember, if they are calling you, it is usually because they have a bonafide situation in mind and will often have checked you out before calling you. If you are calling them, remember they live and die on the phone. Be completely prepared to explain why they should be adding you to their list of candidates to make appointments with employers. You do this by clearly demonstrating what it is you can do for an employer. In other words, quickly demonstrate your marketability.



Have your product definition ready and be able to crisply demonstrate how you can make money, save money and/or solve problems by having all of your PSRs at the ready.

It is crucial that you remember that contacting recruiters is like any other interview, and to follow the framework outlined in Section T. Here are some of the key similarities:

- Rather than be the one answering questions, ask them; take control.
- Don't prematurely reveal compensation package/salary. Get them to state the range they are dealing with. Rather than answer the salary question, ask them the range being offered to see if it is worth continuing the conversation to you. If they insist on asking what you make, either insist on discussing such confidential information in person or give the range you are looking for, not necessarily the one you are in. Follow the same strategy on discussing compensation as outlined in Section U.
- As in interviews, how you handle yourself is often what they are looking for, not the answers to specific questions. Thus, turn the tables and ask the questions instead. Answer questions using the 4-Step. You are negotiating with them. You are negotiating to get them to represent you before their client companies.
- Just as with employers, so too with recruiters: your personality will be a major factor, for just as with employers and referrals, recruiters must also see you as appearing acceptable, as fitting in, as one who will "belong" in the client company.
- Don't discuss your firm in negative terms or indicate how welcome the call is.

In order to take control, you ask the questions, a dynamic discussed in full in Section M. Some questions to consider asking:

- how did you obtain my name?
- what is your experience and industry background?
- what is your track record on placing candidates?
- who are some satisfied candidates you have worked with that I can talk to?
- what is the size and location of the hiring company?
- who and what are the company's customers?
- what is the product line and how are they accepted in the marketplace?
- is the position at a division, subsidiary or headquarters?
- what is the culture of the company?
- what kind of upward mobility or key management responsibility will be involved?
- is this truly a move up or just a lateral movement?

Even if you are not interested in the position, you should play along for these reasons: test your marketability; get a sense of your value on the open market; practice and rehearsal; develop a long term relationship with those you could use later to move on; intelligence: quiz them on the state of the industry in terms of growth and of jobs within it; networking: 5-Step for specific referrals; and interviewing insight: what is currently being looked for substantively and in terms of wardrobe.

Recruiters are usually looking for people who are already employed with a steady career progression in their area of expertise. Don't be mad at them for this if you are unemployed, are just getting back into the market, or have had a checkered as opposed to straight career path. This is not their idea. It's what the companies they work for want. The companies don't want to pay 25-33% unless it is a truly proven commodity.

There are exceptions. This is why, in a numbers game like job hunting, you still want to alert recruiters. Sometimes, when they are very impressed, even if they do not have a search fitting you and your background, they will actively go out and contact their companies and actually market you, alert the

companies of your availability (by generic abilities, not by name), because they see you as eminently placeable.

One last thought: remember, these are recruiting firms, not placement firms. The term "placement firm" is a misnomer. There is no such thing as a placement firm. The only ones who place are employers. All recruiters can do is search for candidates meeting the client firm's profile, interview them, and narrow them down to 3-5 individuals, and send all 3-5 to interview. The company will hire, the company will place. Your job is to follow all of the interviewing and job hunting rules as outlined in the Manual so that you convince the recruiter to select you as a candidate (their equivalent to the "hiring" dynamic).

## **RECRUITERS AND AGENCIES -- How To Use**

As in most marketing programs, the use of distributors can greatly enlarge the reachable market for the product. The same is true in marketing yourself into a new career or a new position. Use of the distributors will greatly increase the number of positions for which you may be considered.

In this context, the distributors come in two basic varieties, the employment agencies and the executive recruiters.

The basic difference is in the salary level of the positions, the recruiters filling positions at the top end of the salary range, primarily over \$30,000 and the employment agencies beginning at the bottom end with domestic and factory help.

However, there is considerable overlap. Some good agencies in the greater New York Metropolitan area to Philadelphia fill very highly paid professional positions. Conversely, some recruiters, when business is weak, will lower the salary level for the positions they fill.

Furthermore, we have already seen in the Granovetter Study that roughly 9% of positions are filled by agencies/recruiters. Therefore, we cannot overlook this channel in your marketing plan.

There are many positions for which this channel is the only way to be considered for a particular job. That is because employers will turn the task over to a recruiter on an exclusive basis, and even if you should contact the company directly, your paper work will be given to the recruiter for evaluation and screening.

### **Recruiters**

Recruiters are paid either on a retainer basis in which case they are paid in advance to find the "right" candidate, or they work on a contingency basis, receiving their fees only after their candidate is approved and begins work. In either event, their fees are high, up to 35% of your annual salary.

Recruiters are in business to serve their corporate clients who pay their bills. Their reputation and continued business depends upon them referring to highly qualified candidates only. Your new resume which is performance oriented and relies on the use of the PSR is the vehicle with which the recruiters will become aware of your qualifications.

The way we use the recruiters is as follows:

1. The Research Department will, in conjunction with your consultant, draw up a list of recruiters who are most likely to have a search assignment which will match your qualifications.
2. A letter of transmittal, or cover letter, will be written for you, and you will simply sign each copy.
3. This letter plus your resume will then be mailed early in your campaign, to the list prepared for you.

4. You will do no follow up work after the mailing unless contacted by the recruiter, usually by phone.

5. When this happens, remember, you are being interviewed. Consider the recruiter to be as important as the employer himself. Use everything you have learned about interviewing.

If you want to contact more recruiters, feel free to do so, although you will probably be beyond the point of diminishing returns.

The Directory of Executive Recruiters listing over 2400 contingency and retainer recruiters crossed referenced by geography, industry served, functions, minimum salary, etc. can be helpful in identifying recruiters. It can be ordered for under \$20 from:

Consultants News  
Templeton Road  
Fitzwillow, NH 03447  
(603) 585-2200

Use a letter similar to the cover letter used in your mailing, or compose a new one. Several examples are to be found in the section on Written Communications.

### **Employment Agencies**

We will not contact any employment agencies as part of your campaign. If you should want to contact them, or if someone in your network recommends a particularly useful agency, go right ahead. However, we suggest the following guidelines.

- a. Never use more than three or four at the same time.
- b. Visit them and speak directly to the "counsellor" who will handle you.
- c. Judge the counsellor's and the agency's professionalism, image, etc.
- d. Inform them, in writing, of your position on fees, that you will consider "fee paid" positions only.
- e. Make them understand that you do not want your resume mailed to a list, that you will not deal with a resume mill.
- f. If you are satisfied that your needs will be met by the agency and the specific counsellor, go right ahead. Do not put your career in the hands of unprofessional people.
- g. Lastly, check up and follow up regularly to be sure you haven't been forgotten.

Whether you limit your recruiter contacts to our initial mailing, use agencies or not, keep records. To begin, you will receive a list of the recruiting firms who will have received your letter and resume. When you are called be sure to note the name of the individual recruiter.

We suggest you keep a chronological log of all recruiter and agency contacts. An example is provided on the next page, and you should modify it or redesign it to suit your needs.

CONTACTS WITH PROFESSIONAL RECRUITING FIRMS

FIRM NAME	COUNSELLOR NAME	DATE	COMMENTS

## NOTES

## **SECTION 17**

### **ANSWERING ADS MORE EFFICIENTLY AND EFFECTIVELY**

This subject is a difficult one. If you read several books on the subject of job search, you will find conflicting advice. Our recommendations are based on long-term experience with what seems to produce the best results with the most economical use of your most valuable asset, time.

- a. Collect your ad sources and go through them at a single sitting. Late in the day or evening is best, since you then have your most alert time earlier in the day for more mentally demanding activities.
- b. Cut each ad out of the paper after marking it with the date and place seen (NYT, WSJ, WWD, etc).
- c. Divide the ads into two groups and treat them differently.

#### **Box Number Ads**

1. Do not hesitate to answer Box Number Ads. The chance of it being your company is very small.
2. Answer only if you are at least 90% qualified. There will be 300 others who are.
3. Send your resume with a very short cover letter, no longer than two paragraphs, each no longer than three to four lines. See samples in Section S.
4. Send your reply no earlier than five working days after the ad appears.
5. Staple the ad to your copy of the cover letter and file. When you are contacted, take notes on this letter and begin a company specific file.
6. Remember, you will receive no response unless they are definitely interested. There will be no rejection letters. That's why the box number was used in the first place.

#### **Specific Company Ads**

1. At first reply by phone, unless the ad strongly states ABSOLUTELY NO PHONE CALLS.
2. Find out who specifically, or the title of the person you would report to if you had the job. (The company switchboard operator is an excellent source of this kind of information.) Tap into your own network.
3. Contact this person by phone, as soon as possible, and arrange for a meeting (never refer to it as an interview).
4. If asked for resume, say "I'll be glad to bring it with me. When would it be convenient?"
5. If they insist, agree immediately. Send the resume with a short hand written note referring to the phone conversation. This will help get your letter directly to the person involved, and less likely to be short stopped over to the personnel department.
6. If the phone gamut doesn't work, then write a cover letter and send in your resume by mail.

**FOR SAMPLES OF SIX DIFFERENT TYPES OF LETTERS TO USE TO ANSWER ADS, SEE Section 13.**

## NOTES

## SECTION 18

### **JOB INTERVIEW TECHNIQUES**

#### **An Interactive and Effective Process**

#### **For Uncovering Offers, and for Being Offered Opportunities,**

#### **Lets look at the key terms and the topics for our presentation:**

Give brief history of career in career management/job hunting consulting (President of companies in New York City doing so through most of the 1980's, prior to moving to the Twin Cities in 1989, and especially regarding work with candidates in interviewing.

- Networking **is also** interviewing
- Interactive: it takes at least two people
- Effective: when it is, you receive an offer or a referral
- Uncovering Opportunities: what all is also available that you might also consider
- Being Offered Opportunities: that what a job offer is

#### **To do so, we will look at these from the standpoint of these topics:**

Interviews as briefings on yourself

Interviews

"Actual positions" refers to two types:

- (1) empty chairs (slots) to fill, and
- (2) new chairs to make (creating a position just for you).

The 4 options:

- The desired position
- The "bridge position" (leads directly to what you want: starting low and working up)
- The "two step" (an interim position, unrelated)
- The "parallel tracks" (self-employment to support job hunting, e.g., multi-level marketing)

Interviewing is the hardest part.

The interview is what the campaign is all about

Perceptions about interviewing

Prospect, Preparation, Performance

Verbals, Visuals, Vocals

Truthful ("Truth"), Plausible, and Appropriate vs. Lies, Deception, and Mendacity

Break the codes

**OR** The difference between "the lying truth" and "the truthful lie"

To Job Hunting/Job Changing/Job Satisfaction (Overhead chart #3)

The 8 Steps of Getting an Interview

The 3 Parts of the Interview

The 10 Skills to Master for the Interview

The 5 Options Sought From the Interview

Turn interviewer into your champion

Perception (it controls behavior)

Performance (script, role, costume)

Image (presentation of self)

Ritual ("instinct substitutes")

The Marketing/Selling Context for "You" (an intangible)

Performing the roles and rituals of the Job Hunter, not Job Holder



The Two Minute Drill and Question Response Strategy/Technique  
need elicitor\_  
a clarifier\_of what interviewer has said; or a  
qualifier on how you are doing

The Selling Format: PSR Stories

Telling your story in terms of a story. Because the meaning is derived by the  
Plausibility statements: constructing the reality: acceptable personally & professionally  
P=Problem (2 sentences): "The Problem was..." Gets listener's attention  
and sets the stage.  
S=Solution (2 sentences): "So, what I did was..." Shows capability; "I",  
not "we".  
R=Results (1 sentence): "And the result was..." The punch line.

The Role of the Trojan Horse: Submerging the Personal Self inside the Professional Self

Relationship between Blown Interviews and Blown Jokes

1. poor timing
2. lack of animation appropriate for story
3. forget the punch line (or start with it)
4. derailed on details - talk too much
5. leave out key material
6. the story or language used is inappropriate to the audience and/or the situation
7. teller does not know the audience and therefore has not figured out the best way to get the story across
8. the audience is not ready to receive the story at the time of the telling
9. the story meets the teller's needs, not the listener's
10. use of stale material

Time-tested techniques: **THE 4-STEP EMPLOYMENT INTERVIEW PROCESS**

The interview follow-up  
Negotiating the position  
Negotiating the compensation  
How to turn down and offer and get a referral  
The lunch or dinner interview

### **THE THREE V'S AND THE THREE P'S**

**Verbals, Vocals, Visuals**

**Prospects, Preparation, Performance**

**THE DIFFERENCE** which preparation (script plus rehearsals) makes  
is the difference between the performance of any actor/actress in a  
film/TV/stage show and his/her appearance on talk shows:  
prepared and persuasive vs. unprepared, unpersuasive,  
embarrassing.

More about interviewing

"Actual positions" refers to two types: (1) empty chairs (slots) to fill, and (2) new chairs to make (creating a position just for you).

Although many feel that leads are the most critical aspect of job hunting, in truth, leads are not the most critical if by critical we mean difficult. It is easier to generate leads. **Interviewing is the hardest part.**

Do poorly in the other parts and do well in interviewing and you have a chance. Do well with the other parts and poorly in interviewing and you have much less of a chance.

The interview is what the campaign is all about. It is where the campaign comes together. It is where offers are made. It is where negotiations take place in earnest and it is, as they say, "where the rubber meets the road." The interview is also where most people stumble, error, make the wrong impression or give off the incorrect perception, and cause the behavior they do not want from the interviewer: a turn down, a rejection, a loss of opportunity.

Although it is not the easiest task to "sell" people on how to interview and to present themselves, the hardest groups to train and get into good presentation/interview shape are those in marketing and/or selling, some consultants, certain social scientists, and a large number of CEOs.

Regardless, these are the time-tested techniques. Use them and you will be far more successful than if you don't use them. The hardest thing to accept is the notion that doing it your own way is not the best. For far too many people, doing it their way is more important than getting it done at all. But who would argue with a doctor, a lawyer, or a tax accountant on how they should do their jobs? Until you have tried it, don't argue with the 5-Step system presented here.

### **1. The Purpose of the Interview**

The purpose of the interview is to get something which will be useful in helping bring your campaign to the conclusion you are looking for.

You will know you have mastered the interview process when, upon receiving an offer, you can appropriately interview the company and make a decision which is best for you, and not just accept it because it is offered. This is not to say the first offer should always be turned down. If it is what you want, take it, and then see if anything else you have going can top it, but never turn down that offer which appears to be the one for you just because it is the first one you receive.

If, on the other hand, you are doing the "two-step" (seeking an interim position while you keep the campaign going for what you really want), then by all means accept the first offer.

The purpose of the interview is to first negotiate an offer by showing that you are qualified for the job and that you will fit into the company or organization. Then you negotiate a compensation package. If such does not happen, turn to part 3.d. below, which comprises your contingency plan for enabling you to get at least something from the interview.

But regardless of what happens, remember: you went in with nothing, so that if you come away with nothing, you haven't lost, for you can never come away with just nothing. At the very least, you have the opportunity to test the principles and techniques of this Manual, you gain invaluable experience, you learn you can really do it, and you prove to yourself that not only will you not die from interviews, but that you will get increasingly better with each one. This is why you never turn down an interview and always follow interviews through to their "logical" conclusion. In this way, even if it is not the job you want, you can gain experience with each step. At the end of this Section, you will learn how to turn down an offer you really don't want to accept but which you have gotten by using the occasion for obtaining interviewing practice, and have done it well.

### **2. The Difference Between What You Think You Want and What We Know You Need: The Relationship Between Leads, Interviews, Preparation and Performance**

Many people seeking a job hunting program do so because they believe they will get the leads they need on some kind of mailing list. However, because companies do not want to signal the competition either their weaknesses nor their future plans, they do not provide such information.

This is not to say that leads are not important. Obviously, they are. But the best leads do not generally come from mailing lists, although, through the telephone techniques learned to use to follow-up on mailings, you can maximize the benefits and lead generation from your research. Most of the best leads

will come from networking. What is needed is interview skills. The key is to be able to turn the interviewer into a champion of you in their company, to elicit a job offer, and to negotiate the best possible compensation package, which is why image is so important and why you must pay extremely close attention to correct role playing for using these interview techniques. You must also become a good public speaker, which you will become as a result of following the techniques in topic 9 below, and know how to communicate well. In other words, leads, interviews, preparation for interviews, and performance are all equally important, but your interviewing skills are "more equal."

### **3. Interviews as Briefings on Yourself: a Discussion of the Chart on Page 2 of Section 3**

Discuss place of net working as interviewing and interviewing as negotiating on chart  
"To Job Hunting/Job Changing/Satisfaction.

#### **a. The 8 Steps of Getting an Interview**

- 1st: Obtain leads. .
- 2nd: Research the companies:
- 3rd: Set your mind straight: don't forget your purpose; don't be dissuaded. Apply all the techniques, especially those of this section.
- 4th Rehearse: never forget you are giving a performance, at an audition which must be followed correctly, using the appropriate scripts, dialogue, and role performance, all without letting first night jitters throw you.
- 5th: Perform: the interview is played in an office which becomes your stage. How well you are perceived will depend not on you, the essential, authentic you, but on the role you play.
- 6th: Follow-up: you must follow the follow-up advice and strategies outlined below.
- 7th: Reflect: what did you do right and not do right? Fill out the Interview Analysis Form for review, now and later. Learn from it so that your next performance will be even better.
- 8th: Channel: all significant events like interviews either cause us great joy, depression, frustration, or anger. These are strong emotions. If they are not channeled positively, they will be channeled negatively.

#### **b. The 3 Parts of the Interview**

- 1st: Qualify: show you belong professionally, are up to date on your technical and administrative skills, that you can make money (increase profits), save money (reduce costs), and solve problems, all the while showing that you personally fit in and belong. This can be done through PSRs and references.
- 2nd: Get Hired: get the offer.
- 3rd: Get Paid: negotiate the best compensation package (see Section 28).

#### **c. The 10 Skills to Master for the Interview**

- #1: Know: know how to interview: the 4-Step  
know about the company: research

know how to integrate the two: the two-part Question-Response Technique

- #2: Prepare: for the interview; know about them; have your product definition and PSRs ready; have your cues and questions to ask ready; play the "what if?" game in advance
- #3: Observe: look around when you go to the interview and ask yourself: is this an environment you want to work in, or is what needs to be fixed or changed that which you will want to include in your negotiations for an offered position
- #4: Tell: all about how you can meet their needs, using PSRs
- #5: Explore: your options: empty chair to fill or create a new chair; their options: staying put, moving soon, could be acquired
- #6: Assess: how do you feel in your gut about the place and any offer: good, lukewarm, uneasy
- #7: Friendmaker: of the interviewer, for you may have to go for advice and a referral
- #8: Enthuse: show your enthusiasm and interest. Doing so is not a sign of being "easy" and obtainable at low compensation. They want to know you like them and what they are doing and that the only thing you are going to think about when you wake up each morning is how excited you are about going to work there.
- #9: Ask: "for the order": go for the job; ask for it; using these techniques as outlined.
- #10: Receive: obtain the offer, negotiate, and begin the job

d. The 5 Options Sought From the Interview

- #1: Job Offer
- #2: Handoff: to the next person in the interview chain
- #3: Referral in: to another division or company within the corporation
- #4: Referral out: to people outside or in other corporations
- #5: Critique: on how well you did (actually seeking clues as to why no offer was made nor even a referral given)

The preceding are in an extremely important descending hierarchy. How well you perform the 4-Step will determine how high in this hierarchy of desires you will place. The last one, #5, is to obtain a critique on how you did, so that as you report the interview to your consultant, he or she can make a judgement regarding whether the problem was with your presentation and/or technique or with the company. If it is the former, it can be fixed. If it is the latter, forget it; nothing is broken so don't change anything.

If you cannot come away with an offer, the purpose is to get handed off to the next person in the interview chain in order to get closer to an offer.

If an offer is not put forth, seek first a referral to someone in another division or company of the corporation. If such is not possible, seek a referral to as many as possible others outside the corporation.

Finally, if nothing is put forth (no hand off, no referral inside or outside the company), then you can still come away with something and not leave empty-handed. Ask for a critique. Ask nicely, for people

always fear lawsuits. Ask for advice regarding job hunting and interviewing. Ask for advice on how to improve your own interview technique.

- B. Key Terms: perception (it controls behavior; see Sections D & M); performance (script, role, costume; see Sections C and D); image (presentation of self; see Section I); ritual ("instinct substitutes"; see Section D).

- C. The Marketing/Selling Context for "You" (an intangible)

Performing the roles and rituals of the Job Hunter, not Job Holder (see Sections C and D)

- D. The Two Minute Drill and Question Response Strategy/Technique

Make no response longer than two minutes (equals one page of information, typewritten, single-spaced). End each statement with one of three types of questions: a need elicitor regarding what interviewer wants, needs envisions, hopes, desires, etc., about both now and the future; a clarifier of what interviewer has said; or a qualifier on how you are doing (see Section T, especially page 13, for more detail).

- E. The Selling Format: PSR Stories

Telling your story in terms of your interviewer's needs: provide the professional parables demonstrating what you have to offer. Why a story? Because the meaning is derived by the listener according to his or her needs (they fill in the blanks, usually to your advantage). They can't do this with laundry lists of your qualifications (not that laundry lists can't be woven into your stories). Stories provide open-ended messages, are great teaching devices, and are memorable to the listener. They help to relate common experiences understood by the listener, and can provide the best and most common experiences understood by the listener, and can provide the best and most positive side of the teller. They enable you to present plausibility statements and construct the reality that you are acceptable both personally and professionally.

He/she who asks the questions controls the interview. Use the PSR format and two minute rule/question response strategy to control:

P=Problem (2 sentences):	"The Problem was..."	Gets listener's attention and sets the stage.
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S=Solution (2 sentences):	"So, what I did was..."	Shows capability; "I", not "we".
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R=Results (1 sentence):	"And the result was..."	The punch line.
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- F. The Role of the Trojan Horse: Submerging the Personal Self inside the Professional Self

Demonstrating you belong both professionally (can make/save money, solve problems) and personally (belong, fit in). See Section C.

- B. Relationship between Blown Interviews and Blown Jokes

The reasons why people "blow" jokes are the same for why it is that jokes are blown: lack of appropriate and proper information:

1. poor timing

2. lack of animation appropriate for story
3. forget the punch line (or start with it)
4. derailed on details - talk too much
5. leave out key material
6. the story or language used is inappropriate to the audience and/or the situation
7. teller does not know the audience and therefore has not figured out the best way to get the story across
8. the audience is not ready to receive the story at the time of the telling
9. the story meets the teller's needs, not the listener's
10. use of stale material

The difference which preparation (script plus rehearsals) makes is the difference between the performance of any actor/actress in a film/TV/stage show and his/her appearance on talk shows: prepared and persuasive vs. unprepared, unpersuasive, embarrassing.

**4. Putting the Interview Parts Together:**  
**The Basic Interview Format:**  
**The 4-Step Employment Interview**

Recall that net working as interviewing and interviewing as negotiating .

**THE 4-STEP EMPLOYMENT INTERVIEW (Short Form)**

- STEP 1:** BREAK THE ICE: establish affiliation (commonalty of background). OR: refer to the third party who referred you. OR: compliment the interviewer based on his/her actions. OR: comment on an object of mutual interest.
- STEP 2:** SUMMARIZE PRODUCT BEING SOLD - "YOU" (memorize, work on, and continually refine your statement of II.C.2. above).
- STEP 3:** ASK TWO-PART QUESTIONS (part 1 = a statement; part 2 = a question) about the company or the interviewer, based on (1) third-party referral information; (2) readings; (3) observations; and/or (4) comments made by the interviewer.

The interviewer has FOUR OPTIONS regarding how to respond to your two-part questions:

OPTION 1: If your question is answered and the topic remains the same, ask another two-part question, extending his or her answer and/or logic.

OPTION 2: If you are asked a question about your past, respond with a PSR story and then ask a qualifying question.

OPTION 3: If you are asked how you would solve an existing or future hypothetical or real problem, respond with:

- (1) "Based on what I know so far about your company and its players, it's difficult for me to predict exactly how I would handle that. However, it reminds me of a similar situation when I was with \_\_\_\_\_

Give a PSR story related to the need, and ask a two-part question.

OR: (2) Ask a qualifying question; e.g., "What do you see in that experience or situation relevant to me and my situation?"

OPTION 4: If an objection arises (which is usually a stall and/or a reason not to buy, usually related to credentials - lack of MBA, age, income, sex, lack of certain industry or

product knowledge), respond with:

**THE 4-PART LOCK STEP (M-E-M-O-R-I-Z-E)**

- (1) "I appreciate your concern."
- (2) "As I see it, the person you need should be able to \_\_\_\_\_  
  
Isn't that basically correct?"
- (3) "If I could show you that I have that ability, would that influence your thinking?" (Or: . . . make a difference?")
- (4) Give a PSR story as an example.

**STEP 4:** END THE INTERVIEW: close the meeting but don't leave without something (following are in descending order of importance; when you get one, stop):

- (1) "Where do we go from here?" (Seek a second interview or appointment with interviewer or next person in the interview chain.)
- (2) "When can I get back in touch?" (Seek a time for you to call back.)
- (3) "When do you think that will be?" (Seek an indication of strength of interest; get a time.) If evasiveness continues:
- (4) "Based on what you know about me, how do you see me fitting into your company?" (If #1 - 3 go nowhere, go for the "order".) If no:
- (5) "Since there doesn't seem to be any opportunity with you, who would you refer me to, inside or outside your company?" If none:
- (6) "What advice and counsel can you provide me regarding both my job search and on improving my interview skills?" (Find out what you are doing wrong so you can correct it; otherwise, you will repeat your mistakes and gain little from your interviews.)

**THE 4-STEP EMPLOYMENT INTERVIEW (Long Form)**

**STEP 1:** BREAK THE ICE: establish commonalty (affiliation or background). Best: refer to the third party who referred you. Next, comment on an object of mutual interest. Least: compliment the interviewer based on one of his/her actions.

**Script lines:**

1. "I am really delighted to be here, and am particularly grateful to Harry (or Dr./Mr./Mrs./ Ms. /Miss Anderson) for referring me to you. He/she has told me a good deal about you, your work, and what you are trying to achieve, and I am very much looking forward to discussing with you how I might fit in to the work you are doing."
2. "I notice from the picture (award, plaque, trophy, golf clubs, model sail boat, furniture, etc.) that you are into (horticulture, community activity, Chamber of Commerce, showing horses, golf, sailing, antiques/antiquing, etc.). So am I. What do you like best about it/What are your fondest (or best or worse) memories of it?", etc.
3. Failing to find a tangible commonalty, go for a common taste. Do not praise art for that compliments the artist. Rather, "I admire your taste in art (or furnishings, design, etc.)." Be ready to explain why.

**Alternate script lines:**

"Jack, I really appreciate Ed getting us together."  
"I really admire your taste in furnishings."  
"What a great view you have here. It must be hard to concentrate."

**Fall-back script line (if none of the preceding seem to apply):**

"Sam (or Mr. Smith), I really appreciate your taking the time to see me."

**STEP 2: SUMMARIZE PRODUCT BEING SOLD - YOU:** hook your listener. Set the parameters of the interview and whet his or her appetite for more.

**Script lines:**

Remember, your resume was written for the eye. You must have a statement ready for the ear, and it must define you, have "hooks": demonstrations of your ability to make money, save money, or solve problems. You can use the "R" of PSRs, but not the whole PSR).

**Statement:**

"I am a \_\_\_\_\_ with a background/reputation in/for being \_\_\_\_\_  
\_\_\_\_\_. I am able to \_\_\_\_\_ as was  
demonstrated when I \_\_\_\_\_. I am also known for/I  
have also demonstrated my skills and expertise in \_\_\_\_\_ by  
\_\_\_\_\_. . . . (others as required in each person's situation; work  
it out with your consultant).

**Alternate script lines:**

"I am currently a \_\_\_\_\_ working for \_\_\_\_\_,  
and am exploring a move into \_\_\_\_\_ (or exploring a career  
change from \_\_\_\_\_ to \_\_\_\_\_).

**Question(s) to ask:** pick one to fit the situation as you see it.  
Suggestions are:

"How would a person with this background fit into your company?"  
"Are these the kind of qualifications and background you are looking for?"  
"What else do you need to know from me to judge if I'm the right one for you?"  
"What needs do you have that a person with my background could fill?"  
etc.

**STEP 3: GIVE TWO-PART RESPONSES** (part 1 = a statement; part 2 = a question)  
about the company or the interviewer, based on (1) third party referral information; (2)  
readings; (3) observations; and/or (4) comments made by the interviewer.

Follow the two minute rule and continue the two-part response technique as often as  
possible. Use qualifiers, clarifiers, and need elicitors.

Taking notes can be very helpful. Take out a smaller than 8 1/2 x 11" notebook and ask,  
"Do you mind if I take notes?"

At some point, the interviewer, after your initial recitation of your product definition, will  
stop talking. At that point, he or she has four options: to continue discussing the topic  
at hand, ask you a question about your past, ask a question on how you would solve a  
problem or do something in the future, or raise an objection (either directly or indirectly).  
The four options and how you are to respond to each are as follows:

**OPTION 1:** If your question is answered and the interviewer continues with the same  
topic, make another two-part response, extending his/her answer and/or logic.



OPTION 2: If you are asked a question about your past, respond with a PSR story and then ask a qualifying question. These are the best questions. You own the past.

OPTION 3: If you are asked how you would solve an existing or future hypothetical or real problem, watch out. Quicksand! If your answer is not what they are looking for, you lose. So, duck it and head for safe territory, your past. Respond with:

(1) "Based on what I know so far about your company, its players and how they interact with the marketing and operational environment, it's difficult for me to predict exactly how I would handle that. However, it reminds me of a similar situation, when I was with \_\_\_\_\_. Give a PSR and two-part response Or,

(2) Give a PSR story related to the need. Or,

(3) Ask a qualifying question; e.g., "What do you see in that experience or situation relevant to me and my situation?"

Alternate script: "That is difficult to answer. You are really asking me to be a consultant. As I don't have enough information, I really can't project an answer. However, it does remind me of when I was with \_\_\_\_\_. Give a PSR.

In most instances, the interviewer won't notice, for it is the answer he or she is looking for, not the specific context in which it takes place.

OPTION 4: If an objection arises (which is usually a stall and/or a reason not to buy, usually related to credentials - lack of MBA, age, income, sex, lack of certain industry or product knowledge), respond with:

#### **THE 4-PART LOCK STEP (M-E-M-O-R-I-Z-E)**

(1) "I appreciate your concern." This disarms them, puts them at ease, lowers their defenses.

(2) Set up a PSR: "As I see it, the person you need should be able to \_\_\_\_\_. Isn't that basically correct?" Wait for a yes. If they say no, restate it until you get a yes.

(3) "If I could show you that I have that ability, would that influence your thinking?" (Or: "... make a difference?") Never say "change your mind?", for that means they are wrong. "Influence your thinking" leaves them the room to make a choice and save face.

(4) Give a PSR story as an example.

You must MEMORIZE this four part lock step. Rehearse it until it comes out as if it was "natural," and it does so quickly and effectively. It is the only way to handle objections as they come up. Don't be defensive. Objections are usually subjective, and are used as an escape route 70% - 80% of the time. If you have done your homework and know the company and the job for which you are interviewing, you will have a much better chance.

Throughout Step 3, do not let go of control and become a question answerer instead of a question asker. Be prepared for going several hours if necessary. If the interviewer can't seem to stay on track, wait for an appropriate opening and then say, "That reminds of . . ." and give a PSR and end with a need elicitor to get the interview back on track.

The 3rd Step is the longest part of the interview. Steps 1 and 2 will take 5 - 10 minutes. Step 4 will take 5 - 15 minutes. But Step 3 could take several hours or several days. The key skill you must exercise is that of listening. Most people don't have the attention span beyond two minutes; some only have 60 seconds. That's why the qualifier, clarifier and need elicitor must be continually used, in addition to periodically summarizing what has been said and getting agreement, all within the two minute rule. The key is what they have to say and the casting of your responses in their light, not in yours.

Be sure you use the need elicitor, qualifier and clarifier to enable you to know where the interviewer is coming from, whether or not he or she agrees with what is in the Annual Report and other reports of the company, and let their perception guide your strategies as the interview unfolds.

Your statements shape the direction; your questions at the end of your statements set the stage. Make good, active listening noises.

At any time at which you can't figure out what answer to give, keep asking questions (usually one or a series of clarifiers) until you can figure out your response.

**STEP 4:** END THE INTERVIEW: close the meeting but don't leave without something. You are to ask the following six questions. They are listed in descending order of importance; when you get one, stop. It is absolutely necessary to never end any interview or telephone conversation with prospective employers without knowing what the next step is. The six script lines which follow are to enable you to control the end of any interview. If the interviewer beats around the bush for the first three, then "go for the order" in script line #4. The guess is that there is nothing there and the interviewer either doesn't know how to say "no" or just can't do it face to face, so he/she is waiting to be able to either say "no" over the telephone or have a secretary do so. If the situation is just that the person is an incompetent interviewer, then #4 will smoke them out and get them to answer positively to one of the first three questions asked. Recall from above (3.d.) that you are seeking, in descending order of importance, an offer, a hand off, a referral, or advice. If they do say they will call you, whether in a general or specific period, be sure to add that you will call by such and such time if you haven't heard from them. In this way, if you do have to call, you can get by the gatekeeper by stating that you are calling back at the interviewer's request. When the interviewer comes on, state: "I'm calling as you suggested on (date)\_\_\_\_\_." The sixscript lines are as follows:

- (1) Seek a second interview or appointment with interviewer or next person in the interview chain: "Where do we go from here?"
- (2) Seek a time for you to call back: "When would be a good time to get back in touch?"
- (3) Seek an indication of strength of interest; get a time: "When do you think that will be?" If evasiveness continues, go to #4.
- (4) "Based on what you know about me, how do you see me fitting into your company?" If "no," go to #5.
- (5) "Since there doesn't seem to be any opportunity with you, who would you refer me to, inside or outside your company?" 5-Step. If none, go to #6.
- (6) "What advice and counsel can you provide me regarding both my job search and on improving my interview skills?" This is to find out what you are doing wrong so you can correct it; otherwise, you will repeat your mistakes and gain little from your interviews.

Never forget the **three key question categories**: the qualifier, the clarifier, and the need elicitor. Examples of each are as follows:

**Qualifiers**: (determine degree of satisfaction of your performance; uncover hidden objections; makes sure they keep listening to you)  
"Am I on the right track?"  
"Does that help you see how I can make a significant contribution to your work?"  
"Where are we in your hiring thinking?"  
"Is it clear that if hired, I can do the job?"  
"If all other considerations were equal, would you hire me?"  
**etc.**

**Clarifiers**: "I don't quite follow that. Could you explain it again, please?"  
"Could you be more specific?"  
"How would that effect your decision?"  
"What is the company policy on \_\_\_\_\_?"  
"What is the key reason preventing you from making an offer?"  
"Have I demonstrated to you as I have to myself that I'm the one for the job?"  
**etc**

**Need Elicitors**:  
"What are the greatest problems you need help in solving?"  
"What is the one thing you would like to get done by the end of the year?"  
"What is the one project you would like to get done but can't because you haven't the personnel assigned to do it?" (Or, ". . . they are too busy with other projects to handle it?" )  
"What are your goals for this year? How are you doing at meeting them?"  
"What needs do you see assigning me to take care of?"  
"If you were to hire me, what needs of the company would you see me meeting?"  
**etc.**

### **5. Going for the Created Job if all the Slots are Filled**

If it appears there are no openings, then using the logic and strategies of the 4-Step, focus it on a series of need questions to ask the interviewer in order to engage in a conversation headed toward creating a new position. As you ask the questions and receive answers, use PSRs to demonstrate you are the person to create a position for who can come in and meet the needs identified. Such questions could be any of the following, or more, as you extend and expand your scripts:

- "What is the greatest need you have pressing now, and who is meeting it?"
- "As no one is meeting the significant need(s) we have identified, and as I am very good at meeting such needs, why don't we explore the possibility of how creating a position to enable me to meet that (those) need(s) for you might be a very cost saving, profitable move for you?"
- "If there was one thing you wanted accomplished by the end of the calendar (fiscal) year, what would it be and what type of person would you have to hire to take care of it for you?"  
After answer: "as you have no one assigned to take care of that, and as I am most qualified to do so, what is the procedure for exploring the creation of a new position enabling me to take care of that for you?"
- "What major goals have you set or have been given to you that you feel you will not be able to meet for which you wish you had people on board to help you meet them?" After his or her response, ask: "I see a striking parallel between my background and achievements and what you need for this position for me to do just that for you. Don't you agree?"

## **6. KEEPING TRACK OF YOUR PSR'S**

There are several ways to keep track of your PSR's.

### A. List by sentence reminder

# name of PSR

P: summary sentence

S: summary sentence

R: summary sentence

### B. List in columns

"The problem  
(or situation)  
was...."

"So, what I did  
was...."

"...and the result  
was...."

### C. Script out in paragraphs

The problem (or situation) was....

So, what I did was....

And the result was....

NOTE: for every 15 you prepare, you will forget 10 in an interview. Thus, the more you have, the more you will be able to present in an interview.

How many? At least one for each line and phrase on your resume and in your product definition.

At least 50!

And don't forget, for every major PSR you have, there will be several sub-PSR's, etc.

## **7. The Interview Evaluation**

Evaluate every interview, in writing, using the 4-Step as criteria, after every interview. To some people, it is the "lamp-post form," because when you have left an interview, you should go to the first lamp-post, lean up against it, and write down your evaluation while it is still fresh. In this way, you will be able to determine how the interview went and, as you engage in negotiations, how to better prepare for the next steps in their interview process..

## **8. Additional Ideas/Suggestions/Warnings/Comments**

### Before the Interview

- Dress appropriately - be conservative. Review Section 18.
- Arrive five minutes early.
- Strike up conversation with the receptionist.
- Read literature.
- "Read the walls": search for signs of commonality for use in the 4-Step's first step.
- Don't be kept waiting too long; ask to reschedule interview if necessary.

#### At the Interview

- Equal level conversation
  - 1) Not a social conversation
  - 2) Not superior/subordinate relationship
- Good eye contact/firm handshake
- Break surface tension - "credibility" compliment as part of Step 1:  
Breaking the Ice
  - 1) Mention mutual contact
  - 2) Draw attention to area(s) of mutual personal interest
  - 3) Mention of company/product/recent news item/accomplishments/projects
  - 4) Pay personal action compliments/pay corporate compliment
- Watch body language - sit straight/feet firm/humor

#### Dynamics of Successful Interview (controlling direction of interview)

- Crutch questions (Pattern Questions - Stress Questions)  
"Tell me about yourself" . . . management philosophy . . . career goals . . . etc. Answers should be brief and positive, following the two minute rule and the 2-part response technique.
- Two-part Response Fact Finders  
Try to prepare at least five short statements about company coupled with a general question leading to where they might need you (based on your interview preparation).

#### Closing the Interview

Use confirming closes to use to assess if there are any buying signals:

"If you were to hire me . . ."  
 "How would you use a person like me . . ."  
 "If we are able to come to terms . . ."  
 "What is the next step in your hiring procedure?"

- Follow the hierarchical descending order of the 4th Step. When you get one, stop
- Enjoyed meeting, good people, understand job, confident can handle
- Try to establish specific time frame when you will be hearing from them
- You will contact them by such and such a date if you have not heard by then
- Send brief letter recapping interview (within 24 hours)
  - 1) Don't start as a thank you; rather begin with "I enjoyed . . ." and then thank them
  - 2) Recap their areas of greatest need
  - 3) Note assets/experiences you have to satisfy this need
  - 4) Look forward to next meeting
  - 5) Check sample drafts in Section 19

#### If an Offer is Extended

- Never accept immediately if it comes in first or second interview

- 1) Express enthusiasm/confidence
- 2) Set time frame to get back with decision
- 3) Set up another meeting
  - a) Establish responsibilities, authority, reporting relationships spending level authorizations, etc, before salary
  - b) Priority listing for perks/benefits
  - c) Contract
  - d) Termination agreement
  - e) Get it in writing - letter of agreement
- 4) Touch base with previous contacts - secure other offers
- 5) Notify other companies/recruiters of your new position
- 6) Review Section 28
- Be prepared to accept offer when made if it comes after an extended number of interviews unless the terms are not what you want. Then accept it conditionally: you want to submit a counter proposal for their consideration

#### If Rejected for Position

- In Person
  - 1) Keep composure - express disappointment - reiterate confidence in capabilities
  - 2) Is there an alternate position
  - 3) 5-Step them both internally and externally
- By Letter
  - 1) Keep composure - write a letter expressing disappointment that you did not get the position - continued interest in company, its superior products, etc.
  - 2) Ask for a referral in other parts of company (headquarters, division, branch office)
  - 3) If none are forthcoming, call and 5-Step for external contacts

#### Money

- Avoid Disclosure
 

Give round-house answers: "I really don't think we'll have any problems; right now, I'd like to know a little more about the position."
- Avoid Guessing at Salary Levels
 

"I'm not sure I'm the right person to tell you what this position ought to pay. You know the level of responsibility required; what do you think would be a fair range?"

#### You have four goals for each interview

- 1) To convince the prospective employer that the company is your first choice
- 2) To convince him/her how fortunate they will be if you are hired; that you have (1) the required technical skills; (2) the required administrative skills; (3) the ability to make money (increase profits), save money (reduce costs), and/or solve problems; and what you (4) belong professionally and personally (that you belong, will fit in, will be a benefit)
- 3) To generate an offer, and
- 4) To negotiate an acceptable compensation package

### **9. Interviewing: Using the Techniques of Public Speaking: Verbals, Visuals, Vocals**

Two absolute maxims which cannot be denied or avoided:

1. "You cannot communicate." You will communicate either very well or very poorly or somewhere in between. How well depends upon how well you follow the advice in this Manual and follow-up on that advice in the workshops and in your interviews.
2. "People are persuaded by people, not by information." How you present yourself and how you say what you have to say will have more impact than what you say. The more credibility you convey about yourself, the more credible becomes your information and your contention that you are the person for the job.

Thus, obtaining leads and generating interviews is not enough. Knowing how to negotiate the best possible compensation package is not enough. You must also be able to breathe significant and enthusiastic life into the role you must play. To do so, you must learn how to rehearse and then practice your role in a structured, critical and helpful environment. Rehearsal can be done with another person, a tape recorder, or out loud before a mirror.

All good public speakers have several things in common: they prepare in advance, they rehearse their presentation many times, they know their audience, and they are ready for any questions.

They are also aware of the fact that they must continually work at their image in terms of their verbals (what they say), their vocals (how they say it), and their visuals (how they look: posture, costume, grooming, body language). The need in an interview is to be able to keep from doing that which detracts from what you have to offer (be the detraction a verbal, a vocal, or a visual).

You must exercise behavioral flexibility: the ability to imitate the behavioral dynamics of the interviewer: if cold and aloof, you be also; if animated and excited, you be likewise; if formal, you be formal; if informal, you be informal. In other words: when in Rome, do as the Romans do. Show you will fit in.

You must demonstrate that you are well organized, know your subjects, know who you are and what you can and cannot do, and that you can capsule the most important points clearly and succinctly, doing so with confidence. You must say what you have to say with enthusiasm, or else you may very well bore the interviewer. Maintain eye contact throughout. It is better to sin on the side of too much rather than too little. Practice giving your PSRs over and over until they come out "natural, spontaneous, and unrehearsed."

Image and attitude are what will make or break the content of your conversation. You must make a positive impression in the first few seconds or you will find it difficult to capitalize on any opportunities. It is estimated that obtaining a job is approximately 70% image and chemistry, 30% skills and abilities, whether in person, over the phone, or in writing.

What contributes to the image you project? Voice is a very important aspect, and is 90% of your image over the telephone. Think about:

- rate of speech
- pitch
- endings
- interlocations ("ah, um, you know . . .")
- enthusiasm, togetherness, etc.
- smiling over the phone

The technique of emphasizing final consonants and proper breathing can remedy a host of problems: talking too fast, correcting a drawl, even lowering the pitch of your voice.

Become a people-watcher/listener as a device to fine-tune your own image. Concentrate on speaking effectively by speaking clearly and using variations. For example, pausing:

- at the end of your answer, before asking a question to put the ball in the listener's court.
- at the end of a sentence to add emphasis to what you have just said, inviting the listener to respond before you complete your answer.
- in the middle of a sentence (slows down your speech rate, forces listener attention, induces variation, does not permit interruption). Needless to say, this takes practice to perfect.

Finally, another useful device is not to pause between two sentences, but pause after a transition word; e.g., "Next, . . . I . . ." Don't be afraid of silence. Remember to make good listening noises, even on the phone.

### **10. Truthful ("Truth"), Plausible, and Appropriate vs. Lies, Deception, and Mendacity**

#### **OR**

#### **The "truthful lie" vs. the "lying truth"**

At no time are you to consciously and willfully tell lies, falsehoods, fibs. "Thou shall not prevaricate." However, you must also make sure you do not lie in reverse: give the wrong impression and create a false perception of you, despite it's not being true, resulting in the consequence of your not getting the offer you seek or referrals.

Camus said that "utter candidness is hell." On the other hand, he did not say that lying soothes all. He was merely indicating that the truth can be frightening and intimidating as well as misleading and suggestive of incorrect perceptions.

The world could not last if everyone said everything on his or her mind to everyone they came into contact with. On the other hand, the world would disintegrate into chaos and anarchy if we did not feel that when we spoke to people we were receiving the truth, or accurateness of observation, or accurate recounting of other events and peoples sayings about them.

Responses must be accurate. You cannot take credit for what you did not do. However, certain questions of a personal nature or those regarding your politics, religion, and sexual preferences, are immaterial and out of line for most situations.

Why you left a company must be positive, indicate valuable experience and the fact you no longer fit in. Thus, your answers must be appropriate and plausible. Work with your consultant in working up answers and scripts for topics you cannot handle. Bring them to the weekly workshops.

### **11. Breaking the Code: Getting Behind the Surface Meanings of 20 Representative Questions**

Some interviewers ask questions "to see what the interviewee is made of." Thus, it is not wise to take the interviewer literally on what they say and ask. This is another reason for following an interview "by the numbers." This is particularly true of personnel people or trained interviewers. The untrained interviewer may have a question or two, but only the trained one will continue with questions asking one thing, but driving or attempting to uncover something else.

Jason Robertson, in How to Win a Job Interview, lists a number of frequently asked such questions and what they mean, and suggests strategies to use in answering them. You will find more in other interview books. Following are some of them, with an indented statement regarding what they really mean:

1. "How did you happen to get into this line of work?"



- Means: are you doing what you like to do and are best suited for or did you fall into it without thinking or out of economic necessity?
2. For younger applicants: "What percentage of your college expenses did you earn?"
- Means: are self-made or were opportunities served up on a platter? If the latter, indicate jobs or positions you held even if they were non-paying, to show responsibility, drive, and ambition.
3. "You seem to have had quite a few jobs. Can you explain why there's been so much change?"
- Means: you look like a job hopper, a sign of instability. Give plausible answers. "Reorganization," "personality conflict" or "mutual agreeable separation" are suspicious and signal trouble. Better answers are: "reduction in work force due to lack of work," "better money" or "better opportunity."
4. "How did past employers treat you?"
- Means: what kind of employee will you be; do you hold grudges? Answer that all was fair.
5. Without naming him or her, think of your closest friend. Describe that person. Tell me how you and he/she differ."
- Means: your answer will tell him what makes you tick. Therefore, point out positive characteristics. Your friends are reflections of you. Speak on what reflects positive on you.
6. "What do you know about our company?"
- Means: how really interested in us are you? Research at least the basics about the company (minimally: what it does, its products and services, its size, names of key players).
7. "Can you get recommendations from previous employers?"
- Means: what are the circumstances under which you left? If answer is other than yes, have someone from past companies lined up who will; they need not necessarily be from your boss.
8. "Of all the positions you have had, which did you like most? Why? Which did you like least? Why?"
- Means: what was your relationship with your supervisors? Be general, and point out the positives of former supervisors.
9. "What types of people seem to rub you the wrong way?"
- Means: how do you relate with others? Give an answer fitting what most people would find to be a rubbing the wrong way.
10. "What type of atmosphere existed at your former company?"
- Means: what is the best atmosphere for you? The closer to matching their atmosphere, the better.
11. "What kind of guidance did you get from your supervisors?"

Means: are you a self-starter? Do you take the initiative and work on your own? Best answer: you require little or no guidance and produce excellent results with a minimum amount of supervision.

12. "What is the nature of your typical workday?"

Means: what's the amount of work you accomplish during a workday? Seeks information on your energy level. Emphasize high level of activity with corresponding high output of work of high quality.

13. "If you were hiring a person for a position similar to your last one, what traits would you look for?"

Means: describe yourself, using product definition.

14. "What do you know about opportunities in the field in which you are trained?"

Means: how much do you know about your field, from entry level to the top individuals in your chosen field. Your knowledge reflects your true interest and enthusiasm. This is another reason why you must read and study while job hunting.

15. "Have you had any serious illness or injury?"

Means: you may be eliminated if you have had heart trouble, mental illness, or chronic alcoholism. You need a short, clear, carefully worded response about your health, especially if you have had a serious illness. If it presents no problem now, that must be stated persuasively and with conviction.

16. "What do you do to keep in good physical condition?"

Means: in order to perform efficiently and effectively, you must be in good physical shape. Fitness gives you the edge. Minimally, engage in long walks. If you are overweight, start losing it now.

17. "Are you willing to go where the company sends you?"

Means: how flexible are you? Answer in the affirmative, although follow it with whatever your preference area(s) is/are. Cross the transfer bridge when you come to it, after you are hired.

18. "What single thing in your life would you judge to be your greatest achievement?"

Means: are you an achiever? Note you are capable of achieving noteworthy goals. Try first for job related ones; otherwise use personal ones. Use PSR format.

19. "You have probably known some people who were (job title). What, in your opinion, are the chief causes of failure among them?"

Means: have you looked at elements that don't lead to success as well as those that lead to success? Relate clearly and concisely.

Some causes of failure: not meeting objectives; producing unacceptable work; unable to manage time effectively; management which fails to get motivation and commitment from subordinates; inhibiting subordinates; growth; unable to identify primary causes of complex problems; being misled by secondary or irrelevant aspects of a problem; inability to evaluate probable consequence of an individual's action(s); inability to maintain relations with others.

Develop PSR's showing you can do the flip or positive side of these.

20. "What single skill or ability are you most expert at? How did you develop this expertise?"

Means: give me a succinct self-opinion. This is subjective. Again, answer clearly and concisely. Back up with impressive PSR's.

## **12. 60 Difficult Questions and How to Answer Them**

You will need to be able to respond to meaty and difficult questions in a convincing manner. The best way to get prepared is to practice out loud. Get your spouse or a friend to rehearse with you. Record it on a tape recorder and listen to yourself.

If you find yourself getting all tangled up on certain questions (such as , "Why are you leaving?"), outline your answer in writing. Remember these key points:

- Don't ramble; be brief.
- Quit when you've answered and ask a qualifier, clarifier or need elicitor.
- Be sure you heard the question correctly and respond directly to it.
- If you can't answer, say so, and then ask a clarifier.
- Use positive terms.
- Seize opportunities to make your points as to how you could help your potential employer.

After you have rehearsed thoroughly, there is one hazard you must beware of: avoid sounding sing-song or wooden. Try to keep your answers from sounding mechanical. Your practice partner or consultant can warn you about this. One remedy: take your time when you start an answer.

Following is a list of 60 common questions which can arise in an interview, plus answer guides to use to develop your scripts for answering them. Quite a few of these questions are tricky to answer and give you an opportunity to put your "foot in your mouth." We add an additional 50 to give you a chance to try your hand at developing answers.

Practice in handling them does not involve reading them and answering them to yourself in your head. You must use a simulated office setting (dining room or den table or desk will do), doing so in your interview clothing with someone you have prepared to ask you the questions. Rehearse until each response is "natural," sincere, smooth and easy. Make sure your rehearsal partner never asks the questions in the same order. Remember, you will often be rated as much for your interviewing skills (which may have nothing to do with the job you are interviewing for) as for the job skills.

1. Tell me about you!
2. What can you offer us?
3. What are your strengths?
4. What have you accomplished?
5. What are your limitations?
6. How much are you worth?
7. What do you want? Standard "key" answer, in addition to your product definition, is: I want to go as far and as fast as I can, given my abilities, on a career basis.
8. Tell me about yourself.

Keep answer to 1 - 2 minutes; don't ramble. Give product definition. If they want more detail, cover four segments: education, work experience, recent times, greatest accomplishments. Relate all to what you can do vis-a-vis need you can fill. Use PSR's.

9. What do you know about our company?

Know products, size, income, reputation, image, goals, problems, management talent, management style, people, skills, history and philosophy. Review Sections 25 and 26 for techniques of obtaining such information. Don't say you don't know much, but state that you would like to know more.

10. Why do you want to work for us?

You wish to be a part of a company project; you would like to solve a company problem; you can make a definite contribution to specific company goals: identify its management talent, etc.

11. What would you do for us? What can you do for us that someone else can't?

Relate past experience, using PSR's which represent success in solving previous employer problem(s) which may be similar to those of prospective employer.

12. What about our position do you find most attractive? Least attractive?

List three or more attractive factors; list only one minor unattractive factor.

13. Why should we hire you?

Because of my experience, abilities, and accomplishments. Summarize in two minutes.

14. What do you look for in a job?

Keep your answer opportunity oriented; talk about opportunity to perform and be recognized.

15. Please give me your definition of a . . . (the position for which you are being interviewed).

Keep it brief and task oriented; i.e., "responsible for," "accountable for," "able to do," and "will achieve . . ."

16. How long would it take you to make a meaningful contribution to our firm?

Be realistic and say three to nine months.

17. You may be overqualified or too experienced for the position we have to offer.

Strong company needs a strong man or woman; experienced executives are at a premium today; emphasize interest in long-term association; employer will get faster return on investment because you have more experience than required; a growing, energetic company is rarely unable to use its people talents.

18. Are you a good manager? Why do you feel you have top managerial talent?

Give examples. Keep your answer achievement and task oriented. Use PSR's.

19. As a manager, what do you look for when you hire people?

- Skills, initiative, adaptability, record of achievements, and how well they will personally fit in.
20. As a manager, did you ever fire anyone? If so, what were the the reasons and how did you handle it?
- If you have, your experience worked out well.
21. What do you see as the most difficult task in being a manager or an executive?
- Getting things planned and done on time and within budget. Have PSR's ready to show how you are able to do so.
22. What important trends do you see in our industry?
- Keep your answer to two or three trends. Know both sides of the debates on each issue.
23. What are the "frontier" issues of your profession?
- Keep your answer to two or three issues. Know both sides of the debates on each issue.
24. Why are you leaving your present job?
- Where the "truth" is misleading and suggests false perceptions about you, give a "group" answer; i.e., our office is closing, reduction in work force, merger acquisition. In the ordinary, not unique. Stick to one response; don't change answers during the interview.
25. How do you feel about leaving all your benefits?
- Concerned, but not panicked.
26. Describe what you feel to be an ideal working environment.
- Where people are treated as fairly as possible.
27. How would you evaluate your present firm?
- An excellent company which afforded me many fine experiences.
28. Have you helped increase sales? Profits? How?
- Give examples, using PSR's.
29. Have you helped reduce costs? How?
- Give examples, using PSR's.
30. How much money did you ever account for?
- Use PSR's to illustrate.
31. How many people did you supervise on your last job?
- Be specific, using PSR's.
32. Do you like working with figures more than words?

Indicate both are needed and you do both.

33. What do your subordinates think of you?

Be honest and positive; they can check your responses easily. Cast as positive as possible.

34. In your current or last position, what features did you like the most? Least?

Be careful . . . be positive!

35. In your current or last position, what are (or were) your five most significant achievements?

Be specific, using PSR's.

36. Why haven't you found a new position before now?

Finding a job is easy; finding the right job is more difficult.

37. Would you describe a few situations in which your work was criticized?

Be specific but not emotional. Use PSR's to make positive.

38. If I spoke with your previous boss, what would he say are your greatest strengths and weaknesses?

Be honest and fair, but positive.

39. Can you work under pressure, deadlines, etc.?

Yes. It is a way of life in business.

40. How have you changed the nature of your job?

Improved it ... of course.

41. Do you prefer staff or line work? Why?

Depends on the job and its challenges.

42. In your present position, what problems have you identified that had previously been overlooked?

Keep it brief and don't brag. Don't blame predecessor. Use PSR's.

43. Don't you feel you might be better off in a different size and/or type of company?

Depends on the job; elaborate slightly.

44. If you had your choice of jobs and companies, where would you go?

Talk about the job you're interviewing for.

45. Why aren't you earning more at your age?

Don't be defensive; this is one reason you're looking now.

46. Any objections to psychological tests?

No, don't mind.

47. What other types of jobs or companies are you considering?

Keep your answer related to this company's field.

48. Do you generally speak to people before they speak to you?

Depends on the circumstances.

49. What was the last book you read? Movie you saw? Sporting event you attended?

Talk about leisure books, general interest and popular books to represent balance in your life.

50. Will you be out to take your boss's job?

Not until I get the current job done; as with anyone, I want to go as fast and as far as I can, given my abilities, on a career basis.

51. Are you creative?

Yes. Give examples, using PSR's.

52. How would you describe your own personality?

Balanced.

53. Are you a leader?

Yes. Give examples, using PSR's.

54. What are your long-range goals?

Avoid "I would like the job you advertised." Instead, give long-range goals. Relate answer to employer rather than giving a self-serving reply. "In a firm such as yours, I would like to be;" not "I am so capable I should be . . ." Best: "I want to go as far and as fast as I can, given my abilities, on a career basis."

55. What are your strong points?

Present at least three; relate them to interviewing company and job opening.

56. What are your weak points?

Don't say you have none. Turn negative into positive answer: i.e., "I am sometimes impatient and I get too deeply involved when we are late."

57. If you could start again, what would you do differently?

Nothing; I am happy today so I don't want to change my past.

58. What career options do you have at the moment?

I see three areas of interest . . . (use your product definition "I am" statement).

59. What haven't I asked you that I should ask you? What haven't you asked me that you should ask me?
60. How much money do you want to make (or range)? What should this position pay? What is your worth?

### **13. 50 Additional Interview Questions for You to Answer**

For the following (and any other) interview questions, practice in handling them does not involve reading them and answering them to yourself in your head. You must use a simulated office setting (dining room or den table or desk will do), doing so in your interview clothing with someone you have prepared to ask you the questions. Rehearse until each response is "natural," sincere, smooth and easy. Make sure your rehearsal partner never asks the questions in the same order. Remember, you will often be rated as much for your interviewing skills (which may have nothing to do with the job you are interviewing for) as for the job skills. Following are 50 more tough questions to practice on. Bring those to which you don't think you have good answers to the weekly workshops for discussion.

1. What is wrong with your present job and does your boss know you are looking for a job?
2. What are your three greatest strengths? Three greatest weaknesses?
3. Where do you want to be in five years? Where do you think you'll be?
4. Are you technically or management oriented?
5. Do you feel you have top management potential? Why?
6. How good a manager are you? Details?
7. How good a leader are you? Details?
8. What have you disliked most about past jobs?
9. What do you think you would like best about this job?
10. If you were just starting out now after graduating from high school, what would you do differently with your life and career from what you have done?
11. How important to you is salary compared to other aspects of the job?
12. What five things have you done that you're most proud of?
13. What does the word "success" mean to you?
14. What types of jobs are looking for?
15. Why aren't you making more money?
16. Why should we be interested in hiring you?
17. What is the hardest decision you have ever made?
18. Why did you enter the military after college instead of going into industry?
19. Describe the manager or individual you admired the most, the least, and why?
20. What job have you had in the past that required you to bring all your talents together to



succeed?

21. What are your short and long-range objectives?
22. What do you look for in a job?
23. Why should we hire you?
24. Can you work under pressure, deadlines, etc.?
25. What is your biggest strength?
26. What is your biggest weakness?
27. How long would you stay with us?
28. How do you feel about people from minority groups?
29. What new goals or objectives have you established recently?
30. What position do you expect to have in five years?
31. What do you think of your boss?
32. What features of your present (or previous) job have you disliked?
33. Would object to working for a woman?
34. How would you evaluate your present firm?
35. Do you generally speak to people before they speak to you?
36. How would you describe the essence of success?
37. Are you creative? Give an example.
38. Are you analytical? Give an example.
39. How would you describe your own personality?
40. Have you helped increase sales? Profits? How?
41. Have you helped reduce costs? How?
42. What do your subordinates think of you?
43. What other types of jobs are you considering? What companies?
44. Tell me what you know about our products (or services).
45. Tell me about the products (or services) in your present (or previous) company.
46. Tell me about the R&D processes in your present (previous) company.
47. How do you normally approach a problem? What specific pattern do you follow in identifying and resolving difficulties?

48. Have you prepared a replacement for your existing position?
49. List three references.
- c
50. Summarize yourself in three sentences.

#### **14. Interviewing the Company Before Making Your Decision**

You have mastered the program when you can engage the interview from your standpoint and not just from theirs. Many of the questions listed in the preceding section can be converted to questions about the company. The key is to ask truly significant questions which indicate your skills, expertise, and leadership; not questions focused on your sense of security (benefits, retirement, etc.).

In addition to turning around some of the preceding questions, also consider, as appropriate, on an interview-by-interview basis, the following:

1. Why is the position vacant? Why did the last person leave? What has been the average length of tenure of the last four people to hold this position?
2. What do you feel to be the characteristics you are looking for in the person you will hire? What would the perfect candidate be like?
3. What is the budget available to do the job?
4. What are the reporting relationships: from me and to me?
5. Where does this division (company) fit into the long-range plans of the corporation?
6. What new product lines or services are you contemplating? What new organizational and other plans will accompany them?
7. Is the company in any danger of being taken over by a merger or acquisition? Does the company have seeking a buyer in its long-range plans?
8. What will you want to see accomplished in this position in the first 6 months?
9. If you were to have this job, what would be the first thing you would do and what would you like to be able to look back on accomplishment-wise at the end of your first year?
10. What is the current and projected stock value, price/earnings ratio, bond rating, financial strength vis-a-vis the industry and vis-a-vis all industries.

#### **15. Self-defense questions; protect yourself - are you making the right decision?**

1. What happened to last person in position?
2. How many have held this position?
3. What is the financial strength of the company?
4. What will be your hiring/firing authority?
5. What will be your input to budgets/quotas?
6. How much travel is required?

7. What relocation is required?
8. What is the chain of command? The reporting relationships?
9. What is the firm's management philosophy and how does the interviewer's fit into it?

### **16. The Interview Follow-Up**

Every interview must be followed-up:

1. Prepare phone/written follow-ups. .
2. Interaction with company: thank you to interviewee; thank you's to others met.
3. Prepare for the next one: read current papers, magazines, journals. Review your own specialties in light of questions asked. Develop sharper, crisper PSRs based on their needs.
4. Prepare self: for eventuality that no offer will be forthcoming. Be prepared to turn to 5-Step and get referrals. Be prepared to channel relative energies if a "no hire" decision is given: exercise/run/swim; stand in the middle of a field and scream; build something, or pound nails; write script of interview for analysis; prepare PSRs and other answers for questions not answered right.

### **17. Negotiating Final Compensation Package**

See below and Section 19.

### **18. How to Turn Down an Offer You Have Negotiated But do Not Really Want to Accept: Turning Your Rejection of Them Into an Occasion for Networking**

"Thank you" very much for the offer. I am honored and pleased. However, the more I review it, the more I feel the fit will not quite be right, and I believe it would be in both our best interest for me to decline."

"What I am really looking for is a position as \_\_\_\_\_ which will enable me to \_\_\_\_\_ with compensation which includes \$ \_\_\_\_\_ salary and \_\_\_\_\_ benefits."

"Let us keep in touch, for I have very much enjoyed meeting you and your associates, and hope that although I will not be working for you, we will still be able to do business together in some fashion."

Of course, if they respond with your dream job, go ahead and take it if you want to.

### **19. DYNAMICS OF SUCCESSFUL INTERVIEWING**

Congratulations! All of your hard work and preparation has produced results. This is it. The INTERVIEW. Here's where you get the chance to use all that you have learned so far. And, since you have prepared so well, know your lines, and are wearing the proper costume, you might even

HAVE A GOOD TIME

and

## MAKE A NEW FRIEND

Just remember, the reason you are at the interview in the first place is that on paper, or on the phone, you appear more qualified, or at least as well qualified than most the other would be candidates.

Keep two things in mind at all times:

1. The interviewer's goal is to improve his business in some way, and this is your opportunity to use the PSRs to show that you will do it and to demonstrate that your personality and chemistry will fit in with their corporate culture.
2. The observation below is more than just cute, it is a view of reality both in its observation of how each of us tends to view the world, and its excellent advice about simplicity.

K     I     S     S  
Keep   It   Short   and   Simple.

## **20. THE LUNCH OR DINNER INTERVIEW**

When the interview schedule requires a lunch or a dinner, do not lose track of the reality that you are still at an interview. Eating and drinking are secondary concerns.

### **General Guidelines**

- a. Let them pick the restaurant. If asked for an opinion, say "You know this area better than I do. Wherever you suggest will be okay."
- b. No alcohol. You want to be 100% alert. Order iced tea or a Perrier on the rocks. If pressed to order a drink, choose white wine, have a few sips, and set it aside.
- c. For price guidelines remember, they picked the restaurant, and are aware of the available price range. Ask them, "What do you recommend, what's good here?" The answer can be used as an acceptable price indicator.
- d. Eat light foods which are easy to digest and will not cause you to be drowsy when the interview continues back at the office. Omelettes, sauteed fish, vegetables, and salads are fine.
- e. Do not order anything difficult to eat (duck, artichoke) or extremely messy and saucy (spaghetti, buffalo wings).
- f. Remember your table manners. You are being tested. The way you behave with them is probably the way you will behave with customers.
- g. Treat the waiters and waitresses with respect. The way you behave with them is probably the way you will behave with clerical or factory workers.

## **21. For Women**

Special problems arise for women in the interview situation as a result of changing perceptions about women and their relation to work and the business world. Additionally, women (and we know it is not fair to generalize) frequently see a specific question as more threatening than a man might see it.

One reason is that a woman might tend to personalize a question, and relate it to problems in her private life rather than to her business life. When the question is asked from a legitimate, innocent perspective, the interviewer can be confused by the answer. For example, in an interview for a sales position, the question, "How do you deal with rejection?" might bring forth an inappropriate response from a woman who may address it in a personal manner, and a man would probably see it only in its business setting.

Lastly, there are questions which are not only in poor taste, but actually illegal. These must be handled carefully and in a straightforward manner. They just might be "testing" and intended to produce stress to see how the question is answered, not simply the content of the reply.

Again, being prepared is essential. For this reason, the following additional questions are provided.

Are you married?  
Planning to get married?  
Do you have young children?  
Who cares for them?  
Are you planning a family in the near future?  
Can you travel overnight?  
What about your husband?  
Is this a regular job, or just for some extra money?  
Aren't you a bit mature for an essentially entry level position?  
What does your husband do for a living?  
Can we continue this discussion over a drink? etc.

## **22. Specific Interview Questions**

Any question regarding qualifications, specific experience, past performance and accomplishments is best handled with the PSR approach.

However, not all questions can be handled this way. One kind of question comes in the form of an objection, and for these the Lock Step has been developed.

Lastly, the general questions, and the difficult questions for which neither the PSR or the Lock Step work.

Our advice is to be prepared with short, convincing, to the point answers which always come from a positive point of view, are not defensive and, of course, never challenging.

SECOND HALF OF INTERVIEWING: NEGOTIATING: Starts with first interview and continues on through the last interview, the offering interview, and the negotiation of the final offer.

Even though there is another block on negotiating in this two day session, much of it centers on contracts. I want to here just cover some points you need to keep in mind and follow in your negotiations both for the position (what you will do) and the compensation (how much you will get paid).

Your campaign is, from beginning to end, and beyond, one continuous negotiating process. Your career management is a process of negotiation. Indeed, every relationship of yours as you network your vertical and horizontal internal constituencies is conducted, if conducted properly, as a negotiations process.

## **23. Negotiating: Definition Plus General Guidelines**

**NEGOTIATION: the art of preventing the other person from saying "No."**

In the Dale Carnegie book on winning friends, one of the strategies is to get people to say yes, and more than once, all in a row: yes, yes. That is the habit you keep them in by using the question-response technique and by being prepared with the appropriate PSRs followed by a strategically considered question.

Negotiations do not need to mean conflict. Negotiations are a rational approach to two or more reasonable people on opposite sides of a desk (but not necessarily on the opposite side of the question) attempting to resolve a common problem which both recognize each must feel good about if the deal is going to work.

The general guidelines to follow in negotiations are as follows:

- Do NOT indicate salary desired or salary history on your resume or on an employment application that you may be asked to complete.
- In answering classified ads DO NOT indicate salary history.
- During conversations with prospective employers DO use phrases like "negotiable", "flexible", "open for discussion", "my salary requirements are based on the responsibilities and demands of the job." When pressed, offer only a range, with the lowest figure one that you can live with.
- If considering a consulting position on a daily basis, calculate your daily worth (divide 260 days into your annualized highest salary) and then add 30%.
- If you are a contract hire, ask to see your organization's budget to manage that contract. Some employers might be miffed at this brazenness, but it's a simple fact that the employer put a price on your head before he saw you. You have a right to know that price.
- Compensation is not rationally negotiated on the basis of productivity. Usually, prevailing industry rates, previous earnings and future expectations PLUS hard bargaining on the part of both parties determines a final pay scale.
- Salaries are negotiated more and more on the basis of equity, not on performance. You are paid relative to someone else.
- ALWAYS REMEMBER that the price tag is on the job, NOT ON YOU!

To review the general principles: always attempt to get your interviewer to tip his hand first: talk in ranges rather than single numbers when discussing compensation; and, if necessary, negotiate for either an increase in responsibility through a change in the job description or for an early salary review.

#### **24. Concluding Posture:**

##### **The Role for the Next Position, More Responsibility, More Dollars**

When you begin your new job, you want to be considered for the fastest track available for a person with your skills and ability and ambition. For you to be considered for the fast track, you must appear to belong on it, in posture, dress, demeanor, and in the three "V's" discussed earlier: verbals (what you say), vocals (how you say it), and visuals (how you look in doing so). How do you do this? By continuing to play the role of job hunter, only now the role is for the next position you want. You also continue in your role as an individual marketer as you must continue to let people know in appropriate ways what you have done and why you are qualified for greater responsibility, authority, and compensation.

#### **25. Closing the Campaign and Obtaining the Offer**

Remember that until you have an offer, the needs of the prospective employer must be foremost in your conversations. The more successful you are in focusing on the employer's needs, the more desirable you will be in his or her eyes.

If your discussions in a particular company begin on an exploratory basis, you can expect that it will take three meetings or more to get to the point of an offer. However, the offer and subsequent negotiations may begin toward the end of a second meeting (if the specifics of the position have been fully disclosed in the first meeting).

For opportunities that begin on an exploratory basis, you may need to interject a sense of urgency to the process in order to bring the employer up to the point of an offer. Though the specifics of the situation may warrant other approaches, the following dialogue is often appropriate:

1. Make a positive statement about your interest in the position, the company, the individual.
2. Then ask, "What else do you need to know about me to make your decision?"
3. If Step 2 does not open up new areas of conversation, then ask, "When do you plan on making your decision?"
4. At this point, if you feel that you need to create a sense of urgency, tell the prospective employer that you are seriously talking to two or three other companies, and may have a timing problem if he is slow.

Conversely, the prospective employer may move the conversation to the point of offer and negotiation. Generally, this will happen toward the end of a second or later meeting in which the employer changes the flow of conversation with a question, such as, **"What kind of salary will it take for you to join our company?"** If you want to strengthen your position and make it perfectly clear that you have an offer to be negotiated, respond with, **"Does that mean you want me to join you if we can reach terms on compensation?"**

Frequently, prospective employers use salary as a guideline to determine whether or not they want to continue the discussion. Should this occur in the first interview, it must be avoided. The following quotation should not be used verbatim; paraphrase and abstract the basic principles:

**"I understand your concern; however, if you don't mind, I would rather postpone discussing money until after we see whether I have the qualifications you need and you have the position I'm looking for. I'm sure that if we have a meeting of the minds, the salary will be in the right range."**

The first part of the statement avoids a confrontation. Furthermore, the logic is so airtight that it will be difficult for your prospective employer to continue to discuss money at this point. It is important to remember that discussion of money at this stage of the interviewing sequence should be avoided at all costs.

For many opportunities, the employer may be tied to a certain salary range and he or she may need to know in advance whether you are within that range. If the employer persists, then respond with a question: **"If I told you what I am currently making, would that be adequate for the time being?"** If so, then respond by saying, **"I expect that my compensation this year will be in the range of \$\_\_\_\_\_ to \$\_\_\_\_."**

To calculate this range, begin with your base salary, adding expected performance incentives, the dollar value of benefits, your employer's contribution to Social Security, and any bonus money. To provide the range, add 10% for the upper end on the assumption that you will be getting a raise during the year.

If the prospective employer comments that the range is too high for the opportunity being discussed and you are still interested, you can soften your position by saying, **"Please understand that the range I just gave you is for my total compensation, not just my salary."** Or simply state that you are negotiable on the question of compensation. Then, redirect the conversation back to responsibilities and PSR opportunities.

## **26. Negotiating Compensation at the Appropriate Time (see Also Section 19: Negotiating)**

During an interview wherein it is obvious the employer would hire you if the money question could be resolved, following is the worst situation you might face: The interviewer asks you, "How much are you looking for?" At this point, you should avoid answering with a number. Attempt to get your interviewer to

tip his hand first. Focus on the value of the new job to the new company, not on your value. You might respond with,

**"You have me at a disadvantage. I would only be guessing at your budget and how you have this job evaluated. Could you help by giving me some idea of your range?"**

He's a tough interviewer, so he ignores your response and says, "What do you want to start?" Once again, you must avoid answering with a number if you possibly can. You might use the same approach as in the previous statement, using different words. If you feel forced to respond with a number, you must be on the high side. You might say,

**"It seems to me, with the limited information I have about the position and your budget, this job should be worth in the range of XXX to YYY."**

Since this is probably your second or third interview with him, you should have some idea of what the salary might be.

If he responds with, "Are you crazy? That much for this position?", don't panic. Believe it or not, you have him just where you want him. Simply respond with,

**"I didn't mean to insult you. What are you prepared to pay?"**

He must now give you a number; he has no other option.

If your interviewer should quote you a salary figure which is less than you are prepared to accept, you have several options for negotiation:

**OPTION #1:** If you believe that the offer is within negotiating range, take your interviewer back to the job description on the basis that perhaps you have misunderstood the level of responsibility. Based on the theory that he has quoted you a figure from the bottom of the range, your approach must give reasons to give additional compensation. You might try negotiating for a change in the job description to "bring it up to your level."

**OPTION #2:** If the preceding fails, you can ask for an out-of-cycle salary review; request a review of the situation in three months. This is usually a trial period in any case, so it would not be out of line to discuss compensation at that time. If he agrees to that, you must strive for a perfect record within the first three months on the job. Find your boss's most critical problem and, if you possibly can, help him solve it. Anything you can do during this period which is above and beyond the call of duty will increase your chances of success during the three month review.

When the prospective employer raises the subject of money, it can also be done gently by his asking how much you would like to be paid. Whether or not you use the closing examples cited earlier, you should ask for more responsibilities. After the response, ask: **"What is the salary range you have set for the position?"**

1. If the range is suitable, go to the top end.
2. If the range is too low, then state a dollar figure or say that you will need more money and ask the question, **"What can we do about that?"**
3. If the employer can't meet your figure, you might then want to suggest some ways in which the position could be upgraded or negotiate a salary review after the first 90 or 120 days.



The other terms for your compensation package should be discussed in order of declining value. Items that you may consider are: stock options, performance incentives, relocation expenses, provision of a company car, and the company's benefits package. The final item to be discussed would be severance pay and outplacement assistance, if appropriate.

To review the general principles: always attempt to get your interviewer to tip his hand first; talk in ranges rather than single numbers when discussing compensation; and, if necessary, negotiate for either an increase in responsibility through a change in the job description or for an early salary review.

## **27. ADDITIONAL SCRIPT LINES** **FOR AVOIDING PREMATURE DISCUSSION OF MONEY**

You should never raise the subject of money. Until the employer brings up compensation, you haven't made a sale. Also, be aware that the question of money can be used early as a screening device, particularly when more than one person is being considered for a specific position. If you are asked about salary in a first meeting, you can avoid a direct response by using one of the strategies listed below.

You must be prepared before going into any meeting where the subject of money might arise. Have a salary figure in mind and be able to identify performance incentives which may be appropriate. Also, be aware of future risks and opportunities, particularly as they relate to severance pay.

When the prospective employer raises the subject of money, it can also be done gently by his asking how much you would like to be paid. Whether or not you use the closing examples cited earlier, you should ask for more responsibilities. After the response, ask: "What is the salary range you have set for the position?"

1. If the range is suitable, go to the top end.
2. If the range is too low, then state a dollar figure or say that you will need more money and ask the question, "What can we do about that?"
3. If the employer can't meet your figure, you might then want to suggest some ways in which the position could be upgraded or negotiate a salary review after the first 90 or 120 days.

What you must do to prevent discussion of money is provide logic that is so airtight that it will be difficult for your prospective employer to continue to discuss money at this point.

In order to avoid at all costs the discussion of money at this stage of the interviewing process, you need to have several alternative choices to select from for the occasion. In some cases, more than one strategy needs to be put into place to be successful in postponing the discussion of money until the appropriate time.

The following is a sequence of script lines to use. Because each situation in which you find yourself is different, there is no way to say in advance which series is best. Therefore, these are not listed in any order of importance. What is important is that you remember that the key is that no one wants to buy anything until they really feel they want it and/or need it. The first thing to turn people off in selecting commodities is knowing the price before they know what they are buying can do for them.

Another reason to use these script lines to avoid discussing salary and benefits is because prospective employers frequently use salary as a guideline to determine whether or not they want to continue the discussion. This is why they bring the matter up in the first interview. If you haven't gotten to the place in

the interview where there is interest expressed and at least a quasi-offer being made, contingent on either salary or reference checking, it is too early. Here are a series of lines to use.

**a. The gentle, smooth avoidance gambit**

"I understand your concern about such a figure and desire to discuss it now; however, I believe it is too early in our discussions and I propose we postpone discussing money until after we have made the basic determinations: whether from your viewpoint I am the person for the job and, from my viewpoint, this is the company for me. I'm sure that when we have a meeting of the minds on that, the salary will easily fall into a range acceptable to both of us."

**b. The potentially irritating stonewalling gambit**

Q: "How much do you want (or what are you looking for, etc.)?"

A: "It's negotiable."

Q: "Really (or, Seriously), I need to know a figure."

A: "Really, it's negotiable" or, "I'm serious; it's negotiable."

Q: "I really have to know a figure; you are dressed well, look well; what's your lifestyle like?"

A: "Very high."

Q: "Look, I really don't want to beat around the bush anymore. How much do you want?"

A: "As much as I can get."

Q: "Look, you are really irritating me. As much as I want to send you forward to the next person to interview, I have to send a number with it. You must give me a figure."

A: "It would be rude and presumptuous of me to tell you how to think about how much I am worth."

**c. The fair company gambit**

"I really don't like to put the cart before the horse. I know you are a fair company, so it is not a concern of mine at this point. What is of concern to me at this point is that we first discuss my qualifications in terms of your needs. Once we have settled on that and both see me as the person for this position, we can discuss compensation. You are a fair company, and have certain set ranges like most other companies. I wouldn't expect you to go either below or above your established range. As a fair company, I know that once we settle on the position and its responsibilities and duties and settle on me as the person for the job, the compensation package will easily fall into place in a manner acceptable to both of us."

**d. The range response gambits (sometimes absolutely necessary if #2 doesn't work)**

(1) "If I told you what I am currently making, would that be adequate for the time being?" If so, respond by saying: "I expect my compensation this year will be in the range of \$\_\_\_\_\_ to \$\_\_\_\_\_."

One way to calculate this range is to begin with your base salary, add expected performance incentives, the dollar value of benefits, your employer's contribution to Social Security, and any bonus money. To provide the range, add 10% for the upper end on the assumption that you will be getting a raise during the year.

If the prospective employer comments that the range is too high for the opportunity being discussed and you are still interested, you can soften your position by saying, "Please understand that the range I just gave you is for my total compensation, not just my salary." Or simply state that you are negotiable on the question of compensation, given the long-term opportunity offered.

- (2) "Although I feel it is premature to discuss dollars, I can appreciate your position. Therefore, let me quote a range which covers this type of position in the industry, which I have concluded from discussions with others in the industry and from articles I have read. This range, which is typical for the industry for this position coincidentally covers both what I am making now and what I am looking for. This range, which is acceptable to me, is \$\_\_\_\_\_ to \$\_\_\_\_\_. Is this range acceptable to you?"

If they say yes, go on to a question, drawn from those listed below. If they say no, ask: "Is the problem at the low end or high end of the range I have given you?"

If it is in the high range, state: "I am sure we can work it out," and go on to a question. If it is the low range, flip to the sequence below under "Negotiation Compensation at the Appropriate Time."

- (3) If a person asks right at the beginning for how much you want, do an immediate assessment of the person. If it is a really blusterer who appears to like to play such games, give the person an immediate specific dollar figure, at the high end of your range. Otherwise, use one of the other range gambits.

## **28. NEGOTIATING CONSIDERATIONS**

The area of negotiations is as broad as your needs and is open to "what the traffic will bear" and/or what is "traditional" or available" in a given company. The range of considerations includes the following:

Base Salary	Bonuses
Pension Plans	Medical Plans
Annual Physical	Legal Assistance
Tax Assistance	Disability Salary
Life Insurance	Club Membership
Product Discounts	Country Clubs
Luncheon Club Membership	Executive Dining Privileges
Office Furniture	Mortgage Money
Real Estate Brokerage	Closing Costs
Mortgage Differential	Company Purchase of Home
Short-term Loans	Company Car
Deferred Compensation	Stock Options
Financial Planning Aid	Severance and Outplacement
Short Internal Salary Review	Extra Vacation Time

When negotiation on the compensation package has been concluded, ask for written confirmation. Then, ask when a response is required. See also Section 19.

## **29. NEVER ACCEPT AN OFFER ON THE SPOT**

This will give you time to discuss further negotiation strategy with your consultant who will work closely with you every step of the way. You will also avoid looking too anxious.

As soon as possible after this offer and negotiation meeting, you should contact every company in which you have had at least one meeting. In each call, tell your contact: **"Since I spoke to you last, I have received an offer and have about ten days in which to make my final decision."** Continue by expressing your interest in the company (or opportunity) and close with a question: **"What can we do to move our discussion forward?"**

Orchestrating the schedule of your conversations with different companies is extremely important. Whenever you use a time-close, you should adjust it according to what would be feasible from the other person's point of view. Basically speaking, the further you are from the point of an offer in a given company, the softer your time-close should be. Therefore, you may want to get in contact with some companies before your third or fourth meeting with the lead company in order to provide enough leeway for advancing the schedule in the other companies. HOWEVER, if you have had a number of sessions, you must say yes or no when the offer is made.

### **30. Negotiating Considerations:** **Satisfiers, Responsibility/Authority, Compensation**

When you are negotiating, you negotiate for a compensation package (indeed, the use of the term compensation rather than salary can be worth several thousand dollars, for they will know they are with a player).

But prior to negotiating the dollars, you have to negotiate the position. Once you have negotiated the position, you are then in a much stronger position to negotiate your compensation package. The position consists of several things, most importantly, the responsibilities and authority. These two are also the first two "satisfiers" you have to consider in determining if this is the job for you.

The list of satisfiers is made from the list of negotiating points you should consider. The key in any negotiations is what do you really want and what are you willing to trade. You must know where to draw the line and what to give up, and what to give up now but which is to be considered later. Some are "absolute" in your mind as satisfiers, others are not. Again, before you begin, you must have made up your mind what you consider negotiable and what you consider non-negotiable. These satisfiers cut across the spectrum of salary, bonuses, incentives, protections, creature comforts, status items, etc. In their order of importance vis-a-vis negotiation strategies, they are as follows:

- a. Responsibilities: duties, tasks, projects.
- b. Authority: the power to carry out the responsibilities (including hiring and firing staff, especially secretarial and administrative assistants).
- c. Performance evaluation criteria: that used to gauge how well you will be perceived as doing. You need to know them in advance. They are particularly important if you negotiate a three or six month salary review.
- d. Reporting relationships: what will be your vertical (those you report to and those who report to you) and horizontal (those on the same level as you) constituencies?
- e. Title and office: what will you be called, and what does that mean in the new company and in the industry (are they the same definitions or different)? Where will you be housed: in a private office, in a "bull pen," with one or more to share the space, in a corner office, in an outside (with a window) or inside office (no window), with or without carpet, with or without furnishings other than a desk and chair (couch, table and chairs, coffee table, cabinets, book shelves, art work, etc., and will you or won't you be given the opportunity to redecorate)?
- f. Spending levels for business development and maintenance: expense accounts, payment

vouchers, credit cards, and other procedures and mechanisms for: lunch, dinner, entertainment, gift, travel (1st class or not), overnight accommodations (luxury, suite, two or more rooms, single room), ground transportation in and out of town (limousines, taxis, rent-a-cars, company car), professional updating in your areas of responsibility (courses, seminars, workshops, books, subscriptions, professional organization memberships, certificate or degree programs, executive MBA program), etc.

NOTE: All of the above is that which is needed to enable you to do business. All of this is for the company. All of this is to enable you to carry out your job.

- g. Your personal compensation package: here you are talking about three things: dollars, incentives, and creature comforts beyond what you negotiated in the areas listed above, all of which were to be provided to enable you to do your job. Under compensation package, the same strategy applies but in a different way: this is what I need minimally to stay happy, to be satisfied. Some of the items listed below are repeats from above. This area, like those above, is as broad as your needs combined with what the traffic will bear for the level positions you are interviewing for (or having created for you), and/or what is "traditional" or "available" in a given company and/or industry. The range of these considerations include the following:

Base Salary	Bonuses
Pension Plans	Medical Plans
Annual Physical	Legal Assistance
Tax Assistance	Disability Salary
Life Insurance	Club Membership
Product Discounts	Country Clubs
Luncheon Club Membership	Executive Dining Privileges
Office Furniture	Mortgage Money
Real Estate Brokerage	Closing Costs
Mortgage Differential	Company Purchase of Home
Short-term Loans	Company Car
Deferred Compensation	Stock Options
Financial Planning Aid	Severance and Outplacement

The various terms for your compensation package should be discussed in your order of declining value. Items that you may consider are: stock options, performance incentives, relocation expenses, provision of a company car, and the company's benefits package. The final item to be discussed would be severance pay and outplacement assistance, if appropriate.

To conclude this first round negotiations, you should once again make a positive statement about your interest in working for the company, followed by: "Just to ensure that I am clear as to what we have agreed upon, I would appreciate it if you will call the prospective employer after receiving the written offer.

### **31. Making the "Pall of Gloom" Speech Regarding All Satisfied But The Money**

The "pall of gloom" speech is made when you have the offer, and all has been agreed to except the dollars, or even after you have agreed to dollars.

You preface your speech by stating how pleased you are, etc., but then state that all is now settled except the dollar question. This can be because (1) you misunderstood; (2) it is less than what the recruiter had told you and took their lower statement as a mistake on their part; (3) you have another offer (if you use this one, see the following discussion on "Playing One Company Off Against Other(s)"); or (4) after much reflection and checking with trusted advisors, you have concluded that X percent must be included. Properly strategized, prepared, scripted, rehearsed and performed, you should be able to get at least another 10%.

After reviewing everything (responsibilities, authority, performance evaluation criteria, reporting relationships, and title, state that, for the reason of (whichever of those mentioned above), "I really feel we have to reopen that part of the discussion."

Over your new boss' face will come a disappointed or angry look. A pall of gloom will cover his face and pervade the room. Say absolutely nothing, and wait for his/her comment. If they want to settle it now, fine; you are already prepared with your rationale, reasoning, arguments, etc.

If they say they want to meet again about it, that is O.K. too. Make the appointment and then get out fast.

Once you return, if another or more especially a more senior officer is present at the next meeting, you stand a good chance of getting what you want if you don't open your mouth and stick your foot in it. Let them speak. If the first words out of their mouths in the meeting have nothing to do with money, in all probability you are going to get what you want after they ask one or more questions of more importance to them than the money. They may be concerned if you have other offers (see below), how long you plan to stick around, or how serious your commitment is to them. Whatever it is, put them gently to rest, and what you have asked for is yours.

If the first thing out of their mouths is about the money, then you have a serious negotiation session ahead of you. If you can't get what you want now, you must have a face-saving gambit not only for them but for you. The best is usually: "Although what I want is not what you can offer right now, I recognize that the door isn't closed, and that a performance of \_\_\_\_ months will be used to evaluate how well I do. Because I believe in the company and in myself, I am willing to take the kind of gamble represented by accepting your previous offer. After all, like anyone else, all I am interested in is going as far as I can on my own abilities and on a career basis. I'm willing to go by the result of my performance in \_\_\_\_\_ months."

### **32. Playing One Company Off Against Other(s)**

As soon as possible after your initial receipt of an offer, this meeting, you should contact every company in which you have had at least one meeting. In each call, tell your contact: "Since I spoke to you last, I have received an offer and have about ten days in which to make my final decision." Continue by expressing your interest in the company (or opportunity) and close with a question: "What can we do to move our discussion forward?"

Orchestrating the schedule of your conversations with different companies is extremely important. Whenever you use a "time-close," you should adjust it according to what would be feasible from the other person's point of view. Basically speaking, the further you are from the point of an offer in a given company, the softer your time-close should be. Therefore, you may want to get in contact with some companies before your third or fourth meeting with the lead company in order to provide enough leeway for advancing the schedule in the other companies.

Always remember, however, that you are not suggesting a "meet it or beat it" attitude. You are merely letting them know of the other offers, and that although you prefer their company, if there is not going to be anything, then you will better know how to play the other offer(s).

If you still can't make up your mind, negotiate starting dates two weeks apart, beginning with the company you want most to work for, and then going in descending order. This way, if the "dream" job turns out not to be such, you have the fall back(s) lined up. If it is what you want, you call the others and say that "Since we last spoke, another company has made me an offer that is really the closest to what I really want, and that if it were not for that offer, I would have been delighted to work for you. I wish you the best of everything and hope that we can continue to stay in touch." If they are graceful, terrific; keep them on your network. If they are not, hang up and write them off.

Immediately after the call, write to again thank them, state how terrific they and everyone else was, repeat the "dream" offer, and wish them all the best, and offer to stay in touch.

### **33. Presenting References: in Person, in Letters, in Your Portfolio**

Used correctly, references can have a very positive and helpful impact upon your campaign. Used incorrectly, they can have a negative impact. Two things to remember about references: you don't want to overwork them and you don't want to blind side them. If you are giving out their names, let them know in advance, or at least get their permission to submit their names as potential employers request references from you.

Don't submit references with your resume; don't provide them at all unless that is all that is stopping an offer. You don't want your references resenting you for over-using them. One way to avoid over-use is to have "To Whom It May Concern" letters from them to show.

Once you have determined exactly what it is you are looking for, provide them with information in writing which they can use about you, or at least list those capabilities, skills, and accomplishments you want them to emphasize.

You want them to underscore, not just indicate that you will fit in where you are applying and have indeed accomplished what you say you have and can indeed do what you say you can do.

If you think you are getting a bad reference and that it is hurting your campaign, let your consultant know so that he or she can contact them , pretending to be either a recruiter or a prospective employers of yours, using a pseudonym, to double check.

### **34. Negotiating Employment Contracts**

There are two books you need to read regarding negotiating employment contracts. The first is Perks and Parachutes: Negotiating Your Executive Employment Contract, by John Tarrant. The second is Steve Baehler's The Book of Perks.

The key to remember is that whatever you are negotiating for, you are wanting it for the good of the company.

The best to try for is a one-year contract, twelve (be prepared to go for six) months severance with continuance of benefits, and outplacement. To ask for more than one year is unrealistic except for very senior executives being asked to undertake very major tasks. Then either two to five years can be sought, or, perhaps better, a minimum of one year with two or four years of continued income plus benefits should the company wish to terminate you within a certain period of time.

Under no circumstances should you propose a long term contract because of your age (too old or too young) or need for security. You propose it as being in the best interests of the company.

If you feel the company is vulnerable to takeover, or if you wish to protect yourself from such a move, have inserted in your contract at least a twelve month severance plus continuance of benefits for twelve months or until you obtain your new position, and outplacement. This is usually reserved for fairly senior executives, however.

**35. Severance Considerations:**  
**Time Frames, Salary, Benefits, Outplacement,**  
**References (Over Phone and In Letter)**

If you are job hunting on the program while employed and your employer decides to either let you go or eliminate your position, you should have a response to severance script prepared and ready. Refuse to be summarily dismissed, seek an attorney to provide consultation if it is needed from a legal standpoint, and hold firm for a fair severance: 6-12 months severance pay, equal time for medical, health, and life insurance benefits, outplacement, office support and space, and designated references, one for handling phone inquiries and one for providing written ones beyond that of the "To Whom It May Concern" statement you get them to sign before you leave.

Regardless, be sure all the details are nailed down.

**36. The Interview Follow-Up**

Every interview must be followed-up:

1. Interaction with the company: drop by or send in your Interview Report Form. Discuss interview with consultant. Prepare phone/written follow-ups. Review these follow-ups with consultant and peers in workshops.
2. Interaction with company: thank you to interviewee; thank you's to others met. (use letter drafts in Section S).
3. Prepare for the next one: read current papers, magazines, journals. Review your own specialties in light of questions asked. Develop sharper, crisper PSRs based on their needs.
4. Prepare self: for eventuality that no offer will be forthcoming. Be prepared to turn to 5-Step and get referrals. Be prepared to channel relative energies if a "no hire" decision is given: Exercise/run/swim; stand in the middle of a field and scream; build something, or pound nails; Write script of interview for analysis; prepare PSRs and other answers for questions not answered right.

**37. How to Turn Down an Offer You Have Negotiated**  
**But do Not Really Want to Accept:**  
**Turning Your Rejection Into an Occasion for Networking**

"Thank you" very much for the offer. I am honored and pleased. However, the more I review it, the more I feel the fit will not quite be right, and I believe it would be in both our best interests for me to decline."

"What I am really looking for is a position as \_\_\_\_\_ which will enable me to \_\_\_\_\_ with compensation which includes \$\_\_\_\_\_ salary and \_\_\_\_\_ benefits.

"Let us keep in touch, for I have very much enjoyed meeting you and your associates, and hope that although I will not be working for you, we will still be able to do business together in some fashion."

Of course, if they respond with your dream job, go ahead and take it if you want to.

**5-STEP INTERVIEW LOG**



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

Consultant \_\_\_\_\_

Page: \_\_\_\_\_

Date	Type Mtg	Person, Title Company	Source	# Hrs	# Referrals		
					Per	Pro	Con

Type Mtg:

1. prearranged, in-person
2. prearranged, telephone
3. drop-in, in-person
4. drop-in, telephone

Source:

- |                            |                       |
|----------------------------|-----------------------|
| 1. Personal                | 7. Employer mail      |
| 2. Professional            | 8. Search firm mail   |
| 3. Business news           | 9. Other encounters   |
| 4. Classified ads _____    | -1 1st-level referral |
| 5. Lists/directories _____ | -2 2nd-level referral |
| 6. Lobby directories _____ | -3 3rd-level referral |

#### 4-STEP INTERVIEW LOG

Name: \_\_\_\_\_ Consultant: \_\_\_\_\_ Page: \_\_\_\_\_

Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____
Date: ____/____/____ Source: _____ # Hrs: _____ # Mtg: _____ Next Step: _____  Co/Person/Title: _____  Need: _____

Source:

1. Personal
2. Professional
3. Business news
4. Classified ads
5. Lists/directories
6. Lobby directories

Next Step:

7. Employer mail
8. Search firm mail
9. Other encounters
- \_\_\_\_ -1 1st-level referral
- \_\_\_\_ -2 2nd-level referral
- \_\_\_\_ -3 3rd-level referral

1. Next meeting booked.
2. I will call back at a definite time.
3. He/she will call at a definite time.
4. I obtained referrals.
5. No opportunity and no referrals.
6. Left open: "Let's keep in touch."

**38. Warning: LIABILITIES: BOTH REAL AND PERCEIVABLE!**

## **LIABILITIES: THE KEYS TO KNOCKING OUT YOUR PSR'S!**

**THE KEY TO ENABLE YOU TO SHORTCIRCUIT YOUR LIABILITIES IS TWO-FOLD:**

- 1. KNOW WHAT THEY ARE!**
- 2. KNOW HOW TO MINIMIZE THEM, ELIMINATE THEM**

**OR TURN THEM INTO STRENGTHS!**

### **An Exercise for the Improvement of Your Presentation of Self in Interviews** **(In Both 5 & 4 Stepping)**

After reviewing your marketable strengths, review your real and/or perceivable marketing liabilities, and then develop appropriate and plausible statements to (1) minimize their damage; (2) eliminate them all together; or (3) come up with the PSR's which can be used to turn the negative perception around into a marketable strength, to show you as qualified, not disqualified.

### **LIST OF CATEGORIES FOR REAL AND/OR PERCEIVABLE MARKETING LIABILITIES:**

The following are areas to review to see **if** any apply to you. **NOTE:** as suggested above, the list below can also be used to generate additional marketable strengths. As you develop them, add them to your list of marketable strengths.

**ALSO NOTE:** for bibliographical references, see Section G, p. G-5, and Section X.

#### **1. Physical appearance/health.**

- weight
- out of shape
- history of disability
- cardiac problems/high blood pressure
- weight (too heavy, too thin)

#### **2. Discrimination against the unchangeable:**

- age (too young or too old)
- height: too tall, too short
- accent (foreign, or rural/southern/Eastern/Western U.S.A. accent)
- country of origin
- ethnic background
- race
- color
- etc.

#### **3. Shortcomings in dealing with others:**

- with superiors and subordinates (your vertical constituency)
- with colleagues and other peers (your horizontal constituency)
- with vendors, financial people, other offices, the competition (your external constituency)
  
- in general (which can be applied to the above)
  - short tempered and/or lose temper
  - impatient
  - overcritical
  - tactless (regular or occasional)
  - unforgiving
  - inflexible
  - defensive

- self-righteous
- avoid people you do not like
- insensitive
- intolerant
- demanding (or not demanding enough)
- stubborn (rather than perceived as having the strength of your convictions)
- can't hide not liking someone (difficulty playing the Trojan Horse)
- displacing aggression on those close to you
- politically apathetic (don't play politics)

#### **4. Poor or incorrect presentation of self :**

- talk too much; don't listen enough
- need for recognition prevents getting to the needs of the interviewer
- come across as stiff when you are alone
- women who come across as girl Friday's rather than as proven professionals
- candid about details and thus false about higher abstractions of your "truths"
- uncomfortable in public speaking
- present self-perceived personality rather than role-required performance
- manager but not a doer
- selfish; not a team player
- loyalty to self and not to organization/company
- boastful and false pride
- small company type when large company type (and vice versa)
- missing dates on resume
- reservations about self-promotion
- insufficiently verbal
- mediocre speaking ability

#### **5. Lack of focus and/or goals, have inappropriate focus, or are over-focused:**

- ambivalent regarding private/public sectors
- ambivalent regarding position that pays money but not personal satisfaction
- no sense of career or career direction or career objection or career's end
- ambivalent regarding personal ambitions

#### **6. Poor self-confidence, low sense of self, or of self esteem (Read Frankl; Bettman; Carnegie):**

- view that "no one really cares about me"
- perception that other professions/training are better
- oversensitivity to professional or personal criticism
- unsteady and inconsistent sense of self-confidence

#### **7. Poor Job hunting, career changing, and career development techniques (see Sections F-H, L, N-P, S.**

- over/misused personal and professional contacts
- erratic moves; pin balling
- too many positions or too many employers - a job hopper
- too few positions/too few employers
- dead-ended, bored, frustrated, hate to go to work
- stalled
- no rigor in efforts to date
- fear to take action
- self-employed for many years, can't continue as such, and now seek to work for another
- lack high level/well placed contacts, and/or lack a mentor/"godfather"/"rabbi"
- fear being fired
- inactive in professional organizations
- feeling that you are "indispensable"
- optimism/hope clouding judgment causing campaign procrastination

- sense of having no time to adequately hunt/search
- lack of long-term/long-range career thinking and career planning
- demonstrably not a team player
- can't advance due to working for a family business
- part of the family seeking a better formula for succession
- lack of consistent reading/update plan/program in your professional/technical areas
- quit because of being angry without an alternative
- hesitant to look while employed believing that is short changing your employer
- inability to get key recommendations/references
- reluctance/fear/unwillingness to telephone in general and phone follow on mailings
- terminated/fired often
- embarrassed at having to job hunt

**8. Attitude and/or reactions toward selling/marketing of self (See Section C, D, R):**

- dislike sales people and the selling function
- procrastination due to fear of acting a role
- self-conscious about talking about yourself and your accomplishments

**9. Attitudes regarding why you want to leave (or left):**

- bitterness about position offered or not offered
- dislike of new boss
- in a declining/no growth industry
- left sinking ship
- sense of no future (even in a multi-billion dollar firm)

**10. Interviewing and Negotiating(see Sections T and U; Baehler; Tarrant):**

- focus on your needs rather the needs of the interviewer
- forgetful of the question-response technique
- unrealistic perkquisites desires
- unrealistic dollar goals
- non-transferability of compensation package to the new industry

**11. Attitudes regarding what you expect from job/positon/work:**

- personal fulfillment
- workplace utopia
- identify self with position
- hung up on independence

**12. Offensive personal habits and/or attributes**

- posture; tics
- body ordor; bad breath
- poorly fitting wig or toupee
- unpressed and/or dirty clothes and accessories
- obnoxious
- arrogant
- discourteous, uncivil, illmannered

**13. Attitude attributes that are negative:**

- no sense of liabilities
- no sense of doing anything different in the past

**14. Work habits/attitudes/attributes:**

- fear of failure
- poor time management
- poor prioritizing

- mistake people when lose interest
- lack of punctuality
- can't perform your best unless feel challenged
- workaholic
- over perfectionist
- dislike of detail
- dislike of routine
- don't keep record/lists of what you do, order, or request
- don't keep record of what you read
- don't keep record of PSR's

**15. Management/leadership attitudes/attributes:**

- can't fire people
- don't delegate/over delegate
- misunderstand what management levels are (top, middle, lower)
- misunderstand/can't identify different corporate cultures
- misunderstand/can't articulate management style and philosophy (particularly within the context of current discussions and debates on the issues)

**16. Misreading of importance of internal politics, corporate culture, and organizational workings.**

(in Bibliography, Section X, read Carnegie, Blotnick, Loreau, Deal and Kennedy, Peters and Waterman. See must read list in Section G, page G-5):

- desire for a workplace without set rules
- excessive focus on "honest truth"
- inability to recognize the need for "empty" ritual
- desire for others to play by roles and rules, but not for yourself
- view that administrative systems, especially in writing, are wrong
- view of organizational constraints as narrowly imposed and negative
- unable to collaborate effectively with colleagues
- view of "playing politics" as wrong

**17. Views of success and failure:**

- view failure as worst thing that can happen; horrible, terrible
- view of success as hard to come by, few and far between
- identify "best" with "winner"
- belief that determination and perseverance are enough for success

**18. Family relations:**

- bury problems in this arena at work
- defensiveness regarding how kids behave vs. your ideal
- putting work place ahead of home place
- leaving raising of children to others

**19. Educational shortcomings:**

- no college degree
- no seminars, workshops, other on-going life long learning activities
- technical skill without a degree or diploma of some kind in the area
- poor grades in school
- no extra-curricular activity of any kind
- graduated from college/graduate school that does not have a high reputation

**20. Financial and/or IRS/legal difficulties/problems/perceptions:**

- failure to file

- leins
- available dollars only for four or less months
- military or other government pension impeding negotiations

**22. Foreign work experience:**

- work completed before you secured next position
- international work without language expertise
- come from a foreign country and lack a green card
- have green card but not citizenship
- long period of time out of the U.S. (or never here before) and lack knowledge of the "contemporary scene" in business and culture

**23. References:**

- can't get good references/referrals from last employer
- can't get good reference/referral from anyone at last place of work
- failure up to now to obtain such letters of reference/referral

**24. Other qualifications shortcomings:**

- a generalist and not a specialist
- a specialist and not a generalist
- lack of experience in new industry(ies) of choice
- lack of experience with new technology(ies) of choice
- inability to translate (show transferability) of skills and expereince from one industry to another, or one company to another
- lack of product knowledge of new industry(ies) of choice
- no MIS or DP experience and/or understanding
- lack of "blue chip" company experience
- lack of reading in the culture/environment of today's business world
- poor writer, speller

Now, **YOUR ASSIGNMENT** is to:

- List all all of your real or perceivable marketing liabilities into three categories:
  - (1) Technical/discipline attributes
  - (2) Management/administrative attributes
  - (3) Personality/personal attributes
- Rank them within each category, #1,2,3,4, etc., #1 being the biggest one, or worst one, or potentially the most damaging one, etc.
- List (1) what you feel is needed to minimize, eliminate, or turn around to positive those liabilities you have listed, and (2) list the PSR(s) which could be used to turn each one around to show it positive, or to at least minimize or eliminate it.

Where you cannot list an answer, bring them into your consultant or to a workshop if you attend any.

## Section 19

### **NEGOTIATING TECHNIQUES AND CONCLUDING POSTURE:** **GETTING MORE BUCK FOR YOUR BANG**

Your campaign is, from beginning to end, and beyond, one continuous negotiating process. Your career management is a process of negotiation. Indeed, every relationship of yours as you network your vertical and horizontal internal constituencies is conducted, if conducted properly, as a negotiations process.

This Section is divided into the following headings:

1. Negotiating: Definition Plus General Guidelines
2. The End of the Campaign but Not of the JCC program Nor of Career Management
3. Concluding Posture: The Role for Next Position, More Responsibility, More Dollars
4. Closing the Campaign and Getting the Offer
5. Negotiating About Money: Avoiding Premature Discussion of Money
6. Negotiating Compensation at the Appropriate Time
7. Negotiating Considerations: Satisfiers, Responsibility/Authority, Compensation
8. Making the "Pall of Gloom" Speech Regarding All Satisfied but the Money
9. Playing One Company Off Against the Other
10. Presenting References by Name and Through Letters in Your Profile
11. Negotiating Employment Contracts
12. Severance Considerations: Time Frames, Salary, Benefits, Outplacement, References (Over Phone and In Letter)

#### **1. Negotiating: Definition Plus General Guidelines**

##### NEGOTIATION:

the art of preventing the other person from saying "No."

In the Dale Carnegie book on winning friends, one of the strategies is to get people to say yes, and more than once, all in a row: yes, yes. That is the habit you keep them in by using the question-response technique and by being prepared with appropriate PSRs followed by strategically considered questions.

Negotiations do not need to mean conflict. Negotiations are a rational approach to two or more reasonable people on opposite sides of a desk (but not necessarily on the opposite side of the question) attempting to resolve a common problem which both recognize each must feel good about if the deal is going to work.

The general guidelines to follow in negotiations are as follows:

- Do NOT indicate salary desired or salary history on your resume or on an employment application that you may be asked to complete.
- In answering classified ads DO NOT indicate salary history.
- During conversations with prospective employers DO use phrases like "negotiable", "flexible", "open for discussion", "my salary requirements are based on the responsibilities and demands of the job." When pressed, offer only a range, with the lowest figure one that you can live with.
- If considering a consulting position on a daily basis, calculate your daily worth (divide 260 days into your annualized highest salary) and then add 30%.
- If you are a contract hire, ask to see your organization's budget to manage that contract. Some employers might be miffed at this brazenness, but it's a simple fact that the employer put a price on your head before he saw you. You have a right to know that price.
- Compensation is not rationally negotiated on the basis of productivity. Usually, prevailing industry rates, previous earnings and future expectations PLUS hard bargaining on the part of both parties determines a final pay scale.
- Salaries are negotiated more and more on the basis of equity, not on performance. You are paid relative to someone else.
- ALWAYS REMEMBER that the price tag is on the job, NOT ON YOU!

To review the general principles: always attempt to get your interviewer to tip his hand first: talk in ranges rather than single numbers when discussing compensation; and, if necessary, negotiate for either an increase in responsibility through a change in the job description or for an early salary review.



## **2. The End of the Campaign but NOT of the Program Nor of Career Management**

Your job hunting campaign ends with your acceptance of the job offer after negotiating your compensation package. Your program ends 90 days after you start the new job. But your role as job hunter will now continue forever, until you retire, for, in effective career management, you must always be aware that getting ahead requires someone to agree to let you by advocating you, supporting you, promoting you, electing you, and/or hiring you. Winning people to your side to inspire them to do so is getting them to say "yes, yes."

## **3. Concluding Posture: The Role for the Next Position, More Responsibility, More Dollars**

When you begin your new job, you want to be considered for the fastest track available for a person with your skills and ability and ambition. For you to be considered for the fast track, you must appear to belong on it, in posture, dress, demeanor, and in the three "V's" discussed in Section 18: verbals (what you say), vocals (how you say it), and visuals (how you look in doing so). How do you do this? By continuing to play the role of job hunter, only now the role is for the next position you want. You also continue in your role as an individual marketer as you must continue to let people know in appropriate ways what you have done and why you are qualified for greater responsibility, authority, and compensation. How to do so on the new job is covered in detail in Section 30.

## **4. Closing the Campaign and Obtaining the Offer**

Remember that until you have an offer, the needs of the prospective employer must be foremost in your conversations. The more successful you are in focusing on the employer's needs, the more desirable you will be in his or her eyes.

If your discussions in a particular company begin on an exploratory basis, you can expect that it will take three meetings or more to get to the point of an offer. However, the offer and subsequent negotiations may begin toward the end of a second meeting (if the specifics of the position have been fully disclosed in the first meeting).

## **CONCLUDING YOUR CAMPAIGN - NEGOTIATION**

**DEFINITION:** Negotiation is the art of preventing the other person from saying "No."

Negotiation is not a conflict situation. Basically, it is two reasonable people on opposite sides of a desk attempting to resolve a common problem.

Remember that until you have an offer, the needs of the prospective employer must be foremost in your conversations. The more successful you are in focusing on the employer's needs, the more desirable you will be in his or her eyes.

If your discussions in a particular company begin on an exploratory basis, you can expect that it will take three meetings or more to get to the point of an offer. However, the offer and subsequent negotiations may begin toward the end of a second meeting if the specifics of the position have been fully disclosed in the first meeting. It may even take place during the first meeting, but this is rare.

For opportunities that begin on an exploratory basis, you may need to interject a sense of urgency to the process in order to bring the employer up to the point of an offer. Though the specifics of the situation may warrant other approaches, the following dialogue is often appropriate:

1. Make a positive statement about your interest in the position, the company, the individual.
2. Then ask, "What else do you need to know about me to make your decision?"

3. If Step 2 does not open up new areas of conversation, then ask, "When do you plan on making your decision?"
4. At this point, if you feel that you need to create a sense of urgency, tell the prospective employer that you are seriously talking to two or three other companies, and may have a timing problem if he is slow.

Conversely, the prospective employer may move the conversation to the point of offer and negotiation. Generally, this will happen toward the end of a second or later meeting in which the employer changes the flow of conversation with a question, such as, **"What kind of salary will it take for you to join our company?"** If you want to strengthen your position and make it perfectly clear that you have an offer to be negotiated, respond with, **"Does that mean you want me to join you if we can reach terms on compensation?"**

#### **5. Negotiating about Money: Premature Discussion of Money**

You should never raise the subject of money. Until the employer brings up compensation, you haven't made the sale. Also, be aware that the question of money can be used early on as a screening device, particularly when more than one person is being considered for a specific position. If you are asked about salary in a first meeting, you can avoid a direct response by saying that compensation would depend on the responsibilities involved with the position.

You must be prepared before going into any meeting where the subject of money might arise. Have a salary figure in mind and be able to identify performance incentives which may be appropriate. Also, be aware of future risks and opportunities, particularly as they relate to severance pay.

Frequently, prospective employers use salary as a guideline to determine whether or not they want to continue the discussion. Should this occur in the first interview, it must be avoided. The following quotation should not be used verbatim; paraphrase and abstract the basic principles:

**"I understand your concern; however, if you don't mind, I would rather postpone discussing money until after we see whether I have the qualifications you need and you have the position I'm looking for. I'm sure that if we have a meeting of the minds, the salary will be in the right range."**

The first part of the statement avoids a confrontation. Furthermore, the logic is so airtight that it will be difficult for your prospective employer to continue to discuss money at this point. It is important to remember that discussion of money at this stage of the interviewing sequence should be avoided at all costs.

For many opportunities, the employer may be tied to a certain salary range and he or she may need to know in advance whether you are within that range. If the employer persists, then respond with a question: **"If I told you what I am currently making, would that be adequate for the time being?"** If so, then respond by saying, **"I expect that my compensation this year will be in the range of \$\_ to \$\_\_\_\_."**

To calculate this range, begin with your base salary, adding expected performance incentives, the dollar value of benefits, your employer's contribution to Social Security, and any bonus money. To provide the range, add 10% for the upper end on the assumption that you will be getting a raise during the year.

If the prospective employer comments that the range is too high for the opportunity being discussed and you are still interested, you can soften your position by saying, **"Please understand that the range I just gave you is for my total compensation, not just my salary."** Or simply state that you are negotiable on the question of compensation. Then, redirect the conversation back to responsibilities and PSR opportunities.

#### **6. Negotiating Compensation at the Appropriate Time**

During an interview wherein it is obvious the employer would hire you if the money question could be resolved, following is the worst situation you might face: The interviewer asks you, "How much are you looking for?" At this point, you should avoid answering with a number. Attempt to get your interviewer to

tip his hand first. Focus on the value of the new job to the new company, not on your value. You might respond with,

**"You have me at a disadvantage. I would only be guessing at your budget and how you have this job evaluated. Could you help by giving me some idea of your range?"**

He's a tough interviewer, so he ignores your response and says, "What do you want to start?" Once again, you must avoid answering with a number if you possibly can. You might use the same approach as in the previous statement, using different words. If you feel forced to respond with a number, you must be on the high side. You might say,

**"It seems to me, with the limited information I have about the position and your budget, this job should be worth in the range of XXX to YYY."**

Since this is probably your second or third interview with him, you should have some idea of what the salary might be.

If he responds with, "Are you crazy? That much for this position?", don't panic. Believe it or not, you have him just where you want him. Simply respond with,

**"I didn't mean to insult you. What are you prepared to pay?"**

He must now give you a number; he has no other option.

If your interviewer should quote you a salary figure which is less than you are prepared to accept, you have several options for negotiation:

OPTION #1: If you believe that the offer is within negotiating range, take your interviewer back to the job description on the basis that perhaps you have misunderstood the level of responsibility. Based on the theory that he has quoted you a figure from the bottom of the range, your approach must give reasons to give additional compensation. You might try negotiating for a change in the job description to "bring it up to your level."

OPTION #2: If the preceding fails, you can ask for an out-of-cycle salary review; request a review of the situation in three months. This is usually a trial period in any case, so it would not be out of line to discuss compensation at that time. If he agrees to that, you must strive for a perfect record within the first three months on the job. Find your boss's most critical problem and, if you possibly can, help him solve it. Anything you can do during this period which is above and beyond the call of duty will increase your chances of success during the three month review.

When the prospective employer raises the subject of money, it can also be done gently by his asking how much you would like to be paid. Whether or not you use the closing examples cited earlier, you should ask for more responsibilities. After the response, ask: **"What is the salary range you have set for the position?"**

1. If the range is suitable, go to the top end.
2. If the range is too low, then state a dollar figure or say that you will need more money and ask the question, **"What can we do about that?"**
3. If the employer can't meet your figure, you might then want to suggest some ways in which the position could be upgraded or negotiate a salary review after the first 90 or 120 days.

The other terms for your compensation package should be discussed in order of declining value. Items that you may consider are: stock options, performance incentives, relocation expenses, provision of a company car, and the company's benefits package. The final item to be discussed would be severance pay and outplacement assistance, if appropriate.

To review the general principles: always attempt to get your interviewer to tip his hand first; talk in ranges rather than single numbers when discussing compensation; and, if necessary, negotiate for either an increase in responsibility through a change in the job description or for an early salary review.

### **ADDITIONAL SCRIPT LINES FOR AVOIDING PREMATURE DISCUSSION OF MONEY**

You should never raise the subject of money. Until the employer brings up compensation, you haven't made a sale. Also, be aware that the question of money can be used early as a screening device, particularly when more than one person is being considered for a specific position. If you are asked about salary in a first meeting, you can avoid a direct response by using one of the strategies listed below.

You must be prepared before going into any meeting where the subject of money might arise. Have a salary figure in mind and be able to identify performance incentives which may be appropriate. Also, be aware of future risks and opportunities, particularly as they relate to severance pay.

When the prospective employer raises the subject of money, it can also be done gently by his asking how much you would like to be paid. Whether or not you use the closing examples cited earlier, you should ask for more responsibilities. After the response, ask: "What is the salary range you have set for the position?"

1. If the range is suitable, go to the top end.
2. If the range is too low, then state a dollar figure or say that you will need more money and ask the question, "What can we do about that?"
3. If the employer can't meet your figure, you might then want to suggest some ways in which the position could be upgraded or negotiate a salary review after the first 90 or 120 days.

What you must do to prevent discussion of money is provide logic that is so airtight that it will be difficult for your prospective employer to continue to discuss money at this point.

In order to avoid at all costs the discussion of money at this stage of the interviewing process, you need to have several alternative choices to select from for the occasion. In some cases, more than one strategy needs to be put into place to be successful in postponing the discussion of money until the appropriate time.

The following is a sequence of script lines to use. Because each situation in which you find yourself is different, there is no way to say in advance which series is best. Therefore, these are not listed in any order of importance. What is important is that you remember that the key is that no one wants to buy anything until they really feel they want it and/or need it. The first thing to turn people off in selecting commodities is knowing the price before they know what they are buying can do for them.

Another reason to use these script lines to avoid discussing salary and benefits is because prospective employers frequently use salary as a guideline to determine whether or not they want to continue the discussion. This is why they bring the matter up in the first interview. If you haven't gotten to the place in the interview where there is interest expressed and at least a quasi-offer being made, contingent on either salary or reference checking, it is too early. Here are a series of lines to use.

#### **a. The gentle, smooth avoidance gambit**

"I understand your concern about such a figure and desire to discuss it now; however, I believe it is too early in our discussions and I propose we postpone discussing money until after we have made the basic determinations: whether from your viewpoint I am the person for the job and, from my viewpoint, this is the company for me. I'm sure that when we have a meeting of the minds on that, the salary will easily fall into a range acceptable to both of us."

#### **b. The potentially irritating stonewalling gambit**

Q: "How much do you want (or what are you looking for, etc.)?"

A: "It's negotiable."

Q: "Really (or, Seriously), I need to know a figure."

A: "Really, it's negotiable" or, "I'm serious; it's negotiable."

Q: "I really have to know a figure; you are dressed well, look well; what's your lifestyle like?"

A: "Very high."

Q: "Look, I really don't want to beat around the bush anymore. How much do you want?"

A: "As much as I can get."

Q: "Look, you are really irritating me. As much as I want to send you forward to the next person to interview, I have to send a number with it. You must give me a figure."

A: "It would be rude and presumptuous of me to tell you how to think about how much I am worth."

### **c. The fair company gambit**

"I really don't like to put the cart before the horse. I know you are a fair company, so it is not a concern of mine at this point. What is of concern to me at this point is that we first discuss my qualifications in terms of your needs. Once we have settled on that and both see me as the person for this position, we can discuss compensation. You are a fair company, and have certain set ranges like most other companies. I wouldn't expect you to go either below or above your established range. As a fair company, I know that once we settle on the position and its responsibilities and duties and settle on me as the person for the job, the compensation package will easily fall into place in a manner acceptable to both of us."

### **d. The range response gambits (sometimes absolutely necessary if #2 doesn't work)**

- (1) "If I told you what I am currently making, would that be adequate for the time being?" If so, respond by saying: "I expect my compensation this year will be in the range of \$\_\_\_\_\_ to \$\_\_\_\_\_."

One way to calculate this range is to begin with your base salary, add expected performance incentives, the dollar value of benefits, your employer's contribution to Social Security, and any bonus money. To provide the range, add 10% for the upper end on the assumption that you will be getting a raise during the year.

If the prospective employer comments that the range is too high for the opportunity being discussed and you are still interested, you can soften your position by saying, "Please understand that the range I just gave you is for my total compensation, not just my salary." Or simply state that you are negotiable on the question of compensation, given the long-term opportunity offered.

- (2) "Although I feel it is premature to discuss dollars, I can appreciate your position. Therefore, let me quote a range which covers this type of position in the industry, which I have concluded from discussions with others in the industry and from articles I have read. This range, which is typical for the industry for this position coincidentally covers both what I am making now and what I am looking for. This range, which is acceptable to me, is \$\_\_\_\_\_ to \$\_\_\_\_\_. Is this range acceptable to you?"

If they say yes, go on to a question, drawn from those listed below. If they say no, ask: "Is the problem at the low end or high end of the range I have given you?"

If it is in the high range, state: "I am sure we can work it out," and go on to a question. If it is the low range, flip to the sequence below under "Negotiation Compensation at the Appropriate Time."

- (3) If a person asks right at the beginning for how much you want, do an immediate assessment of the person. If it is a really blusterer who appears to like to play such games, give the person an immediate specific dollar figure, at the high end of your range. Otherwise, use one of the other range gambits.

## **NEGOTIATING CONSIDERATIONS**

The area of negotiations is as broad as your needs and is open to "what the traffic will bear" and/or what is "traditional" or available" in a given company. The range of considerations includes the following:

Base Salary	Bonuses
Pension Plans	Medical Plans
Annual Physical	Legal Assistance
Tax Assistance	Disability Salary
Life Insurance	Club Membership
Product Discounts	Country Clubs
Luncheon Club Membership	Executive Dining Privileges
Office Furniture	Mortgage Money
Real Estate Brokerage	Closing Costs
Mortgage Differential	Company Purchase of Home
Short-term Loans	Company Car
Deferred Compensation	Stock Options
Financial Planning Aid	Severance and Outplacement
Short Internal Salary Review	Extra Vacation Time

When negotiation on the compensation package has been concluded, ask for written confirmation. Then, ask when a response is required.

### **NEVER ACCEPT AN OFFER ON THE SPOT**

This will give you time to discuss further negotiation strategy with your consultant who will work closely with you every step of the way. You will also avoid looking too anxious.

As soon as possible after this offer and negotiation meeting, you should contact every company in which you have had at least one meeting. In each call, tell your contact: **"Since I spoke to you last, I have received an offer and have about ten days in which to make my final decision."** Continue by expressing your interest in the company (or opportunity) and close with a question: **"What can we do to move our discussion forward?"**

Orchestrating the schedule of your conversations with different companies is extremely important. Whenever you use a time-close, you should adjust it according to what would be feasible from the other person's point of view. Basically speaking, the further you are from the point of an offer in a given company, the softer your time-close should be. Therefore, you may want to get in contact with some companies before your third or fourth meeting with the lead company in order to provide enough leeway for advancing the schedule in the other companies. HOWEVER, if you have had a number of sessions, you must say yes or no when the offer is made.

### **7. Negotiating Considerations:** **Satisfiers, Responsibility/Authority, Compensation**

When you are negotiating, you negotiate for a compensation package (indeed, the use of the term compensation rather than salary can be worth several thousand dollars, for they will know they are with a player).

But prior to negotiating the dollars, you have to negotiate the position. Once you have negotiated the position, you are then in a much stronger position to negotiate your compensation package. The position consists of several things, most importantly, the responsibilities and authority. These two are also the first two "satisfiers" you have to consider in determining if this is the job for you.

The list of satisfiers is made from the list of negotiating points you should consider. The key in any negotiations is what do you really want and what are you willing to trade. You must know where to draw the line and what to give up, and what to give up now but which is to be considered later. Some are "absolute" in your mind as satisfiers, others are not. Again, before you begin, you must have made up your mind what you consider negotiable and what you consider non-negotiable.

These satisfiers cut across the spectrum of salary, bonuses, incentives, protections, creature comforts, status items, etc. In their order of importance vis-a-vis negotiation strategies, they are as follows:

- a. Responsibilities: duties, tasks, projects.
- b. Authority: the power to carry out the responsibilities (including hiring and firing staff, especially secretarial and administrative assistants).
- c. Performance evaluation criteria: that used to gauge how well you will be perceived as doing. You need to know them in advance. They are particularly important if you negotiate a three or six month salary review.
- d. Reporting relationships: what will be your vertical (those you report to and those who report to you) and horizontal (those on the same level as you) constituencies?
- e. Title and office: what will you be called, and what does that mean in the new company and in the industry (are they the same definitions or different)? Where will you be housed: in a private office, in a "bull pen," with one or more to share the space, in a corner office, in an outside (with a window) or inside office (no window), with or without carpet, with or without furnishings other than a desk and chair (couch, table and chairs, coffee table, cabinets, book shelves, art work, etc., and will you or won't you be given the opportunity to redecorate)?
- f. Spending levels for business development and maintenance: expense accounts, payment vouchers, credit cards, and other procedures and mechanisms for: lunch, dinner, entertainment, gift, travel (1st class or not), overnight accommodations (luxury, suite, two or more rooms, single room), ground transportation in and out of town (limousines, taxis, rent-a-cars, company car), professional updating in your areas of responsibility (courses, seminars, workshops, books, subscriptions, professional organization memberships, certificate or degree programs, executive MBA program), etc.

NOTE: All of the above is that which is needed to enable you to do business. All of this is for the company. All of this is to enable you to carry out your job.

- g. Your personal compensation package: here you are talking about three things: dollars, incentives, and creature comforts beyond what you negotiated in the areas listed above, all of which were to be provided to enable you to do your job. Under compensation package, the same strategy applies but in a different way: this is what I need minimally to stay happy, to be satisfied. Some of the items listed below are repeats from above. This area, like those above, is as broad as your needs combined with what the traffic will bear for the level positions you are interviewing for (or having created for you), and/or what is "traditional" or "available" in a given company and/or industry. The range of these considerations include the following:

Base Salary  
Pension Plans  
Annual Physical  
Tax Assistance  
Life Insurance  
Product Discounts  
Luncheon Club Membership

Bonuses  
Medical Plans  
Legal Assistance  
Disability Salary  
Club Membership  
Country Clubs  
Executive Dining Privileges

Office Furniture  
Real Estate Brokerage  
Mortgage Differential  
Short-term Loans  
Deferred Compensation  
Financial Planning Aid

Mortgage Money  
Closing Costs  
Company Purchase of Home  
Company Car  
Stock Options  
Severance and Outplacement

The various terms for your compensation package should be discussed in your order of declining value. Items that you may consider are: stock options, performance incentives, relocation expenses, provision of a company car, and the company's benefits package. The final item to be discussed would be severance pay and outplacement assistance, if appropriate.

To conclude this first round negotiations, you should once again make a positive statement about your interest in working for the company, followed by: "Just to ensure that I am clear as to what we have agreed upon, I would appreciate it if you will call the prospective employer after receiving the written offer."

### **8. Making the "Pall of Gloom" Speech Regarding All Satisfied But The Money**

The "pall of gloom" speech is made when you have the offer, and all has been agreed to except the dollars, or even after you have agreed to dollars.

You preface your speech by stating how pleased you are, etc., but then state that all is now settled except the dollar question. This can be because (1) you misunderstood; (2) it is less than what the recruiter had told you and took their lower statement as a mistake on their part; (3) you have another offer (if you use this one, see the following discussion on "Playing One Company Off Against Other(s)"); or (4) after much reflection and checking with trusted advisors, you have concluded that X percent must be included. Properly strategized, prepared, scripted, rehearsed and performed, you should be able to get at least another 10%.

After reviewing everything (responsibilities, authority, performance evaluation criteria, reporting relationships, and title, state that, for the reason of (whichever of those mentioned above), "I really feel we have to reopen that part of the discussion."

Over your new boss' face will come a disappointed or angry look. A pall of gloom will cover his face and pervade the room. Say absolutely nothing, and wait for his/her comment. If they want to settle it now, fine; you are already prepared with your rationale, reasoning, arguments, etc.

If they say they want to meet again about it, that is O.K. too. Make the appointment and then get out fast.

Once you return, if another or more especially a more senior officer is present at the next meeting, you stand a good chance of getting what you want if you don't open your mouth and stick your foot in it. Let them speak. If the first words out of their mouths in the meeting have nothing to do with money, in all probability you are going to get what you want after they ask one or more questions of more importance to them than the money. They may be concerned if you have other offers (see below), how long you plan to stick around, or how serious your commitment is to them. Whatever it is, put them gently to rest, and what you have asked for is yours.

If the first thing out of their mouths is about the money, then you have a serious negotiation session ahead of you. If you can't get what you want now, you must have a face-saving gambit not only for them but for you. The best is usually: "Although what I want is not what you can offer right now, I recognize that the door isn't closed, and that a performance of \_\_\_\_\_ months will be used to evaluate how well I do. Because I believe in the company and in myself, I am willing to take the kind of gamble represented by accepting your previous offer. After all, like anyone else, all I am interested in is going as far as I can on my own abilities and on a career basis. I'm willing to go by the result of my performance in \_\_\_\_\_ months."

### **9. Playing One Company Off Against Other(s)**

As soon as possible after your initial receipt of an offer, this meeting, you should contact every company in which you have had at least one meeting. In each call, tell your contact: "Since I spoke to you last, I have received an offer and have about ten days in which to make my final decision." Continue by expressing your interest in the company (or opportunity) and close with a question: "What can we do to move our discussion forward?"



Orchestrating the schedule of your conversations with different companies is extremely important. Whenever you use a "time-close," you should adjust it according to what would be feasible from the other person's point of view. Basically speaking, the further you are from the point of an offer in a given company, the softer your time-close should be. Therefore, you may want to get in contact with some companies before your third or fourth meeting with the lead company in order to provide enough leeway for advancing the schedule in the other companies.

Always remember, however, that you are not suggesting a "meet it or beat it" attitude. You are merely letting them know of the other offers, and that although you prefer their company, if there is not going to be anything, then you will better know how to play the other offer(s).

If you still can't make up your mind, negotiate starting dates two weeks apart, beginning with the company you want most to work for, and then going in descending order. This way, if the "dream" job turns out not to be such, you have the fall back(s) lined up. If it is what you want, you call the others and say that "Since we last spoke, another company has made me an offer that is really the closest to what I really want, and that if it were not for that offer, I would have been delighted to work for you. I wish you the best of everything and hope that we can continue to stay in touch." If they are graceful, terrific; keep them on your network. If they are not, hang up and write them off.

Immediately after the call, write to again thank them, state how terrific they and everyone else was, repeat the "dream" offer, and wish them all the best, and offer to stay in touch.

#### **10. Presenting References: in Person, in Letters, in Your Portfolio**

Used correctly, references can have a very positive and helpful impact upon your campaign. Used incorrectly, they can have a negative impact. Two things to remember about references: you don't want to overwork them and you don't want to blind side them. If you are giving out their names, let them know in advance, or at least get their permission to submit their names as potential employers request references from you.

Don't submit references with your resume; don't provide them at all unless that is all that is stopping an offer. You don't want your references resenting you for over-using them. One way to avoid over-use is to have "To Whom It May Concern" letters from them to show.

Once you have determined exactly what it is you are looking for, provide them with information in writing which they can use about you, or at least list those capabilities, skills, and accomplishments you want them to emphasize.

You want them to underscore, not just indicate that you will fit in where you are applying and have indeed accomplished what you say you have and can indeed do what you say you can do.

If you think you are getting a bad reference and that it is hurting your campaign, let your consultant know so that he or she can contact them, pretending to be either a recruiter or a prospective employers of yours, using a pseudonym, to double check.

#### **11. Negotiating Employment Contracts**

There are two books you need to read regarding negotiating employment contracts. The first is Perks and Parachutes: Negotiating Your Executive Employment Contract, by John Tarrant. The second is Steve Baehler's The Book of Perks.

The key to remember is that whatever you are negotiating for, you are wanting it for the good of the company.

The best to try for is a one-year contract, twelve (be prepared to go for six) months severance with continuance of benefits, and outplacement. To ask for more than one year is unrealistic except for very senior executives being asked to undertake very major tasks. Then either two to five years can be sought, or, perhaps better, a minimum of one year with two or four years of continued income plus benefits should the company wish to terminate you within a certain period of time.

Under no circumstances should you propose a long term contract because of your age (too old or too young) or need for security. You propose it as being in the best interests of the company.

If you feel the company is vulnerable to takeover, or if you wish to protect yourself from such a move, have inserted in your contract at least a twelve month severance plus continuance of benefits for twelve months or until you obtain your new position, and outplacement. This is usually reserved for fairly senior executives, however.

**12. Severance Considerations:**  
**Time Frames, Salary, Benefits, Outplacement,**  
**References (Over Phone and In Letter)**

If you are job hunting on the program while employed and your employer decides to either let you go or eliminate your position, you should have a response to severance script prepared and ready. Refuse to

be summarily dismissed, seek an attorney to provide consultation if it is needed from a legal standpoint, and hold firm for a fair severance: 6-12 months severance pay, equal time for medical, health, and life insurance benefits, outplacement, office support and space, and designated references, one for handling phone inquiries and one for providing written ones beyond that of the "To Whom It May Concern" statement you get them to sign before you leave.

Regardless, be sure all the details are nailed down.

**The Interview Follow-Up**

Every interview must be followed-up:

1. Interaction with the company: drop by or send in your Interview Report Form. Discuss interview with consultant. Prepare phone/written follow-ups. Review these follow-ups with consultant and peers in workshops.
2. Interaction with company: thank you to interviewee; thank you's to others met. (use letter drafts in Section S).
3. Prepare for the next one: read current papers, magazines, journals. Review your own specialties in light of questions asked. Develop sharper, crisper PSRs based on their needs.
4. Prepare self: for eventuality that no offer will be forthcoming. Be prepared to turn to 5-Step and get referrals. Be prepared to channel relative energies if a "no hire" decision is given: exercise/run/swim; stand in the middle of a field and scream; build something, or pound nails; write script of interview for analysis; prepare PSRs and other answers for questions not answered right.

**How to Turn Down an Offer You Have Negotiated**  
**But do Not Really Want to Accept:**  
**Turning Your Rejection Into an Occasion for Networking**

"Thank you" very much for the offer. I am honored and pleased. However, the more I review it, the more I feel the fit will not quite be right, and I believe it would be in both our best interests for me to decline."

"What I am really looking for is a position as \_\_\_\_\_ which will enable me to \_\_\_\_\_ with compensation which includes \$\_\_\_\_\_ salary and \_\_\_\_\_ benefits.

"Let us keep in touch, for I have very much enjoyed meeting you and your associates, and hope that although I will not be working for you, we will still be able to do business together in some fashion."

Of course, if they respond with your dream job, go ahead and take it if you want to.

## NOTES

## **SECTION 20**

### **YOUR FIRST 90 DAYS ON THE NEW JOB**

### **MAKING SURE NOTHING GOES WRONG.**

### **AND YOUR CAREER PLAN:**

### **ESTABLISHING A HOW, WHAT, AND WHY FOR WHAT COMES NEXT IN YOUR CAREER**

You have now completed your campaign, have been made an offer, have negotiated, and have accepted, and now have a starting date for your new job.

Many approach new jobs the way the senatorial candidate did in the movie, The Candidate, concentrating on getting the office and not on what happens after getting elected. At the end of the film, having won, the candidate (now senator-elect), asks the question: "What do we do now?" You have put a lot of planning and thinking into obtaining your new job. Now you need to turn this skill toward keeping your new job and positioning yourself for future promotion and compensation increases. In other words, until you no longer are interested in keeping a job or getting promoted or getting a raise, following the career management approach outlined in this manual should continue unabated until you retire.

What you must now do is to apply what you have learned and implemented during your campaign to ensure that your role of job holder continues in the new firm. This is done by again being a Trojan horse. This time, you submerge your job hunting self inside your job holding self. But never forget that you cannot drop the job hunting basics as long as you wish to receive promotions and compensation/salary increases. To enable you to do so, you have to correctly position yourself during your first 90 days ("A" 1 - 13 below), doing so by following a career plan ("B" 1 - 6 below).

#### **A. YOUR FIRST 90 DAYS ON THE NEW JOB**

1. Your Campaign Completion Announcement
2. First Impressions are Lasting Impressions
3. Organizations are Professional, not Social Organizations
4. Perceptions, Roles, Trojan Horse, and the Office as Stage
5. Office Politics: Opening Another Chapter of "Playing the Game" with your Various Constituencies: Vertical, Horizontal, and External
6. New Product Definition
7. Analyzing and "Reading" Others' Behavior
8. Manners, Courtesy, Civility: Host Role
9. Rest and Relaxation, Nutrition and Exercise
10. Application of the 5-Step: Finding Out "How" in New Environment
11. Networking your New Company Environment
12. Application of the 4-Step: One-on-One, in Groups, and in Specific Meetings
13. Life-Long Learning Program Developed and Implemented

#### **B. YOUR CAREER PLAN FOR DIRECTING THE REST OF YOUR LEIFEWOK**

1. Focusing on and for the Future
2. Translating What You are Doing and Have Done for What You Want to do Next
3. Networking
4. Keeping Files on Potential Prospective Future Employers
5. Maintaining Exposure and an Appropriate Profile
6. Continuing the Learning Requirement

#### **A. YOUR FIRST 90 DAYS ON THE NEW JOB**

##### **1. Your Campaign Completion Announcement**

Once you are established in your new position, you need to send out an announcement letting all of those on the network you want to continue networking with know of your new situation. Review Section 14 for categories of people you will want to include. This will be your first step in the new networking discussed in A.12 below.

## **2. First Impressions are Lasting Impressions**

Like it or not, although most people subscribe to the notion that you shouldn't judge a book by its cover, most do it all the time anyway. Some are more scandalous than others. Some won't check references for new hires because they trust their own judgement. If you were not checked, be extra careful, for if the others do not trust the judgement of those who decided not to check your references, you will be suspect.

We must return to the dynamic of "perception" again. How you are perceived in these crucial 90 days will significantly determine your long-range chance of success. You are going to be stereotyped/judged/pegged/labeled (use whatever term you prefer) no matter what you do. Therefore, it is crucial that you take charge of the image projected. Prepare for all meetings, whether one-on-one or in groups, whether with a superior, colleague, or subordinate, as if it were an interview, and follow the interview techniques outlined in Section 18.

Do the obvious, commonsensical things: set priorities and stick to them; do your boss' assignments first; meet all deadlines on all projects for at least the first 90 days, no matter what sacrifices outside the office you must make to be able to do so; maintain an orderly and presentable desk and file system; proofread everything that goes out from you, no matter how long or short for at least the first 90 days; and, of course, remember the power of the smile and smile, be outgoing, project a friendly image, and project, particularly to your colleagues, that you are indeed a team player. You enhance that by not knocking either your former boss or former company.

## **3. Organizations are Professional, not Social Organizations**

If anyone tells you "this is just one big, happy family here," put your back to the wall and remember what families are like. Families are stuck with you regardless, but offices are not. Offices are places of professional activity, not social organizations from which we obtain the social interactions we like and enjoy. Although you will certainly meet people you like, and will develop a kind of rapport with those around you, you must not forget that this is an artificial environment with only one kind of dynamic going on at two levels: competition. The first level is the competition of the group as a whole against its competitors in its industry (your company seeking market share over others), be it against domestic or foreign firms. The second level of competition is within, as there are more people wanting to be promoted than there are positions to promote them to. Thus, at this level, the game is to either beat out insiders for the next promotion or be seen to be better than both insiders and those outsiders being considered (you seeking positioning and differentiation above and against all others).

## **4. Perceptions, Roles, Trojan Horse, and the Office as Stage**

In the same way that each interview for the position was a stage, the various places in the new firm are different stages. Each is to be considered a stage requiring the same kind of script and performance preparation as finding the job, especially for the first 90 days. After that, if you have done so, you will have developed good habits. Continue them. Review Sections 3 and 4.

## **5. Office Politics: Opening Another Chapter of "Playing the Game" With Your Various Constituencies: Vertical, Horizontal, and External**

This is the area which is the most important in any organization. It is office politics more than the competition, and the leadership provided to keep it under control, which will make or break companies and careers. You must remember to correctly play the three groups of constituencies which you must have voting for you: the vertical (those above and below you); the horizontal (those at your level, colleagues and peers); and external (within the company: other branches, other units, other divisions; and outside the company: customer/clients, suppliers/vendors, unions, professional and trade associations, financial and government organizations).

Today, in an age of mergers and acquisitions, in an age of saving future dollars by buying someone else's assets and selling off part of them to pay for the deal, the dollars used are those used to pay

people. Hence, when one's job could either be eliminated or made redundant, there is all the more pressure to learn how to play the game and to play it effectively.

Those who are terminated are often labeled "dead wood." In fact, most people labeled "dead wood" are either people who have gotten behind in their technical skills (or are perceived as too old; i.e., 40+ and incapable of being as up to date on the latest as are the most recent graduates, particularly in engineering) or who were never managed properly to obtain the best they could offer.

More significantly, however, are those who are let go because they did not develop a constituency. They did their job, usually quite well, but did not have enough lines out to others who could be brought in to play on their behalf. Hence, everyone needs a "rabbi" who can watch their flanks and open doors to enable them to move on.

The key to playing office politics correctly is to recognize that there is a ritual to follow and that there is a dynamic called "politics of allegiance." If you have followed the dynamics of this Manual, then you will not be surprised to find out that "politicking" is another form of negotiations. What has been written earlier (see Sections 11 and 14) holds on the job just as much as it did when looking for the job. Because the place is not a family, ignore the personal and separate the people from the problem. Whether people are lovable or not, complainers or not, talkative or not, introverted or extraverted, emotionally stable or unstable, use the Carnegie techniques and get along at least on the surface: be a Trojan Horse.

To avoid no-win situations, strive for the common ground you can share with others, presenting your ideas, as always, within the framework of what will be best for those involved or at least partially good. Mutual gain (i.e., a compromise) needs to be demonstrated when neither "side" is willing to give in.

Because women are used to being persuasive rather than confrontational, they can quite often learn and exercise the art of politics better than men.

You must be ever vigilant in terms of dealing with office politics and career development. In his book, Conduct Expected: The Unwritten Rules for a Successful Business Career, William Lareau lists 10 hard facts and 100 rules for playing the game.

#### **Hard Facts:**

1. The universe is governed by the laws of probability. You are no exception.
2. Fairness and justice are abstract concepts that are not an inherent part of nature.
3. You're really not too important in the scope of things.
4. You've got to take the long, slow road to success.
5. Your "natural" inclinations and instincts are dangerous to your career.
6. Technical job skills are a minor consideration compared to the image you project.
7. Your greatest obstacles to success are your own expectations, fears and insecurities.
8. The business world is a confused and chaotic mess.
9. Don't expect much satisfaction from a job.
10. There are a lot of mean, nasty, stupid people out there who are very dangerous to your career.

#### **Rules:**

1. Expect each organization to play a different version of the game.
2. Do not expect organizations to behave as if they have consciences or morals.
3. Always behave as if you are unflinchingly loyal to the organization and as if you believe that the organization feels the same way about you.
4. Do not attempt to force changes upon an organization.
5. Do not expect the systems of an organization to function smoothly.
6. Talk a lot about how organizations value their people, but do not expect them to do it.
7. Do not display or condone aggressive behavior.
8. Do not threaten an organization's bureaucracies.
9. Support the organization's inflated beliefs about its abilities, technologies, and strengths.
10. Always respect an organization's preference for seniority rather than performance.
11. Always treat executives as if they are special.
12. Stay away from executives at all times.
13. Do not blindly trust the judgement or intelligence of executives and senior management.
14. Do not try to tell executives about problems.

15. Do not be surprised when the words and actions of executives don't match.
16. Do not expect executives to deal with you honestly and candidly.
17. Demonstrate exceptional courtesy and respect for every person in every situation.
18. Keep a tight rein on your emotions at all times.
19. Never display a sense of humor.
20. Never use sarcasm, irony, or puns at work.
21. Avoid dirty tricks and power plays at all times.
22. Avoid sexual liaisons at the office at all costs.
23. Never complain to anyone about anything.
24. Do not attempt to impress anyone with your knowledge and experience.
25. Resist with all your strength the temptation to become more informal and relaxed with people at work as you get to know them.
26. Always appear to be busy and hard at work.
27. Emulate as many of the habits of the upper management as you can.
28. Always evaluate the wisdom of planned actions by imagining the worst possible consequences that could occur.
29. Learn peoples' names, and use them as much as you can.
30. Always be as friendly, sympathetic, and understanding as is appropriate.
31. Never leave work right at quitting time, and always arrive a little early.
32. Never precipitate a meeting or action when you are angry.
33. Always keep your work area Spartan, clean, and organized.
34. Always maintain the most exceptional physical appearance possible.
35. Always dress slightly more conservatively than the norm for your organization.
36. Avoid the use of profanities.
37. Do not make friends with your peers.
38. Do not join cliques of any kind.
39. Identify and associate with the organization's rising stars, golden ones, and acclaimed winners.
40. Regularly solicit technical advice and assistance from your peers.
41. Never discuss salaries.
42. Identify and avoid troublemakers at all costs.
43. Never admit to anyone that you are angry, depressed, bored, overworked, under worked, or underappreciated.
44. Be a booster for everything the organization does.
45. Do not offer or react to opinions about anything.
46. Always minimize your contact with your boss.
47. Regularly let your boss know how impressed you are by his or her work load.
48. Do not get friendly or personal with your boss.
49. Always convey to your boss the impression that you believe that his or her department is the most important one in the organization.
50. Regularly thank your boss for all the guidance, support, and direction that he or she has been giving you.
51. Never argue with your boss about anything.
52. Never attempt to defend yourself when the boss is reprimanding you.
53. Never say anything negative about anything to your boss.
54. Always complete your responsibilities for your boss before any other duties.
55. Never present your boss with an opportunity to unequivocally say yes or no.
56. Always make sure that you receive all of the attention you need.
57. Always praise your boss whenever possible, and always share the credit when you are praised for your work.
58. Always use your boss's insecurities and fetishes to bolster your own programs and projects.
59. Never be open and candid with your boss.
60. Always praise the quality of work that your people produce.
61. Never discuss unsolicited information with your boss.
62. Never go over your boss's head.
63. Do not call your boss's attention to unfavorable news about the boss or the department.
64. Never attempt to promote yourself at the expense of someone else who reports to your boss.
65. Never forget that supervision is an active, daily process.
66. Never assume that your employees are as dedicated as you are.
67. Never assume that all employees are equally skilled or intelligent.
68. Communicate to your employees that it is in their own best interest to talk positively about the department, their colleagues, and you.
69. Fight for your deserving employees at every safe opportunity.

70. Never demean any of your employees to anyone for any reason.
71. Always maintain a high degree of visibility among your employees.
72. Do not socialize with your employees.
73. Never confide in your employees.
74. Conduct yourself as if you were the company.
75. Never display an arrogant or condescending manner with your employees.
76. Do not be candid with employees about any doubts you may have about the organization.
77. Always foster the impression that senior management considers you and your department critical to the success of the organization.
78. Never attempt to fool your employees about the real intentions of the organization.
79. Your employees will quickly spot any differences between what you do and what you say.
80. There is no shame in your employees' knowing that you occasionally make mistakes.
81. You must give your employees the opportunity to contribute and participate.
82. Deal with performance problems at the first sign of trouble.
83. Never give more chances to one employee than to another.
84. Never be more understanding and progressive than the organization permits.
85. If you have a chronically poor performer, do everyone a favor and get rid of him or her.
86. Do not allow your own feelings of guilt and/or insecurity to prevent you from taking unpleasant employee-related actions.
87. Remember that understanding may be interpreted as weakness.
88. Never discuss the performance problem of a worker within earshot of persons who are not involved in the evaluation process.
89. Always foster the impression that you possess total and complete hire-and-fire authority over your employees.
90. Establish only those reward systems in which you are the evaluator and the distributor of the rewards.
91. Do not be too liberal with rewards and praise.
92. Never promise or suggest rewards that have not been officially approved.
93. Do not be reluctant to praise a bad worker for a good behavior or to reprimand a good worker for a mistake.
94. Give clear, detailed instructions and deadlines for any responsibility you assign.
95. Compliment each of your workers at least once a week for something that was done correctly and well.
96. Never ask your employees to perform personal chores for you.
97. Always give salary and performance reviews on time.
98. Never compromise official work hours.
99. Do not expect your employees to put in a lot of extra unpaid time.
100. Never permit your employees to develop relationships with your superiors.

### **Leadership Skills**

Finally, study Bennis & Nanus' Leaders: The Strategies for Taking Charge, especially the five key skills needed to relate well to others:

1. "The ability to accept people as they are, not as you would like them to be."
2. "The ability to approach problems in terms of the present rather than of the past."
3. "The ability to treat those who are close to you with the same courteous attention that you would extend to strangers and casual acquaintances."
4. "The ability to trust others, even if the risk seems great."
5. "The ability to do without constant approval and recognition from others."

### **6. New Product Definition**



As soon as you arrive, you will be asked many questions. Anticipate them and script them in advance. Have a product definition regarding what you did before arriving, and what you are there to do now.

### **7. Analyzing and "Reading" Others' Behavior**

It is important that you analyze everyone when you begin. Who would prosper most by your stepping on your own toes or not doing well, and who would prosper most by your being effective? Those in the former group need to be watched carefully until you are sure they are not doing anything consciously or unconsciously to impede your progress and image. Those in the latter group you want to make sure are in your constituency.

### **8. Manners, Courtesy, Civility: Host Role**

Be a host. Be active. Work each room, Shake hands and touch everyone. Apply the Golden Rule, the smile, and all of the traditional courtesies, regardless of whether or not you like them or approve of them.

### **9. Rest and Relaxation, Nutrition and Exercise**

You still need to pay attention to diet, exercise (cardio-vascular), and rest. Although some stress is good, too much can lead to exhaustion, illness, or a premature demise. You want to look sharp, feel sharp, and be sharp.

### **10. Application of the 5-Step: Finding Out "How" in a New Environment**

The 5-Step is to obtain referrals. Sometimes you will find on the new job the need to be referred by someone to whomever something is supposed to go or be referred to. What is correct procedure? By showing or explaining briefly your situation and then asking, "If you were I, whom would you contact?" or, "If you were I, where would you go to get \_\_\_\_\_?" or, "If you were I, what would you do?" you will find out.

### **11. Networking Your New Company Environment**

In the same way you networked to get into a company, you must network to stay there. Begin to develop your own network as a source of information and as a source enabling you to also send information back. Apply the practices and techniques of Section 8.

### **12. Application of the 4-Step: One-on-One, in Groups, and in Specific Meetings: The Key to Good Communications is Still the Two Minute Rule and the Question Response Technique**

As you treat each new situation (and their repeats) as interviews during this first 90 days, use the 4-Step technique. The five types of questions which could be addressed to you in interviews are the same once hired. Follow the same rules. Don't speak for more than two minutes without first asking a question, and always use the question response technique, especially at the first meetings you attend, when they are going to try to see what the new person on the block is all about.

### **13. Life-Long Learning Program Developed and Implemented**

To stay up to date, you must immediately do the following:

1. Join the professional association of your career area or specialty, and read their journals if you have not done so already.
2. Join as many professional associations as you can handle.
3. Ask for and/or provide for yourself if no one else will, ongoing training, whether in courses, seminars, workshops, etc.
4. Read books, book reviews, and national news magazines regarding business, careers, and predictions about the future.
5. Regularly read all house organs, front to back.

## **B. YOUR CAREER PLAN FOR DIRECTING THE REST OF YOUR LIFEWORK**

### **1. Focusing on and for Your Future**

You must continue to focus on what it is you want in life and what it is you want out of your career. Here you have the crossing of the private sphere and the work sphere. As you get the urge to do new and different things, always keep in mind your own priorities as well as the objective nature of your urge: is it practical? Is it possible? Is it appropriate? Is it plausible?

### **2. Translating What You are Doing and Have Done for What You Want to Do Next**

Whatever you want to do next, whether in the same firm or another one, make sure you keep up a file regarding how what you are doing qualifies you for your next desired position. At the end of each month, list all the PSR's reflecting the work you have done and are doing. In this way, you will not be at a loss for examples to demonstrate you are ready and able for the next challenge, be it in the same firm or a different one.

### **3. Networking**

This term will never go away. You must keep up your outside network as well as your new internal one. Keep a file on every person in your network, and include dates and times of contacts, as well as what favors you have performed for the person and those they have performed for you.

### **4. Keeping Files on Potential Prospective Future Employers**

As you look into other opportunities, or as they come seeking you, follow Blotnick's job changing checklist in The Corporate Steeplechase:

1. Maintain an assessment of the economic and financial health of the industry.
2. The same specific companies within that industry which interest you.
3. The same about the division that is of interest.
4. Find out the number of other people in comparable positions being hired at or about the same time.
5. Ascertain the power and indispensability of one's potentially immediate superior.
6. Determine the fallback positions that are available at nearby firms.

### **5. Maintaining Exposure and an Appropriate Profile**

Be active in professional and trade organizations. Write articles for their journals. Rehearse each and every presentation you are going to make, regardless of whether it is to an audience of one or one thousand. Do not turn down opportunities to talk or make presentations, whether in or outside the company.

### **6. Continuing the Life-Long Learning Requirement**

Read the professional and trade journals and magazines covering your areas of specialty, interest, or goal area for next promotion or job. Take courses. Never turn down company-sponsored opportunities to attend seminars and other courses.

## SECTION 21: A BIBLIOGRAPHY OF RECOMMENDED READING FOR JOB HUNTING AND SELF-PRESENTATION / PRESENTATION OF SELF

The job hunting bibliography is divided into seventeen parts. Books are listed within each part alphabetically by author:

1. On Job Hunting in General
2. On the Job Hunting Marketplace and its Culture
3. On Specific Companies
4. On Interviews
5. On Negotiations
6. On Salaries
7. On Career Management
8. On Professional Development, Manners, Marketing, Presenting and Selling Oneself
9. On Jobs and Career Descriptions, Future of Jobs, Career and Employment, and Salary Compensation Levels
10. On Women and Job Hunting
11. On Government and Non-Profit Employment
12. On Fitness, Diet, Dress and Appearance
13. On General Trends Regarding Management
14. On Motivation and Dealing with Problems/Pressures/Depression/Elation/Success/Failure
15. On Recruiters: Dealing with them and Learning from them
16. On Social and Behavioral Science Studies, Theories, and Insights
17. On Newspapers and Periodicals

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**b. Section 11**

**c.**

**d. DEFINITION OF THE PRODUCT" BEING SOLD**

e.  
f.

g. This statement is to enable you to answer such questions as "who are you?" "what are you?", "why are you?", "how did you get this far?", and "where do you go from hear?", all of which are summarized in the most often asked opening question of all: "tell me a little bit about yourself".

h.

i. Draft a statement about yourself for your product definition. Section 18 has a couple of short outlines to use. You must have a product definition.

j.

k. This statement is given as "Step Two" of the "Four Step Employment Interview," which is discussed in detail in Section 18.

l.

m. Don't forget, you must end your statement with a question, such as:

n.

o. How would a person with my background and experience fit into your company?

p.

q. OR: what needs to you have for a person with my background and experience?

r.

s. OR: what are your current, near-term, and long-term needs, and

t. what kind of executives with what kind of experience are you looking for?

u.

v. These are trial closes based on your qualifications, not you personally. Hence, you never ask "How would a person like me fit in?" or "How do you see me fitting into your company?", etc.

w.

x. Qualifications Statements

y.

z.

aa.

bb. Your proposed **product definition** for our discussion is as follows:

cc.

dd.

ee.

ff.

gg.

hh.

ii.

jj. How would a person with my background and experience fit into your company?

kk.

ll. OR: what needs to you have for a person with my background and experience?

mm.

nn. OR: what are your current, near-term, and long-term needs, and

oo. what kind of executives with what kind of experience are you looking for?

pp.

qq. What do you want to be in 5 years (or any future period)?

rr.

ss. A literal answer to this question is not really true, because are always susceptible to changing our minds. Also, the future is not empirically

available. To literally and directly answer this question is to put on notice not only the person holding the position but all of those seeking it. You will now become the new person for them all to beat. Thus the answer to this any like question is always the same: "I want to go as far and as fast as I can, given my abilities, on a career basis."

In terms of packaging, I would include the following:

1. video tape version
2. audio tape version
3. related books spun off of center piece
4. phone line consulting service
  - a. a 900 number for consulting
  - b. an 800 number for orders
5. calendar
6. date/schedule book
7. disk software
8. desk accessories
9. Corporate video tape training version
10. Film script