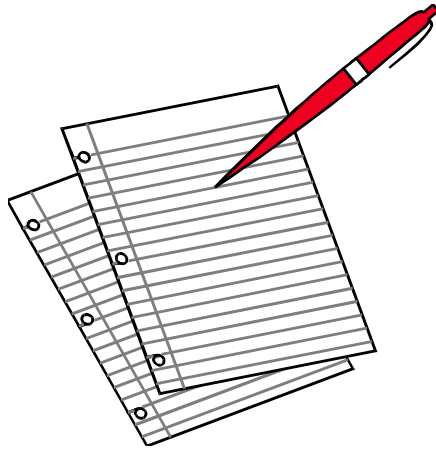


Marketing Yourself For Your Next Position



This document is a summary of ideas to assist you in taking the right steps in marketing yourself to obtain your next position. In this document you will find tips on various methods of figuring out what your priorities are, locating job openings, networking, developing your resume, and interviewing.

Best of luck in your search!

Gary Calvaneso

Objectives

Before you can find the perfect career opportunity, it is important to decide what criterion is most important to you. Here is a sampling of finding what's right for you:

How important are each of the following?

Job Title:

Travel Involved:

Salary:

Relocate:

Start-up or Large Company:

Commute to Work:

New Industry:

Stability:

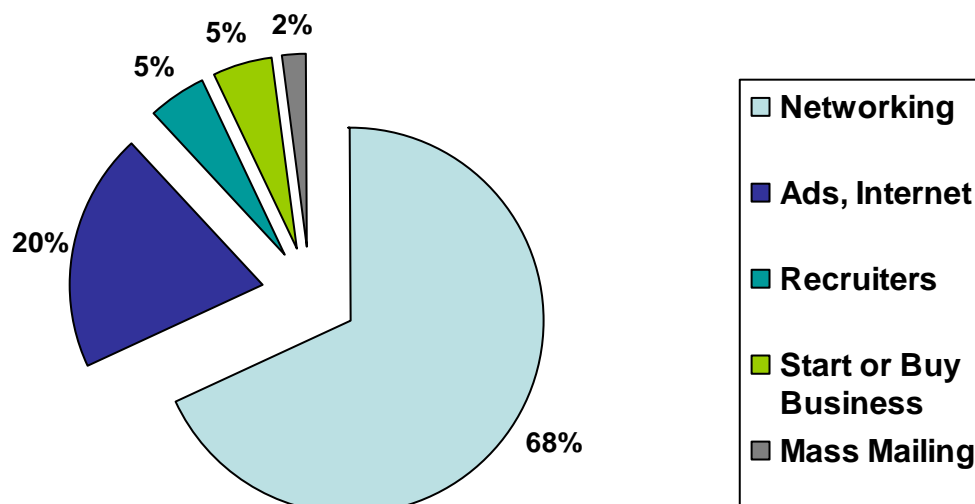
Ownership or Equity:

Risk Level:

Amount of Authority:

Marketing Methodology

Once you have determined your criteria goals, the next step is locating an opportunity. The experts say networking is still the best way to locate a position, followed by recruiters, and then searches on the web. The following graph demonstrates the percentage of jobs found by method.



Here are some suggestions and tips to shorten your search:

I. Searching On-line:

More and more employers are using the web to locate good candidates at a fraction of the cost of a retained search. Do not discount the power of the web as it is becoming more important in a job search, but balance it with your other activities.

Job Boards:

There are many job boards available on the Internet (Monster.com, 6figurejobs.com, careerbuilder.com, etc.). Some are better than others. Stay away from the boards that charge for membership (Execu-Net, etc.) Their model is simple, the job seeker pays and the employers search for free. This is the opposite model of monster.com and others. They don't have any magic methods of collecting the good jobs and I haven't met anyone that has landed a job from a lead they had!

You can also find specific industry job boards such as:

(Technology Related) <http://www.theworkcircuit.com/jobsearch/intl>, <http://www.dice.com/>

(Healthcare Related) <http://www.medzilla.com/>, <http://www.bioview.com/>

Here are a few suggestions in using Job Boards:

1. Take the time to list your resume on the job boards so you can receive maximum exposure from any potential employers. (Resume blasters are a waste of money)
2. Each time you visit the job board site BE SURE TO MODIFY AND REACTIVATE YOUR RESUME. This action moves your resume to the top of the search trees (Most recently placed resumes are viewed first by employers).
3. When you respond to a potential opportunity, make sure you meet the general criteria. These sites receive so many resumes, they will not even respond and you will be wasting your valuable time.
4. If at all possible, call the potential employer. Personal contact is always helpful in selling yourself.
5. If you respond electronically, make your cover letter brief and use bulleted points. Using key words that the perspective employer does will increase your chances of success in receiving a response. As an example:

Your web listing on Monster.com for a Vice President of Finance captured my interest. My background, as it relates to your needs includes the following:

Your Needs

My Background

Resume Blasters:

As popularity in the internet grows, there are more on-line "resume blaster" companies that will broadcast your resume to thousands of jobs for \$99.00 or a similar amount. These are not productive for specific searches as they send your resume to everything, whether you are

qualified or not. The result is that employers are becoming overwhelmed with resume volume and can't give proper consideration to some good candidates that are lost in the mix.

Computer Screening:

Since so many resumes are "blasted" from the internet directly to employers, the volume has forced companies to use computer programs that use filter algorithms to look for key words in your resume to separate qualified candidates. This means that when you apply online, no human may even read your resume and if the right matching words are not there, you may not even be considered, whether you are the best qualified or not.

II. Recruiters

Recruiters can be a great resource. They often know of jobs that the general public or job boards do not. Here are a few tips about recruiters:

1. Like anything else, there are good recruiters and poor recruiters. Recruiters are in business to make money. If they can't place you, they can't make money. Recruiters recommended by friends or colleagues are almost always a good bet.
2. Getting to know recruiters is a good thing. Keep in touch with the good ones and help them to find other candidates. Helping others will eventually help you.
3. It helps to locate a recruiter that specializes in placements in your specific field (Finance, banking, healthcare, aerospace, etc)
4. You can purchase a directory of Executive Recruiters from Kennedy Information for about \$50. It contains a CD-ROM of recruiters by specialty or geography. The CD can also print mail merge labels. This information is available for purchase on-line at:
<http://www.kennedyinfo.com/er/corpper.html>
5. As with potential job opportunities, it is best to call the recruiter. Personal contact is always helpful in selling yourself.
6. Make sure you read the information sent by the recruiter and respond as they request. They get frustrated with unqualified people and those that don't provide the information they need. It is a waste of their time and yours.
7. Stay away from Career Management "opportunities" (Bernard-Haldane, Careers 2000, 20/20, etc). For fee career management centers are looking to make money off you by providing career advice for a usually hefty fee (\$2,000 - \$10,000 up front). These career managers contact you and often sound like they maybe interviewing you for a position. Once you've figured out what they are really about after visiting them, they may even "guarantee" a position. This only means they will continue talking with you until you find a job. The general consensus of experts says "Stay Away"!

III. Locating Start-up Venture Opportunities

While recruiters often know about start-up opportunities, many of them find their information by surfing the web and following up with a phone call. Some of the Venture Wire websites can be a great resource. They usually list press releases on new products

and developments, which also contain the names of the President or CEO for contact. Here are some of the websites:

<http://www.prnewswire.com/news/index.html>

<http://www.freshnews.com/>

<http://www.businesswire.com>

<http://www.anderson.ucla.edu/research/esc/EntrResour.html>

IV. Local Newspapers

The local paper may have the job you have been waiting for. One suggestion is get your family involved to look for opportunities and circle them for you. Since your family is affected by your employment, make it a team effort.

Many of the job listings from the newspaper are now available on-line while some are not. Here are some of the local Southern California on-line listings:

<http://www.ocjobfinder.com/>

<http://www.latimes.com/classified/jobs/>

V. Direct Search

Another method of marketing yourself is to directly contact potential employers. On the downside, the resume blasters mentioned earlier have hurt this approach as of late. Employers can no longer handle the volume of resumes. On the upside, some have suggested that this is a “numbers game”. The more resumes you send out, the better the percentage chance you will locate a position. Some suggestions for direct searches:

1. Locate companies you know by name and search their website for contact information. HR is never a good place to start. Company management is often listed on the website. Send a paper resume (unless an e-mail is provided) and follow-up with a phone call.
2. You can order a database of company names and search by your field specialty. One of the companies that sells this information for local technology companies is Alexander – www.alexanderx.com
3. In recent times, direct searches have not been as effective. A better approach is to locate someone you network with who can make an introduction into the company you have targeted.

VI. Networking

The best way to locate a position is still networking. “It’s not what you know, but who you know” has merit when you are job hunting. Look at the 5 stages of Networking below and evaluate where you really are in your networking.

5 – Relationship

- 4- Connection
- 3 – Informal
- 2 – Contact Level
- 1 - Employed

What do these steps mean?

1 – Employed – When you are employed, you are not in a job search and people tend to be focused on their own work. Because of this we often forget about the value of networking. Statistics say that the average executive lasts 30 months in a position, so it is not a good idea to stay away from networking while you are employed.

2. – Contact Level – When you meet someone and get their name or business card, it is a good start, but is not real networking, it is merely an introduction.

3. – Informal – Moving beyond the first greeting and business card exchange is beginning to see someone on a regular basis at say network meetings, etc. Again, this is a step in the right direction, but needs to be further development.

4. – Connection – Connections are the beginnings of true networking. Having a cup of coffee or lunch and getting to know someone is essential to building relationships. Here you are reaching a stage where people know what type of work you do and what you are looking for in a position. If you have connected with many people searching themselves for positions, they will pass along opportunities that they believe fit your profile. The volume of people you connected with begins to affect the number of leads coming your way.

5 – Relationship – This is true networking. Relationships encompass everything discussed in level 4 connection with one addition, the ability getting a recommendation or referral. Few people are willing to recommend someone they don't know personally or have not worked with. When someone does get to know you personally, they are more willing to put their own reputation on the line for you. This is what makes networking so important.

Here are some additional tips on Networking:

1. Join organizations – Joining a local group like AEA (American Electronics Association) ACG (Association for Corporate Growth) or others that can help make the right contact to turn into something.
2. Contacting old colleagues - We often don't keep in touch with people as we become involved in balancing a demanding job and a family. It is unfortunate that we only call when we are looking for a new job. Keep in touch with people on a quarterly, semi-annual or annual basis, with a phone call or an e-mail. Despite the fact that we haven't done as good a job as we could have, it is time to contact them and start. The results may be the contact for the job you are looking for.
3. Group Facilitators – It can only help to get in with this idea.
4. Tradeshows – Tradeshows offer contact opportunities specific to your industry or specialty. Watch for local tradeshows and ask former colleagues for guest badges. A guest badge can save you hundreds of dollars for the entry fee.

5. Meeting with Specialty Subgroups – Organize a group to meet by market specialty. For example, if all healthcare related members get together, they can exchange contacts and information. Others suggested meetings might be in sub-groups by position specialty (All manufacturing or sales and marketing people, etc).

VII. WRITING YOUR RESUME

A good resume is one of the most critical elements in being selected to move into the interview process. Most resumes receive 5 – 30 seconds of the screeners' attention!! If you don't capture their interest in that time period, you lose and you are out of the running.

Resumes should be tailored specifically to the position. This is a lot of work, but is well worth the effort. There is no such thing as a general resume. You should have multiple resumes for different positions, industries, and skill sets. Your lifetime of work cannot be described on a piece or 2 of paper. There are a few key rules to follow:

1. Never have a resume that goes more than 2 pages in length
2. Use keywords in your job descriptions that will be picked up by computer screening programs
3. Never use smaller than 10 point font
4. Your resume should look attractive, but not overbearing.
5. Save your resume in Word 95, Word 97 or .rtf format. The people reading it may have trouble if you are using Windows XP office or newer formats and they are not.
6. Provide a brief summary at the beginning of your resume to describe yourself
7. MOST IMPORTANT: Your resume should be based on your accomplishments, not your life history.

Resume Self Assessment

Do you like it?

Can you support each piece of information?

Is it grammatically correct?

Is it 1 or 2 pages in length?

Have you used action orientation?

Have you demonstrated results?

Are all blocks of time accounted for?

Have you eliminated extraneous or irrelevant material?

Is it visually attractive?

Have you included correct mailing address and phone numbers where you can be reached, or where a message can be left?

If you used an objective, does it transmit meaning?

Is it focused to your audience?

Is it as jargon-free as possible?

Have you proofread it?

Has someone else proofread it?

VIII. ACTION VERBS FOR YOUR RESUME

ACCELERATED	BARGAINED	DECENTRALIZED
ACCEPTED	BOLSTERED	DECREASED
ACCOMPLISHED	BOUGHT	DEFINED
ACCRUED	BUILT	DELIVERED
ACCUMULATED	CENTRALIZED	DEMONSTRATED
ACHIEVED	CERTIFIED	DESIGNATED
ACQUIRED	CHANGED	DESIGNED
ADDED	CLARIFIED	DETERMINED
ADMINISTERED	COLLABORATED	DEVELOPED
ADVANCED	COMBINED	DEvised
ADVISED	COMPLETED	DIRECTED
ALLEVIATED	COMPOSED	DISCOVERED
ANALYZED	CONCEIVED	DISTRIBUTED
ANTICIPATED	CONCENTRATED	DIVIDED
APPLIED	CONCLUDED	DOCUMENTED
APPOINTED	CONDUCTED	EARNED
APPROVED	CONSOLIDATED	EDITED
ARRANGED	CONSTRUCTED	EFFECTED
ASSEMBLED	CONSUMMATED	ELEVATED
ASSESSED	CONTROLLED	ELIMINATED
AUDITED	CONVERTED	EMPLOYED
AVERTED	COORDINATED	ENFORCED
AVOIDED	CORRECTED	ENHANCED
BALANCED	CREATED	ESTABLISHED
ESCALATED	IMPROVISED	MAINTAINED
EVALUATED	INCREASED	MANAGED
EVOLVED	INITIATED	MARKETED
EXECUTED	INSPECTED	MEASURED
EXPANDED	INSPIRED	MINIMIZED

EXPEDITED
EXTRACTED
FACILITATED
FIGURED
FLOATED
FORECASTED
FORMED
FORMULATED
FOUNDED
FRAMED
GAVE
GENERATED
GUIDED
HALTED
HEADED
HIRED
IDENTIFIED
ILLUSTRATED
IMPLEMENTED
IMPROVED

INSTALLED
INSTITUTED
INSTRUCTED
INSURED
INTERCEDED
INTERPRETED
INTERVIEWED
INTRODUCED
INVENTED
INVESTIGATED
ISSUED
JOINED
JUDGED
JUSTIFIED
KEPT
LAUNCHED
LED
LIQUIDATED
LOCATED
MADE

MODERNIZED
MOTIVATED
NEGOTIATED
OBTAINED
OFFERED
OPENED
OPERATED
ORDERED
ORGANIZED
ORIGINATED
OVERSAW
PACKAGED
PASSED
PENETRATED
PERFORMED
PILOTED
PIONEERED
PLANNED
PREPARED
PRESENTED

PREVENTED
PROCESSED
PROCURED
PRODUCED
PROMOTED
PROPOSED
PROTECTED
PROVIDED
PUBLISHED
PURCHASED
RECOMMENDED
RECRUITED
REDESIGNED
REDUCED
REFERRED
REGULATED
REJECTED
RELATED
RENEGOTIATED
REORGANIZED
REPORTED
REPRESENTED
RESEARCHED
RESOLVED
RESTORED

REVERSED
REVISED
REVITALIZED
SAVED
SCHEDULED
SELECTED
SEPARATED
SERVED
SETTLED
SIGNIFIED
SOLD
SOLVED
SPARKED
SPECIFIED
STAFFED
STANDARDIZED
STARTED
STATED
STIMULATED
STIPULATED
STREAMLINED
STRETCHED
STRUCTURED
STUDIED
SUCCEEDED

SUMMARIZED
SUPERVISED
SUPPLIED
SUPPORTED
SURVEYED
TABULATED
TERMINATED
TESTED
TRACED
TRACKED
TRADED
TRAINED
TRANSFERRED
TRIMMED
UNCOVERED
UNIFIED
UNITED
UPGRADED
UTILIZED
VARIED
VERIFIED
WON
WORKED
WROTE

IX. INTERVIEWING

Remember **THE SINGLE MOST IMPORTANT RULE**, it is not the best qualified candidate that gets the position; it is the candidate that interviews best!

Here is an interview exercise with commonly asked questions – Be sure to have a 2 minute answer along with a short story of your accomplishments

1. Tell me about yourself.
2. What is your greatest strength?
3. What can you offer that someone else cannot?
4. What are your 3 most important career accomplishments?
5. How would you describe yourself?
6. Why should they hire you?
7. Describe the biggest crisis in your life
8. What is unique about you?
9. What do you think determines a person's progress with a good company?
10. Who has exercised the greatest influence on you?

11. What have you done to increase your personal development?
12. What was the most useful criticism ever received?
13. What is the biggest change you have made in the past ten years
14. Can you work well under stress
15. Are you a team player?
16. What are the things that motivate you?
17. What have you done that shows initiative?
18. Are you willing to take calculated risks?
19. Can you establish effective methods and procedures?
20. We need some who is resourceful?
21. What has been your biggest challenge?
22. Describe a team project where you are proud of the team results as well as your personal contribution?
23. Describe a difficult situation and the progress you made to turn it around?
24. Give me 3 qualities that are helping you get ahead and 3 qualities needing work to achieve my goals?
25. What are the most people you have ever managed?

X. Understanding the interview process

An interview is an exploratory process for you and for the interviewer. During the process, information will be exchanged and evaluated.

Before the Interview:

Be prepared! Know time, place, and interviewer's name and title. Find out about the company in advance. Plan your appearance. Be prepared to communicate how you can make a contribution to the company. Be prepared to ask probing questions.

For the interview:

- Be on time, or preferably early.
- Give an appearance of energy.
- Wait to be seated; stay alert.

During the interview:

- Be a good listener. LISTEN CAREFULLY TO THE QUESTION!!!! Do not interpret what they are asking!!
- Lead the discussion. Many people do not know how to interview you properly. For example, during conversation, ask what they would consider the ideal candidate. This will help you answer future questions with that in mind.
- Try to maximize each opportunity to demonstrate your achievements with short and medium length answers.
- Don't lie, make derogatory remarks about your former employer, or ramble. Never fill in dead air with rambling!
- Avoid issues pertaining to salary, vacation, etc., until later in the process.
- Obtain closure. If you are interested in the job, make sure it is known.
- Clarify what is to happen next.
- Don't be afraid to ask what they think of you

After the interview:

- Make notes: evaluate the content, record who you saw, strengths, weaknesses, what is to happen next.
- Send a thank you note restating your interest, your appreciation for the interview, and what you understand are the next steps.
- Follow up on commitments you may have made during the interview.

XI. WHAT EMPLOYERS LOOK FOR IN AN INTERVIEW

Decision-making style

- Do you use facts or hunches, emotions?
- Typical questions:

Why did you take your last job? How did you choose this company? Have you ever fired someone and why? What is a good manager?

Communication Skills

* Verbal: clarity of thought, appropriate language, ability to supervise. * Written: correspondence, reports.

Interpersonal Skills

Tact, poise, sociability, ability to work with groups. Background: relating to peers, handling subordinates, reporting to superiors. Interests: clubs, hobbies, civic groups. Leadership: ability to influence thinking of others.

Achievement Record

Identify 3 significant achievements. Traits of achiever: energy, vitality, perseverance. Why did you receive your last promotion? Think about past goal setting.

Sense of Direction

Understand general environment, company industry. Know how your background will be an asset. Emphasize your desire to reach your goal.

XII. THE CHALLENGE OF OBJECTIONS

What is an "objection" in the interview process? An objection can indicate at least two possibilities:

- 1) A reason why the interviewer believes that you cannot successfully handle the open job.
- 2) An example of how you handle confrontation or personal weaknesses.

In any case, these items can be potentially damaging if not handled well. Every interviewee faces objections, and the candidate who best overcomes each objection is the one who gets the job. Advance preparation and practice can blunt the possible negative impact these questions might have to your candidacy, and can help turn potentially negative questions to your advantage.

The first step you need to take when faced with an objection in an interview is to clarify what the interviewer is really objecting to. Many interviewers will throw out vague statements that cannot be responded to, such as "I don't think you have the right educational background." The effective approach is to politely and professionally clarify and refine this comment into a specific concern, usually in the form of a question.

"What is it about my education that concerns you?" or "Could you tell me where my education does not appear to match your needs?"

The two key elements in making this question work for you are to be genuinely interested and not defensive, and to wait and listen carefully to the interviewer's response. In most cases, you will be rewarded with a specific concern which is on the interviewer's mind, one for which you have prepared and feel confident that you can turn around to illustrate a strength.

"Well, everyone in this department has an MBA, and I'm concerned that you might have difficulty keeping up and getting along with the others."

Before you go on an interview, try to honestly put yourself in the shoes of the hiring manager. What areas of your background do not match up to the job specifications? What skills do you appear to be lacking? Compared to the perfect candidate, where do you fall short?

Rather than be upset by these, accept them for what they are and formulate a proactive strategy for how you will try to turn them around. Your response, or rebuttal, should be based on a past experience where the perceived problem has not negatively impacted your ability to get things done. It should illustrate how you have accomplished your goals, or provided value to your employer, in spite of or because of the objection.

"In my last position, I was chosen by my boss to be the liaison between Worldwide Consulting and our CFO. As you know, Worldwide Consulting is made up of the top MBA's and professionals in the industry. My input and coordination of that project resulted in significant cost savings in our accounting procedures and systems, and the project was brought in on time and within budget. The report, which I can share with you, even notes some of my contributions by name. So, I can understand your concern and hope I have been able to illustrate my ability to keep up and get along with your staff - "

As you can see, anticipation, preparation and practice can make your answers illustrate a range of positive characteristics: research, planning, positive attitude, good interpersonal communication skills, a willingness to face pressure and difficult subjects. To take the first step in coping with objections, begin by completing the following page. On the left, list all the possible objections you expect your interviewers to raise. On the right, provide examples of how you have accomplished tasks and obtained results in spite of or because of these. Practice your delivery until you feel confident.

XIII. AT THE END OF THE INTERVIEW

List of winning "applicant" questions when interviewers ask, "Do you have any questions"?

Is this a newly created position? If yes, ask why.

What do you see as the most important long range goals for this new position?

What do you see as the priorities in this position?

What is the most urgent part of the job? What is the most difficult part of the job?

What are the expectations of the supervisor?

What is the management style of the company as a whole?

What are the most important qualities of the person you will hire for this position?

How would I be measured in this position?

Will I receive any orientation or training?

When will you be making your decision to fill this job?

How would you describe the ideal candidate for this job?

What would you like to see the new hire accomplish during the first six months on this job?

XIV. POST - INTERVIEW REVIEW

1. What questions or issues were particularly hard for me to deal with?
2. What questions or issues did I handle particularly well?
3. What was my "close" and how did it work?
4. What question or issue was raised that I was unprepared for?
5. Did I establish a timeframe for a decision and/or identify the next step in the process?
6. On a scale of 1 (excellent) to 5 (poor) how did I do?
7. What do I do to follow-up?

TAKE THE EMPLOYER'S PERSPECTIVE

Upon leaving the interview, ask yourself questions like these: Did I show that I can solve their problems? Do they see me fitting into their group? Am I compatible with the supervisor? What contributions can I make? What concerns do they have? What should we have discussed, but didn't?

Take good notes

Immediately after the interview, write down what you discussed, why you are good for the job and any possible objections. Keep good notes on every interview.

Follow up

Most people do not follow up after an interview. That is exactly why you must. Follow-up is absolutely essential; it will put you head and shoulders above the competition.

Written

Your first follow-up should be written. The purpose of a well-written letter is to say, "thank you for the interview." Beyond that, the letter gives you a chance to emphasize the strong points you made during the interview and to add to answers on which you may have been a little weak. It's always a good idea to

refer to something the interviewer said or something you saw that was particularly interesting. Be sure to express, again, your interest in the job.

By telephone

Follow up by telephone is one of the most important activities in the job search. Following up is also the activity most assiduously avoided by job seekers because of the fear of rejection. However, initiative and pro-active behavior are important qualities companies seek in new employees and following up is a demonstration of those qualities.

Set a target for yourself of from five to seven working days at which time you will make your follow-up call. When making the call, you are not necessarily seeking a final decision. Rather, your call is an ongoing expression of interest, a demonstration of your willingness to initiate and one more chance to keep your name in front of the decision-makers.

XV. Attitude

The most important thing for all of us is to remain positive. Finding yourself out of work is stressful. All of us ride the tide of emotions, have self-doubt, get frustrated, and worry about our families. If you show worry or doubt, employers may recognize it and reject you as a candidate. Be strong and be positive! You will find another job. It is not if, it is when. Remember, you are moving in "warp" speed to find a job. Employers are in normal speed.

My final word, remember, you are simply on a journey, moving to another chapter in your book of life. You have been successful in the past and you will be again. Be positive and good hunting!

Gary Calvaneso