

INTELLIGENCE COLLECTION

Module IV

Section 1

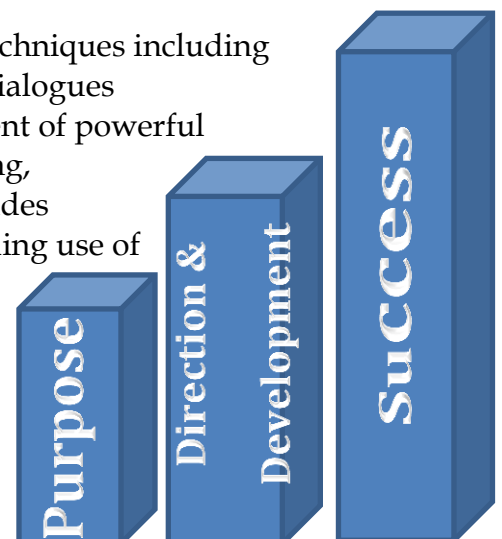
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Module IV Overview

Module four will engage you in exercises for job search techniques including intelligence collection, networking, career development dialogues (informational interviews), understanding the development of powerful résumés and written career search documents via branding, including endorsements and references. Section two includes Traditional and Social Media job search techniques including use of LinkedIn profiles, online job search, and online reputation management. This module also includes a case study and sample job search documents.



| | INTELLIGENCE COLLECTION

"It is hard to navigate the world without a map." -Anonymous

Research

Information (the communication or reception of knowledge of intelligence, via investigation, study, or instruction: facts, news, data) **is power** (authority, control, influence and ability to sway).

Knowledge (familiarity and understanding) **is power**.

Applying knowledge of information is powerful.

To be informed is to be enlightened and instructed.

Research is a most critical component to building a successful career. You must construct your own career path and work hard to set and get goals. Reaching goals and locating employment opportunities does not come without many hours of concentrated effort.

Some people shy away from the idea of **Research**. Some people simply do not want to spend the effort. You can easily sit at a computer for a "few minutes" to check out some things, and two hours later, you are still glued to the screen. Others, however, thrive on seeking and obtaining information. As a career coach, you need to determine if you will conduct career research for your clients and charge accordingly, or if will you guide your clients to conduct and obtain research.

The more informed you are, the more you will succeed. Career seekers, who study hard to design and launch a career search campaign, will persevere with confidence and boldness. But, they must apply the information they attain to the résumé and the interview processes.

Career coaches who build a strong arsenal of intelligence from their clients will steer them seamlessly to meet their career goals and construct powerful career search marketing documents.

Research more than you think you can or more than you think you need to. Knowing how to construct a career search campaign, understanding the components of a powerful résumé and career marketing documents, and an in-depth understanding of targeted companies will build confidence!

Intelligence collection involves two parts:

- 1) The Career Coach collects intelligence from the career seeker to develop powerful career marketing documents and to begin the career coaching process. Intelligence is collected from the following sources:
 - The client
 - Assessment tools
 - Goal exercises
 - Worksheets and intake documents
 - Research
 - Reading

-
- 2) The career seeker collects intelligence about desired industries, positions, companies, hiring managers, recruiters, salary data, locations, and other insider secrets. The career seeker may be encouraged to collect intelligence from the following sources:
- Internet searches
 - Industry magazines and periodicals (an excellent source for specific advertisements and articles about industries – hard copy or Internet)
 - Company press releases
 - Company annual reports
 - Salary web sites
 - Job boards
 - LinkedIn, Facebook and other Social Media sites
 - The library and the librarian
 - Networking events
 - Association meetings
 - Recruiters
 - Colleagues
 - Alumni Opportunities
 - Networking contacts (Rolodex or equivalent)
 - Professional Career Development Interviews (aka: Informational Interviews)
 - Chamber of Commerce
 - Former colleagues and superiors
 - Reading. Motivational tapes count for reading. Internet periodicals count for reading. Read and learn about networking and promoting your business. Read about the careers industry, the job market conditions, new trends in hiring, and recruiting. Read newspapers and magazines, business journals, and books on success. Always reach higher.

Strong intelligence collection activities empower the career seeker with information to construct and execute an assertive career search campaign. Without viable intelligence about the client, the client's goals, and industry requirements, the career search campaign may be much less effective.

|| CIRCLE OF INFLUENCE: THE EFFECTIVE NETWORK

"If I had to name one single attribute that defines the most successful people, it's their ability to network." -Harvey Mackay, professional networker, author, and entrepreneur

Building a Strong Circle of Influence is Part of the Research Process

No one knows for sure, but every employment / job search study or survey that has ever been conducted indicates that EFFECTIVE NETWORKING by far remains the number one employment source for both identifying and securing employment opportunities.

The Granovetter Study conducted by Harvard University sociologist Mark Granovetter found that 74.5% of all jobs were secured through networking, and the U.S. Department of Labor's monumental study viewed all job types across all industry sectors and concluded that 63.4% of the jobs were landed by networking efforts.

Regardless of how much the Internet has affected the job search process, regardless of the vast number of people relying on the classified advertisements, and regardless of the seemingly overused and under-valued concept of networking - networking your way to riches remains "king of the hill."

Networking is the process of connecting, in some manner, with other people (known and unknown) to gain information and support with the goal of soliciting their assistance in helping you secure an employment opportunity. *Networking* can be defined as "an interconnected or interrelated chain or group or system - i.e., a structure of cords that cross at regular intervals and are knotted or secured at the crossings."

Contact means "to join together, one serving as a carrier or source." Imagine yourself as part of a structure of cords that cross at regular intervals, joining together.

Each of you serves as a carrier or source of information while networking with others.

The purpose of networking is to increase business through relationship building. To be an excellent networker, you must learn to listen and observe. Networking is attributable to LISTENING. Networking does not mean selling or boring a contact with your company priorities, but rather it involves active listening and getting to

know your contact and how you can ultimately meet his/her needs. Learn the names of your contacts and remember them. Listen carefully to their business issues. Expert networkers agree that a customer or client should do most of the talking – you should do the listening. Human dynamics suggest that people like to talk about themselves, so it is best to ask a customer/client/contact about themselves – and listen to them take off and start talking.

If you are comfortable at, and proficient in, the art of networking – then just go to it. For all others (about 94% of us) who are not comfortable with networking - who would rather go to the dentist to have teeth pulled than to network or “work a room,” – please read on. Networking is NOT difficult and can be mastered with a little additional knowledge, a strong commitment to succeed, and massive discipline.

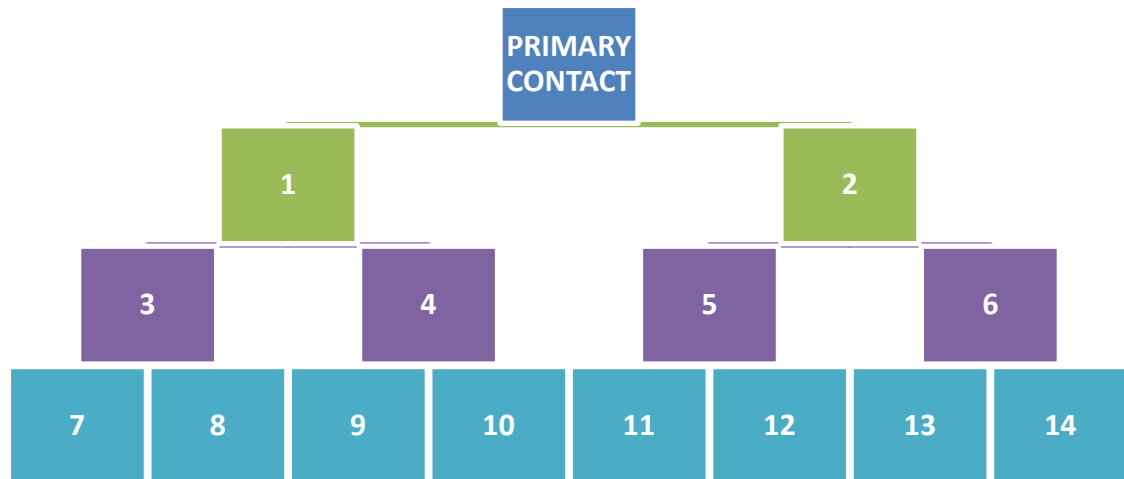
Why all the Fuss?

“The best new client, is referred from a successful client.” -Diane Hudson Burns

Why is networking a challenge for most people? Networking is difficult because of our social conditioning and imposed fears. I have identified four major reasons why people do not enjoy networking and end up settling for less than they could be, not only in their careers, but in nearly every aspect of their lives:

- 1) We are told, at a young age, not to talk with strangers – so we don’t.
- 2) One of the greatest fears of all time – the “fear of rejection.”
- 3) The process requires an effort (giving before taking) – one we won’t commit to.
- 4) We don’t fully appreciate the importance of networking and downplay its significance.

The Power of Networking



Networking contacts include:

- Personal
- Social
- Professional

Asking for Help

Some people think they can live entirely on their own in our society. They say they don't need help from anyone – never have and never will! They are too proud to admit they could use a friend; someone to help once in a while. Well, they're wrong! Maybe they have made it on their own thus far (although I strongly doubt it), but there will come a day when they will need assistance. I just hope someone is there to give it at that time.

Many career seekers say they are uncomfortable asking someone to assist them in their career search, or for a chance to interview for an open position in their company. Whether they absolutely refuse to request help or if it is simply that they would rather not, their reticence reverts to an innate fear of rejection or failure. It stems from feelings of inadequacy, self-consciousness, and/or embarrassment.

If you approach others for help and information with a rotten disposition or a know-it-all attitude, you will not accomplish what you set out to do. Asking with a pleasing personality, wit, and self-confidence, will provide more assistance than you requested. One of the easiest ways to get on the right side of a person is to begin speaking with the words, *"I wonder if you might help me?"* These seven words place the other person in a position of authority because you are admitting you

need help, and this person seems knowledgeable enough to assist you. With their ego already boosted, that person will do anything to help you simply because you approached in the right manner. When networking, answering an advertisement over the phone, calling on a potential employer, or asking for help in the library, believe that others genuinely want to help and they will.

By allowing others to help you, whether in a career search or in any other manner, **you are improving the quality of their lives at the same time.** Does that sound as if I'm programming you with a new belief? The truth of the matter is that **you are actually doing them a favor by asking for help, as you are providing them an opportunity to show their benevolence.**

Developing a network serves three critical purposes:

- 1) **It provides you with sources that have access to information.**
Successful networking is information-oriented. When you connect effectively with the right people you provide accurate and pertinent information to your network, utilize the intelligence gathered from them to advance your efforts, and organize and manage the information flow to access meaningful referrals. Maintaining regular contact with the individuals in your network is critical to career success.

Use your computer to track those in your network, or create an efficient manual system. Communicating on a regular basis via the telephone, fax, U.S. Mail, E-Mail, or in person will keep the issue of your employment top-of-mind with them. If you fail to communicate at regular intervals with your network, you will be forgotten. It is just human nature. The people you connect with have personal and business concerns of their own; thus, it is your responsibility to maintain the critical lines of communication among those in your network.

- 2) **It develops a referral base** (if the contact is not a hiring authority). In most cases, the people you connect with and include in your network will not be in the position to hire you. You are seeking a referral to someone who is in that position, giving you the opportunity to introduce yourself and describe your ability to manage their company challenges.

The primary methods to get in front of a hiring entity are by mailing or faxing an unsolicited résumé to that entity, contacting them on your own by telephone or in person, contacting them as a result of a referral from someone within your network, or having a contact within your network formally introduce you.

The most powerful referral is one actually facilitated by someone in your network on your behalf. The people in your network provide you with help, advice, and counsel but most importantly, they provide you with the ability to reach decision-making authorities. Think about all the contacts you have including friends, family, physician, dentist, teachers, dry cleaners, baby sitters, your priest, minister or rabbi, the postman, and neighbors. Virtually everyone you meet is a prospective member of your network. The more quality people you meet, the more opportunities for referrals to speed up your success.

- 3) **It gives you the opportunity to secure formal introductions with hiring authorities through the members of your network.** You benefit from the rapport existing between the people in your network and hiring managers. The following example and quotation properly illustrates the point. It comes from author and business manager Ken Kragen in his book, Life is a Contact Sport:

"I had once attempted to buy the screen rights to a story about a man who had organized a football team at a detention camp for teenage multiple offenders. Through this process, he had helped to straighten out many of the kids.

"The deal never went through, but six months later, the coach called me to say that his daughter was looking for a summer job in public relations: Did I know of any openings?

"So I picked up the phone and called Kenny Rogers' publicist, Cheryl Kagan, at the firm of Rogers & Cowan. Cheryl told me that R&C hired interns and that she would be happy to interview the coach's daughter. She got the job, and at the end of the summer, they offered her a full-time position.

"The moral: I was someone her father hardly knew, but I still made a call for his daughter and I happened to be able to open the door. It never hurts to ask, because the worst that could happen is that someone might just say 'no.'

"Almost all of us have some contacts, be it through a distant relative, an acquaintance, a teacher in school, a co-worker, or some other person. Ask all your friends and family about any contacts, no matter how remote, in the field or endeavor you've chosen. Use them!"

The 5-Step Networking System

1) Acknowledge your discomfort and face your fears

- Change the meaning
- Change physiology
- Shift focus
- Play host

2) Develop a plan - and target your efforts

- Personal
- Social
- Professional

3) Set Stringent Goals and Time Tables

- Daily
- Weekly
- New and revisited contacts

4) Master the Communications Process

- Networking etiquette (be polite, be on time, don't pester the contacts, send notes of thanks, and be willing to reciprocate their kindness, i.e., send a link to an article of interest or buy them lunch or a cup of coffee, if appropriate)
- Scripting - have a powerful introduction (be confident in stating your purpose for the contact)
- The 3 Keys to rapport-building
 - i. Charm
 - ii. Courage
 - iii. Sincerity

5) Take Action

- Showing up is 90% of the process
- Know your outcome in advance
- Eliminate procrastination
- Measure results

Needs Assessment

Spend 20 to 30 minutes in quiet solitude – uninterrupted time assessing your needs. For many, this may be a bit uncomfortable – because of the reality of who makes up your sphere of influence. But this exercise is also a great motivator and life changing assignment because in order to become more – we must develop a network of contacts that will help us to become more. The purpose of this exercise is to think about whom we need to attract in our lives and what information we need to become aware of that will lead us to our dreams – our goals.

So take 20-30 minutes just for relaxing and for thinking – for contemplating and meditation. Ask yourself, “What types of people would I need to connect with who can assist me in achieving my aspirations?” “What kinds of information, if I had this information, would dramatically enhance my efforts and lead me closer to my goals?” Do NOT write anything during this time. Just sit quietly and think, reflect, ponder, and consider the entire realm of possibilities. Do NOT think, “How will I attract this person or information?” For now, we just want to determine ‘who’ and ‘what.’ Once we determine the ‘who’ and the ‘what,’ – we will get to the ‘how.’ It is now time for you to go and spend time on yourself – and enjoy this time knowing that you are beginning to create your destiny!

OK – now based on your goals and aspirations – what types of information do you need to attract in order to attain your goals quickly and enjoyably?

Based on the information you need – and/or goals you seek to achieve, what types of people do you need to attract in order to attain your goals quickly and enjoyably?

The following assignment will take some time, introspection, discipline, and even a number of days to fully complete. In fact, this exercise would be a lifetime “Rolodex” / database assignment where you begin to acknowledge and catalog the names of key people you know (or want to know). It is now LIST time - where you will begin to list all those people you know (or want to know) including name, phone number, email address, and value to the relationship. (Use additional space if needed).

Brainstorming for Additional Contacts / Relationships

Think about other contacts you might have missed or left out. Below is a brief listing of possibilities to help jaunt your memory.

Former teachers, college professors, or classmates

Vendors you have done business with

Attorneys, accountants, or other professionals

Bankers, stockbrokers, or business leaders

Business and/or trade associations

Former bosses, peers, or subordinates

Non-profit executives

Political and/or community leaders

Retired executives – friends/acquaintances of family

Four ways to Approach a Networking Contact:

- In Person
- By Telephone
- Letter or Email
- Via Social Media Site (Invitation and or online group)

How to Communicate

In Person

- 1) Introductions
- 2) Small talk
- 3) Background information
- 4) Request meeting/next steps
- 5) Reverse benefits to contact
- 6) Close

By Telephone

- 1) Introductions
- 2) Small talk
- 3) Purpose of the call
- 4) Request meeting/next steps
- 5) Reverse benefits to contact
- 6) Close

By Letter / Email

- 1) Introduction / small talk
 - 2) Purpose of the letter/email
 - 3) Reverse benefits to contact
 - 4) Request meeting/next steps
 - 5) Close
- (may interchange 3&4)*

Social Media Site

- 1) Request Introduction
 - 2) Join Groups
 - 3) Blog
 - 4) Ask questions in groups
 - 5) Respond to questions
 - 6) Request meeting
 - 7) Continue process on all target social media sites
-

In Person

1) Good morning, Tim, my name is Judy Myers. It's a pleasure to meet you this morning at this chamber breakfast.

2) Imagine, while we are here enjoying this function, the rest of the world is sleeping – missing this exciting opportunity. I see from your nametag that you work for Philips and Associates as Vice President of Data Processing – how long have you been with them? (Response from Tim).

3) I was the IS Manager for Franklin Enterprises until they were bought out by Stone and Company last month. My specialty is leadership in developing software technologies to significantly track revenue, reduce costs, and enhance sales performance.

4) I was wondering if I might take one of your business cards and give you a call next week – quite possibly, you might be able to share some valuable information that would assist me in securing a new position.

5) And if you have time to be my guest over lunch – that would give me the opportunity of thanking you for your time and valuable input. (Tim provides a business card).

6) Is it better to call you the first of the week or middle of the week?

By Social Media Site

- 1) Hi Dorothy: I see that you are linked with the hiring manager for XYZ company. Would you please provide an introduction via LinkedIn?
- 2) Hello Mr. Hiring Manager: I was introduced to you by Dorothy from xzy company. I would like to connect with you via LinkedIn to learn more about your company.
- 3) Target and join groups of interest, i.e., companies of interest, industries or interest, associations of interest, etc.
- 4) Start a blog, or follow others' blogs or Twitter accounts.

What people can you identify on LinkedIn right now whom you would like to connect with? Whom do you know on LinkedIn who can offer you introductions?

What groups have you identified on LinkedIn that you would like to join, that might expand your networking opportunities?

What questions have you posed this week on Social Media Sites? What questions have you answered?

**Whom do you follow on Twitter?
What is your favorite Blog?**

A Résumé /Networking Card

In the networking process, you will want to be sure that you leave the person you are communicating with something more than a napkin with your name and telephone number on it. Whenever possible, have networking/business cards available to hand out (it is difficult to carry résumés to a local chamber of commerce function) or a résumé if you are in the appropriate forum to hand one out. Whether you are employed or not, be sure to have networking cards to distribute to the people you meet. If you are not presently working, have some cards made that include your name, contact information, and vocation / profession.

<p>Judy Myers Information Systems Manager <i>Specializing in...</i> <i>Tracking revenue, reducing costs, and enhancing sales performance</i></p>	
14 Willow Drive Any Town, USA	(561) 555-1212 email@email.com

The key to the networking process is to meet as many people as possible who might assist you in attaining a new position - and to hand out as many networking cards as possible.

Your priority of Goals for Networking

- 1) You are seeking advice and information that may lead to qualified leads for job openings
- 2) You are seeking names of other people who might help you secure qualified leads for job openings
- 3) You are seeking qualified leads for job openings

|| PROFESSIONAL CAREER DEVELOPMENT DIALOGUES

During the process of building a network of influence and researching varied industries and companies, you may seek out professionals to interview. Rather than asking for an informational interview, say, “I am exploring new career options, and I recognize your expertise in the industry. Would you grant me a short meeting to discuss how you became so successful?” Most people are complimented and willing to talk about themselves.

Request Professional Career Development Dialogues for the following purposes:

- Where no position is posted – to create opportunities
- When you are exploring new industries
- To meet and target business mentors

Write a letter or make a phone call to request Professional Career Development Dialogues. Ask the person if they would be willing to share 15-30 minutes of their time to help you explore their industry.

Tell them you would like to explore the details of their job and the industry. Tell them that you are not looking for a position from them necessarily; rather you are gathering information (don’t make them feel threatened or obligated).

It is important that you conduct industry and company research, as well as any research possible on the person whom you will dialogue with, to indicate your level of knowledge when you conduct the dialogue. Express interest in the person you are meeting – be more interested than interesting – you want them to talk. Use these questions as a guide for the dialogues:

- How did you get here? Tell me your story of success.
- How did you get into this company?
- What does your typical day look like?
- What do you like best and least about your career?
- What did you learn on the job that can’t be taught in school?
- How did you get into this field?
- What are five skills that make people successful in this field?
- How are these skills put to use?
- How do your bosses measure your performance?
- Who makes it to the top fastest in this career? Why?

-
- What personality is best suited for this career field?
 - Why do people leave this field?
 - What changes or trends are happening in this industry?
 - From the industry research I have conducted, I believe that salary for entry level in this field is \$XX and after 5 years about \$XX. Am I close? Or, would you please indicate average salaries in this field for various levels, i.e., entry, mid management, executive?
 - Do you have any book recommendations or training suggestions for me?
 - Do you have any literature about your company, other than what is on your web site?
 - What questions have I not asked you that I should have?
 - Based on what we have discussed, what do you recommend my next steps should be?
 - Who else can you think of that I should talk with?

Ask the executive to take two minutes and review your résumé and ask for feedback (not proofreading feedback, rather, “After reviewing my résumé and noting my career history and qualifications, where do you see me fitting into this industry? What type of position should I be seeking? Would you recommend other industries?”). This also gets your résumé on their desk.

Finally, ask, “Do you know of anyone else I could speak with who may also provide helpful insights?” If they don’t know of someone right away, ask if you can call in a week to follow up. Try to find reasons to re-contact the executive every month.

Be sure to send a thank you note and always offer to reciprocate in some manner (send a copy of an interesting article or a link to an interesting web site, etc.).

government and industry, to lead in bridging gaps between business and IT. I was the second in the class to graduate. I currently work for AT&T as a sales and marketing manager with 300 accounts and I have a previous career in the Navy where I briefed the Secretary of the Navy weekly.

Before

I was born in California and graduated from Canyon High before going to college at Cal Poly Pomona. I got a degree in journalism and worked as an investigator for the DoD, then as an employment recruiter, and now I write résumés. I have three kids and a dog and cat. The cat only has three legs, so we call her tri-pod. But , she does quite well after I taught her to walk straight. She is about 14 now.

After

I am a Career Coach, steering my clients to career success. My clients set and get goals. My clients seek employment that brings contentment and appropriate salary structures. My office provides the full spectrum of career coaching and résumé design services to ensure client success. My background includes a career in HR as an employment specialist for a major aerospace company, Special Agent Investigator for the Department of Defense, and 15 years as a sole proprietor /entrepreneur working for my clients. Did you know, 80% of Americans go to work each day, dissatisfied with their current job and career path?

Before

Well, there is not too much to say. I graduated from college this summer and I really need a job. I'll work like a dog. I am a quick study. I got a 3.7 GPA and I'm going to get my Microsoft certification next month. I am almost done. I was a cheerleader in high school and on the swim team in college.

After

I just graduated from college with a 3.7 GPA in Information Technology. I'll receive my Microsoft certification next month. Most of my knowledge comes from the classroom, but I did complete a 3-month internship with Maco Corp, where I designed their website. Once their website was launched, their business increased 6-fold.

Networking Activity Log: Contacts, Networks, and References

In our business, we certainly appreciate referrals, and you tend to get more referrals when you yourself give them. In order to be a good referrer, it is imperative to maintain a detailed, up-to-date, and accurate contact list. Save business cards and regularly update a 'Rolodex' or use a contact address book computer program. Learn about the people you are meeting and doing business with.

Harvey Mackay demands that his salespeople know 66 things about each client including family, business background, education, special interests, lifestyle, and personality (*Swim with the Sharks without being Eaten Alive*, Harvey Mackay, Ballantine Books, pages 43-53). Knowing 66 pieces of information about each contact shows a great interest in knowing about and pleasing the contact.

Be a detective: When you are invited to a contact's office, pay attention to the surroundings. Talk with the receptionist, notice the magazines in the lobby, and read the plaques and credentials on the walls. Learn and know all there is to know about the person with whom you are doing business.

Contact Name

Title

Relationship to contact and number of years known

Friend / Colleague / VIP / Reference (circle all that apply)

Name of Company / Organization

Work Phone Number

Email address

Home Phone Number

Business Address

City

State

Zip

Home Address

City

State

Zip

How, where and when met, if new contact:

Able to Assist me with:

Leads Provided:

Activities / Results / Follow Up:

Weekly Networking Activity Plan

Job Seekers **not** Employed

A minimum of 15 New Contacts per week

Job Seekers **Who are** Employed

A minimum of 5 New Contacts per week

NAME OF CONTACT

COMMENTS

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

Job Seekers **not** Employed

A minimum of 10 Follow Up Contacts per week (Following up on previous contact made)

Job Seekers **Who are** Employed

A minimum of 5 New Contacts per week (Following up on previous contact made)

NAME OF FOLLOW-UP CONTACT

COMMENTS

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

** See the Networking Tips for Clients in the Career Coach Gear Box for more information

|| POWERFUL VALUE-BASED RÉSUMÉS & WRITTEN CAREER SEARCH MANAGEMENT DOCUMENTS

On the Résumé:

"You need a good résumé to get an interview."

"I like to see how many jobs a person had. Do they list a job at a grocery market from the old days?— that shows progression. That tells me they are willing to take on any task..."

"You need some experience based on the specific job at hand. You cannot believe how many résumés I receive, where there is no experience for the job at hand..."

— George and Carolyn, a summary from The Apprentice

The development of powerful written career search management and marketing documents is an important component of career coaching and is the result of detailed intelligence collection efforts.

A **Résumé** is a short account of one's career or qualifications, prepared by an applicant for an employment position. It means "to summarize." But, it does not mean boring, historical career obituary.

A **Curriculum Vita** is a chronological history of employment and education. Typically Curriculum Vitas are used by medical professionals or those in academia. Many foreign countries prefer a CV. A CV may be several pages long.

A **Biographical Sketch** is a summary of one's career that may also include tidbits of information about the individual's family or personal activities — it uses a third person, conversational tone, i.e., Diane is a Career Coach with 15 years of experience...

A **Cover Letter** accompanies a résumé — with the purpose of reaching a decision-maker. The cover letter should be addressed to a specific person, whenever possible. The cover letter provides the candidate with the opportunity to express her value to the search professional. The cover letter must seize the attention of the reader. The cover letter may also address such items as relocation, minimum salary requirements, the desire to secure an interview, and express to the reader initiative to pursue a meeting.

An **Endorsement Folio** is a list of references detailing specific value of the relationship to the candidate (See Endorsements Section). The full endorsement portfolio may contain endorsement letters written by the references listed.

To accompany this package, your client may benefit from sending his references a letter reminding them they may be contacted by employers during the career search campaign.

An **Interview Thank You/Follow-up Letter** often breaks or makes an employment offer. Many candidates fail to send thank you letters after interviews. Search professionals consistently indicate that very few candidates send thank you letters (less than 20%). One recruiter said he was so surprised to receive a thank you letter after an interview, that he hung the letter on the office bulletin board for all to read. The applicant got the job, by the way. This letter contains feedback from the interview and conveys the applicant's desire to pursue the position with suggestions for fixing the interviewers problems.

"No duty is more important than that of returning thanks." -James Allen

About the Résumé

The purpose of a résumé is to create a center of attention for the reader, i.e., the search professional, recruiter, or hiring manager. A résumé should magnetize the reader and prompt the reader to action – to call the candidate for an interview, based on what he has read. The reader should be drawn to the résumé, believing that the candidate he is reading about has genuine value to offer the employer.

A résumé does not get someone a job (it can happen, but it is rare).

How many times have you written a résumé for someone and they received a job offer without an interview?

How many clients do you know who write résumés and receive job offers without an interview?

Who Will Write the Résumé?

As a Career Coach, you need to determine if you will write résumés for your clients, if you will teach them how to write their own résumés, or if you will refer résumé-writing services to a colleague with a reciprocal referral fee system.

If you write the résumé or you teach your client to write the résumé, either way, your client will benefit from understanding the components of a powerful résumé and most definitely will benefit from the query-system of extracting value-based accomplishments, skills, and experiences for the résumé, which becomes the “crib notes” for brilliant interviews. *The entire process of constructing the résumé, through strong intelligence collection activities, is a blueprint of preparations for the interview process.*

Résumé Essentials

- Determine the reading audience (you write for two audiences: your client and the client’s interviewers/potential employers).
- Identify a purpose and target for the résumé. There is a great difference between a general résumé and a highly targeted résumé. A résumé can be tailored to a specific industry or position, but it can be pinpoint-targeted to a specific company, position title, and hiring manager within a particular industry.
- Use appropriate words, phrases, and jargon.

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- Ensure accomplishments and successes, bearing value to the reader, are prominent (use the CPR method: Challenge – Process – Result to write bullets).
 - Manage obstacles well (Will you add your client’s Young Men of the Year Award from 1975? What if your client insists?).
 - Select résumé headings.
 - Determine your client’s personal value (soft skills) and professional value (hard skills)
 - Construct sentences well, using powerful words and clarity.
 - Employ résumé mechanics: edit for spelling, punctuation, capitalization, parallelism, consistency of first and third person, active voice, and concise writing.
 - Review style elements for proper use of formatting, creative formatting enhancements, page length, and white space.

Strategy

Determine the reading audience and select an appropriate format for the résumé, i.e., Vocational, Management, Executive, CV, International, Federal, or Electronic. Write the résumé for the reader.

As a résumé writer, you write for two audiences – your clients and their potential employers. And in some cases, you write for a specific search professional (as sometimes a recruiter calls a client and asks them to reformat a résumé to the liking or specific formatting requirements of their company).

The client must conduct thorough research to create a value-based résumé for the intended reading audience. The client will then formulate a résumé, speaking directly to the reader, accentuating value-based work-related behaviors and achievements. As your client builds her intelligence portfolio, explores career options, and creates career awareness, she needs to know the following:

- What companies she wants to target:
- What industries she wants to target:
- Why she wants to work for the company (reason):

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- Company and industry culture:
 - How the company operates
 - What are the company's products and services:
 - Who are the company's competition:
 - Industry/position specific jargon, words, and phrases:
 - Salary level for chosen profession:
 - Position title/level she is seeking:
 - Name of hiring managers:

Focus

Résumés that express a clear focus convey immediate value to the employer. A résumé without an objective or focus, is like a one-size-fits-all document and most recruiters won't waste even 10 seconds trying to figure out what the candidate wants to do, or what the candidate has to offer the employer.

How many of your clients tell you, "I can do a little of everything. Just give me a "general résumé" that I can use online and give to my friends."

The competition is fierce for positions in the employment marketplace. A one-size-fits-all-résumé won't make the cut.

The focus of the résumé needs to compel the reader to believe that the candidate understands his problems and the candidate has the attitude and abilities to fix the problems.

Objectives are Important

The purpose of the objective or headline section is to convey to a potential employer the candidate's intent for employment or the career focus.

An unsuitable objective reads like this:

Seeking a management position with growth potential in a progressive company.

(Technically, most people applying for employment are seeking growth potential with a company that will be around for a while. This type of objective is self-serving to the candidate – it conveys what the candidate wants in a position. It does not convey to the search professional how the applicant can fix his problems.)

An appropriate tailored objective reads like this:

Seeking a position as a Logistics Manager.

(This objective is straightforward. It is not self-serving and it conveys to the reader/recruiter/hiring manager, who may well have a job order in hand that reads job title: Logistics Manager – that this résumé may need further reading to determine a possible fit.)

A highly targeted objective reads like this:

- Logistics Manager with Jamison Corporation offering ...
- Marketing Specialist with Deutsch offering ...
- Cardiologist for Johns Hopkins Children's Center
- Administrative Office Manager for Macklin Corporate Office

Ensure the résumé documents have proof of problem solving – the reader needs to know how the candidate achieved the results.

Sample Difference

Increased volume by \$120,000K in the first quarter.

Improved employee morale by 50%.

VS

Designed and implemented a comprehensive training program for sales managers in the field, resulting in a significant rise in sales of \$120K in the first quarter.

The résumé should be succinct. The average person reads at a sixth grade level – and recruiters who scan résumés manually, have very little time to review lengthy, wordy, and flowery résumés. Search professionals want to read résumés that portray value to meet the employer’s needs. The résumé needs to be a value-based document, i.e., even though the client may want to include awards that bring pride from 1972 high school football – it does not offer value to the reader.

As you write a résumé, consider every sentence, bullet, and word, and ask this question:

- **Does it offer direct value to the reader (recruiter, client company, search professional, employer, or hiring manager)?**

The “I ALREADY have a job, I just need a résumé” syndrome

How many of your clients tell you, “I just need the résumé. I already have a job offer, but they require a résumé for the files. Just give me something simple and quick.”

I reply with, “You have a written offer of employment?”

“No, but I just have to give them the résumé and it’s done.”

And, how many times, did you write the résumé and they still did not get the interview?

Résumés ultimately will be read by a number of people along the path to receiving an offer of employment. Even if your client thinks he is just giving the résumé to a friend who will deliver it to his boss, to get hired...the boss may not like the résumé or what he reads on the résumé. Or he may pass off the résumé to the employment department, that finds a discrepancy.

All career-seekers should be highly encouraged to carry the best quality, most powerful résumé possible, at all times. They should never be caught off guard without a résumé in their desk drawer files.

Résumé Obstacles

As you build the résumé, ensure that value-based accomplishments and success are prominent. Search professionals desire to hire candidates who can fix problems and have the skills and attributes to implement strategies to fix problems (observable behaviors), not how they think they can fix a problem, or how they would fix a problem.

Seriously consider obstacles, i.e., gaps of employment, short employments, more than 20 years of experience, religious affiliations, political affiliations, career changes, housewife time, etc. These types of obstacles need to be managed well and properly documented or left off the résumé.

It is not necessarily illegal for companies to ask questions of a personal nature, but it places them in a very difficult position of possible discrimination if the applicant does not receive employment and the company is aware of the candidate's religious affiliation or the candidate's wife's medical condition, or such. Don't add personal information to a résumé, to prevent such discrimination at the outset.

Résumé Mechanics

Style

- Design a creative/attractive-to-the-eye résumé
- Use formatting enhancements and maintain consistency
- Determine the best use of reverse chronological or functional format
- Say what needs to be said – one to two pages – more if appropriate
- Use bullets or separate accomplishments for a distinguishing appearance
- Use plenty of white space and adequate margins

Template

When designing a résumé, start with a header that includes the candidate's name, address, phone, email, and other contact information. Use 10-12 point fonts.

The résumé may then contain any of the following sections (based on the résumé type, i.e., administrative assistant, versus executive level manager – select titles based on the type of résumé you are building):

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- Objective
 - Professional Focus
 - Intent
 - Purpose
 - Summary of Qualifications
 - Profile
 - Overview
 - Executive Summary
 - Executive Profile

 - Skills (may include a matrix)
 - Special Proficiencies
 - Competencies (Technology/Computer or Medical, for example)

 - Career History
 - Work Experience
 - Progression and Accomplishments

 - Education
 - Professional Development
 - Training

Other (Value appropriate to the reading audience)

- Hobbies
- Languages
- Security Clearance
- Testimonials
- Certifications
- Honorariums
- Other Credentials
- Community Service
- Awards
- Licenses
- Media Placements
- Speaking Engagements

Highlight accomplishments using the Challenge - Process - Results model

- Use qualitative and quantitative statements whenever possible
- Describe the challenge or problem
- Communicate the process used to conquer the challenge or fix the problem
- Convey the results of fixing the problem

Sample questions to pose to your clients to develop CPR stories (which also lend credibility to the interview process):

- Describe problems solved and the results.
- Can you offer a comparison to that problem? What was it like before you managed the problem?
- How did you identify the problem?
- At the outcome, where else was your work used?
- Who did you involve to fix the problem? What was the timeline?
- Who did you inform during the resolution process?
- How did you get your current position? How many people applied?
- Tell me about the award you received. What achievement prompted your nomination for the award? How many others were considered for the award?
- Who do you report to? What level is that?
- How does your boss measure success?
- What is your definition of a strong _____ (job title, i.e., facility engineer, finance officer, hotel manager, etc.) How do you or your boss measure your performance? How do you know when you have succeeded?
- What value do you offer a potential employer?
- What ROI can you offer a new employer? How? Justify your statement.
- We need to put your accomplishments in context...please tell me all about it and I will keep asking questions to get to the bottom of the story.

Sample

Took over management and accountability for a \$6.9 million budget. Reformulated accounting requirements using a new finance software program and monitored expenditures, saving \$300,000 in FY 2004.

Sentence Construction

- Use numbers and justify accomplishments
- Look at sentences and rewrite for clarity
- Use powerful value-based words
- Proofread for spelling, typographical, punctuation, capitalization, content, and formatting errors
- Ensure parallelism of content and formatting
- Use first or third person consistently
- Use active voice
- Write with clear, concise, understandable employer-focused communication

Sample High-Impact Sentences

- Highly skilled in navigating diverse and challenging situations, from corporate boardrooms, to ministerial offices, to large-scale international venues. Facilitate international meetings, discussions, and conferences.
- Dynamic, results-oriented program administrator and fundraiser with proven success, brokering over \$65 million in commitments in the last two years alone from senior government officials, foundation executives, and corporate chairmen.
- Expertise in translating and writing technical materials and jargon to layman's terms for general reading/listening audiences, to ensure understanding and comprehension. Examples include training materials and curriculum, instructions, process flows, manuals, and books. Designed and managed *Train the Trainer* programs.
- Featured in *CIO Magazine* and recruited to pen a series of MPLS articles for *Converge! Network Digest*.
- Developed and currently hold copyrights for several commercial-grade software programs and design specifications in Oracle, Ingres, Access, SQL, and Visual Basic, including the design and implementation of a statewide, distributed relational database for client tracking and physician billing.

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- Co-created a computerized Excel daily register report and successfully converted 10 stores from a manual sales report system.
 - Supervise and oversee the daily purchasing for seven product line managers purchasing \$103 million annually. Manage daily service levels and monitor inventory levels (for hundreds of line categories) for 37 branches across the nation. Ensure that line managers are meeting set goals to move inventory according to schedules.
 - Developed and maintained a special price list system for national accounts, which provided a list of items and pricing for chain account customers. Traveled to nine branches to implement the system, price items, and train branch personnel. Served as the Purchasing Expert in collaboration with the technical staff to design the system.
 - Upon reporting to this new position, quickly and resourcefully undertook the challenge of upgrading the organization from the lowest position in readiness for 11 similar organizations, to the 4th position in six months, a significant accomplishment recognized by senior management. The future goal is to raise the organization to the number one place in the next year.
 - Very successfully coordinated logistics and security requirements for the 2002 Winter Olympics. Conducted liaison with military and federal organizations, community/city managers, and operations planners in order to coordinate large-scale mobilization of security and support of 4,500 personnel.
 - Improved a number of processes: analyzed and streamlined the flow of staff actions and reduced the turnaround time by 50%; supervised the Y2K compliance testing of all computers; planned, determined space usage, and executed an 840-person organizational relocation.
 - Served as Team Leader for a water heater project. Designed and prototyped an electronically controlled device that regulated temperature, using microprocessor controls.
 - Consistently attain top-ten ranking on top search engines for many critical keywords for clients.
 - Increased targeted Web traffic by tenfold, resulting in over a 500% ROI within first four months of promotional efforts for a telecommunications firm.

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- Implemented quality control processes. Developed comprehensive planning forecasts for management and implemented new product development based on marketing initiatives.

The Results

- Reduced average delivery times for entire product line from 119 to 49 days.
- Improved profitability by reducing hours per project by 25%.
- Worked closely with Sales and Marketing to identify and integrate new product features.
- Recommended and implemented changes that enhanced production management: redesigned the most popular product, reducing programming time from eight hours to one; implemented a change management process; developed a comprehensive production, Q/A and installation worksheet/schedule, providing longer lead time prior to product installation, resulting in fewer errors; and purchased a new server, consolidating six into one.

Sentence Restructuring

Read sentences aloud to determine clarity and understanding. Does the sentence make sense? Is it too wordy? Does it convey value to the reader? Review each sentence and cut out three words per sentence. Rewrite each sentence or bullet as required to ensure a clear and value-charged message to the reader.

Original

Interview potential hires with purpose of interview to identify applicants who clearly would not pass security screening in order to obtain national security clearances.

Better

Interview job applicants for global provider of security personnel services. Pre-screen and identify candidates ineligible for security clearances.

Original

Developed a spreadsheet for tracking shipping costs, tonnage shipped, designation of shipments, and value of the equipment for each shipment. This spreadsheet is used by the Program Manager ASG, Director of Resources Management Office to accomplish their reporting requirements to the Department of Defense and the Under Secretary of Defense who manages the program.

Better

Designed and incorporated a spreadsheet to track shipments, costs, tonnage, and value – now the definitive device used by national-level decision-makers for program and resource requirements.

Original

Person-to-person work relationships are for the purpose of giving or obtaining information on problems where some explanation or interpretation of facts is required in order to render service, implement regulations and policies or maintain coordination.

Better (you try)

Original

Assisted/s with inspections and surveys under the computer and information security section.

Better (you try)

Skills and Keywords

Keywords and “buzz” words are important in résumés, as these words help the reader quickly recognize industry terms. And keywords are very important in an electronic résumé that will be initially scanned and rated by software.

However, keywords, in and of themselves, are plastered on every résumé...and recruiters need to differentiate between résumés and candidates. Thus, keywords need to be used in value-based statements.

To detect keywords ask your clients to provide samples of open position vacancy announcements and mine position descriptions for employer-focused keywords, qualifications, competencies, and skills. Ask your clients to review multiple position descriptions for similar position titles, to compare similar requirements. You will then begin to create a trend of skills, experience, or competences required for similar industry-specific positions and ensure critical items are included on each résumé.

**Please note, some announcements, however, are written poorly and don't really tell the reader what is required. They actually leave the reader, wondering what the position is really for. That is why it is very important to gather several announcements for analysis.

Use a highlighter to mark minimum requirements and note specific needs of the employer:

Sample

Director, Sales & Marketing Trade Finance

Key Accountabilities / Activities:

Reporting to the Senior Director. The Director will be the main point of client contact on matters relating to trade finance. Working within the Eastern regional team, this dynamic role is focused on marketing, selling and supporting import, export and standby/guarantee trade related services and solutions to targeted clients, prospects, and Relationship Managers.

The successful candidate will develop and implement tactical plans to support the achievement of the revenue targets, build stronger, deeper relationships for company with targeted customers and prospects and be expected to work in Account Teams in an effective, compatible manner with a variety of business partners.

- Provide practical solutions in the structuring and arranging of trade transactions
- Manage a close working relationship with a portfolio of diversified companies active in cross border trade or guarantee business
- Identify new opportunities to grow our correspondent bank relationships through effectively communicating to the Financial Institution Team
- Maintain an active and aggressive tactical plan relative to your Must Win, Must Keep and Must Grow clients and prospects
- Grow revenues and profitability from your portfolio of clients and prospects in accordance with agreed targets
- Be prepared - conduct all necessary research and plan your meetings effectively
- Develop Point of View documents to engage your senior contacts in trade/country issues that are not directly sales-related. Maintain working knowledge of the political and economic conditions in international markets of particular importance to your core clients. Working with Financial Institutions specialists distribute pertinent and timely information to them on changing developments

Competencies (skills and knowledge required)

- Fluency in both French and English
- Strong ability to market solutions to a diversified client segment

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- Ability to absorb and leverage information on a timely basis. Incorporate sales training into day to day activities
 - Working knowledge of the products and services offered by the Group of Companies
 - Ability to develop creative solutions that exceeds client needs
 - Strong written and verbal communication skills to interact with a wide range of individuals in a variety of situations, which frequently require tact, diplomacy and discretion
 - Excellent interpersonal skills with a full understanding and ability to build and maintain both internally and externally
 - Strong presenting, influencing and negotiating skills with the ability to sell complex conceptual information and ideas to clients demonstrating the inherent value of our product line offers vis-à-vis the competition
 - Advanced knowledge of multiple software applications, including Microsoft Word, Excel, Access and PowerPoint
 - Sound administrative, organizational and time management skills
 - Willingness to take initiative, and exercise judgment using developed self-managing skills to be able to work independently with minimal direction, responding effectively to issues arising in absence of a senior relationship manager and/or Management
 - Master's degree in international business or economics required

Note the differences between

Qualifications

- Bachelor's Degree
- Master's Degree
- Licenses or Certifications
- Language proficiencies

Personal Attributes (Character traits)

- Highly motivated
- Energetic
- People person
- Excellent communicator
- Organized
- Detail-oriented
- Interpersonal skills & engaging personality
- Efficient
- Self-initiative
- Results-oriented
- Service-oriented
- Thorough
- Quick learner
- Problem solver
- Other:

Intangibles

- 15 years' experience in... (Reputation)
- A solid network of contacts
- Best-selling author
- Customer / Vendor list
- Quoted industry expert
- Insider knowledge of ...
- Lived in ... country (cultural experience)
- Other:

Professional Value Offered – Hard Skills

- Budget analyses
- Administrative management
- Hardware and software
- Teaching and empowering
- Team-building / leadership
- Management / supervision
- Purchasing

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- Bookkeeping / budgeting
 - A/R Collections
 - Maintenance and repair
 - Inventory control
 - Public speaking
 - Curriculum development
 - Technical troubleshooting
 - Mechanics
 - Start-up management
 - New product introduction
 - Classroom management
 - Meeting planning
 - Computer programming
 - Expense / cost control
 - Regulatory compliance
 - Customer service
 - Community leadership
 - Liaison
 - Event & activity coordinator
 - Human relations
 - Instructor, Mentor, Coach, Advisor
 - Trainer & motivator
 - Student & leadership development
 - International Business development
 - Project management
 - Operations management
 - Outside sales
 - Negotiation & closing skills
 - Account management
 - Other:

|| BRAND YOUR CLIENTS

“Sometimes attitude and experience are better than education” - A Recruiter

Your clients’ résumés and other career marketing documents represent their brand – an indelible mark on the mind of the reader. Your clients have a number of skills, experiences, education, and accomplishments that make them attractive to potential employers.

Brand your clients by combining their career history, experience, and competencies into a whole concept. Ask your clients, “What value do you bring to the negotiating table,” and as they describe their career-related value, that value needs to be turned into a “whole” value – a message of value – that combines personal and professional.

The résumé represents professional value and the interview represents personal value (i.e., personality and the ability to get along with the hiring manager / a good fit for both the candidate and the employer).

Let’s break this down:

A client lists personal value: hardworking, loyal, energetic, goal-driven, and honest.

A bullet to represent this professional and loyal client might read: Goal-driven financial executive with 15 years’ experience and a keen eye for monitoring the bottom-line.

Later in the résumé it is revealed that the candidate worked at one company for 15 years, lending itself to loyalty and staying power.

From this bullet, there is an image of a proactive financial professional with a lot of solid experience, and he noted that the bottom-line is very important, as most managers would agree.

So, now the client adds some specifics: Financial executive with a keen eye for monitoring the bottom-line, quickly turned-around a flailing department through implementing internal control measures, resulting in cost savings of \$6 million in one year.

To continue branding the client, design a stunning letterhead with the client's name at the top for easy recognition. Use 10 point fonts or larger for contact information.

Use the same heading on all written career marketing documentation, i.e., cover letters, thank you letters, portfolios, salary histories, and such.

Place the name of the client on each page of the résumé and other written documents.

Construct notable networking cards, using the same fonts from the résumé. Encourage your clients to use the networking cards in place of their regular business cards when seeking employment. Attach the networking cards to paper résumés, and use for circulation at job fairs and community events.

Coach clients to follow-up on all résumés that are sent out. Following up, brings the client's name to the top of the résumé pile, as the recruiter has to locate the résumé...and place it on the top of the pile.

Coach clients to “dress for success.” If they invest money and time in branding the appearance of their résumés and branding their signature value-based message, they should invest the same money and effort into a professional interviewing wardrobe (which is an investment in their future job, as the clothes can be worn on the new job).

Branding your clients is creating a concept or image of them as the absolute best in their business – that any employer would want on their team. They need to be branded as hardworking professionals in their industry/profession, offering high value to employers in a specific field of expertise.

Building the Message

Building a résumé is the blueprint for the interview. The value-based message presented to an employer on the résumé, needs to be answered at the interview:

- **Why should I hire you?**
- **You and two other candidates have similar qualifications, what makes you unique to this organization?**
- **What do you have to offer this company?**

The résumé and the interview should answer these questions.

In most cases, you will be hired based upon the value you offer the employer. Value is made up of three components:

1) Skills are specific talents you have that are valuable to a prospective employer – your ability to benefit and contribute to a prospective employer’s goals and objectives

2) Formal qualifications that indicate specific training and preparation to include academic credentials, certifications, licenses, and so on

3) Intangibles – value that is neither skill nor qualification oriented. If a salesperson has a book of clients that he/she can transfer from one environment to another – that’s what we call an intangible value. If a person is good looking and wants to become a model, then being good-looking would be considered an intangible value. If you have strategic contacts that would be of value to a prospective employer, that also would be considered valuable.

Yes, most of the time employers are looking for specific skills, but oftentimes it’s the “intangible” value that makes the difference between being interviewed and getting an offer, and not getting an interview, or losing out to another candidate.

Ask your clients (and you can do this as an exercise for yourself as well) to think about the job responsibilities from prior positions/activities and ways you feel you can best contribute to an organization in the future.

What skills do you have, what specific qualifications do you possess, and what intangible value do you bring to the table that would be of interest to a hiring entity?

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

11)

12)

Identify 12-15 skills, qualifications, and intangible value that would lead to an interview and eventual hire. In other words, if you were asked in an interview, “WHY SHOULD I HIRE YOU - HOW DO YOU SEE YOURSELF CONTRIBUTING TO OUR COMPANY,” how would you respond? (A word of caution: Loyal, dependable, and hardworking are NOT skills. They are character traits. We are looking for solid, concrete skills. If an interviewer were to ask you, “What key skills do you bring to the table?” how would you answer?)

Also try and avoid “fluff.” If you are prone to say “I have good communication skills,” then go a step further and say, “I have good writing, negotiating, and public speaking skills, especially in front of large audiences.” If you might be prone to say, “I have good ‘people’ skills,” then go a step further and state, “I have outstanding mediation, conflict resolution, and rapport-building skills.”

1)

2)

3)

4)

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12)

Examples

- I am a contributing team leader in enhancing sales and profits (Sales professional).
- I see and implement the big-vision, with the ability to rally consensus and incorporate a wide circle of influence (Executive).
- I consistently raise the awareness level of world and corporate leaders to create measurable results for clients and critical causes including HIV/AIDS prevention (International Programs Management).
- Strong technical, clinical, and public health experience (Public Health Administrator/Hospital Administrator).
- I provide quality education leading to an enriched life (Teacher).
- I improve customer retention levels through solid problem solving skills (Customer Service).
- I improve efficiency and productivity through strong training/development skills (Manager).
- I improve health and reduce stress through solid nutrition management (Nutritionist).
- I have a perfect safety record and I am a team player (Forklift operator).
- I significantly improve receipt, storage, and issue procedures for shop operations and supply requirements (Logistics manager).
- I manage high-profile security operations, strategic assessments, and international multilingual negotiations, while operating in extreme pressure leadership environments (Security).
- I am a creative marketing consultant, business developer, and successful entrepreneur with 10 years' Web experience managing the full lifecycle. I manage fast-paced and rapidly evolving Web design environments (Web master).

If you were asked in an interview, “Please provide me with 3 reasons why you feel you are the right candidate for this job,” how would you respond?

1) _____

2) _____

3) _____

What are your five career highlights - what five things are YOU most proud of in your career (or school if you are a graduating student)? If you were asked in an interview, “What have you done in your career that you are most proud of,” how would you respond?

1) _____

2) _____

3) _____

4) _____

5) _____

If you had to select five words / phrases that best describe you, which you would want a prospective employer to know about you, what would they be?

(Examples: Personable, team-spirited, competitive, intense, results/detail-oriented, solution-focused, dynamic, energetic, self-motivated, compassionate, bottom-line oriented, analytical, proactive, disciplined, etc.).

1) _____

2) _____

3) _____

4) _____

5) _____

Write Three Sentences Describing You (that provides value to an employer):

(Sample: I am a dynamic, motivated, and results-oriented accounting professional. I integrate strong technology and “people” skills to enhance organizational goals and objectives. I am fluent in English and Spanish.)

Write Your Own Résumé Headline

Draft your very own 2-5-line HEADLINE to use on your résumé, in your marketing materials, and as an introduction for your 60-second infomercial. Remember, it has to sparkle and glitter – it has to capture the attention of the reader to take action and respond!

Hints: The Headline will state clearly what you want to do and/or your main value to an employer. It should answer the question, “Why should I hire you” and it should state clearly what benefit the hiring manager would receive from interviewing and hiring you. Below are a few samples: Relax and enjoy this assignment. Be creative... but stay on message! In other words, be sure what you have to say builds excitement and addresses the needs of the reader! Look at the following samples and then use your creative/marketing genius and prepare your own.

Sample 1

International, results-oriented Program Administrator and Fundraiser
Brokered over \$65 million in commitments in two years – executing complex
resource mobilization plans involving the world’s most influential people
Speak fluent English, German, French and Spanish

Sample 2

Information Technology Security Management
- Senior Level Operations -
- Protect Your Proprietary Investment ... Maintain a Competitive Advantage -
10 Years in High Pressure Environments

Sample 3

Executive Administrative Assistant • Administrative Manager
“Can you manage alone? Do you answer your own email?”
Develop and implement Personnel and Administrative policies.
Directed large-scale day-to-day Administration support operations.
Multi-task oriented. Managed budgets, purchasing, and ledgers.

Sample 4

Logistics and Supply Chain Management
“Do you know where your inventory hides?”
Direct logistics and manage custodial accounts and funds for all NATO supplies in
Northern and Western Europe worth over \$176 million.
Received the Logistics Manager of the Year Award
for excellence in financial management.

Sample 5

Food Service Operations / Management

"How was your last dining experience?"

Selected as Cook of the Quarter and Cook of the Year, multiple times.

Oversee the planning and execution of special functions and holidays, i.e.,

Thanksgiving and community activities.

Manage protocol functions for VIPs.

WRITE YOUR CAREER HEADLINE

(Answer the question: what will a client say about you, if they call after receiving your services and say, "WOW! Thanks, you did _____ for me!")

|| ENDORSEMENTS & REFERENCES UPON REQUEST

Webster's New World Dictionary defines the word *reference* as “The giving of the name of another person who can offer information or recommendation; referring or being referred.” A reference attests to what you have done for someone in the past.

For the word *endorsement* it reads: “A statement, as in an advertisement, that one approves of a product or service; to give approval to; support; sanction.” An endorsement promotes a candidate to a prospective employer in anticipation of future production capabilities.

You might consider the difference between a reference and an endorsement subtle; however, I assure you it's not. References attest, endorsements promote. There can be no doubt that endorsements are powerful sales tools utilized today in many market segments. Seldom has the concept of endorsements been used in securing a career opportunity, until now.

An employment endorsement is similar to the concept of celebrity sanctions of a product or service. For example: Shaquille O'Neil drinks Pepsi, Bill Cosby enjoys Jello, Paulina wears Maybelline, and Rachel Hunter and Tyra Banks use Cover Girl products.

If basketball superstar Michael Jordan appears on television and says that Nike basketball sneakers worked well for him, you might be a little impressed. However, if he insinuates that they not only worked for him but that they would work equally as well for you, it would excite you to emulate Jordan. This would prompt you to purchase Nike footwear because with them you feel you will play nearly as well as he. You are impressed by his endorsement. It added that extra degree of credibility to entice you to visit the store for a closer look at the product. It was instrumental in persuading you to purchase the product. In much the same way, a solid employment endorsement communicates to a prospective employer that you will successfully meet his needs and assist him in solving his organizational problems. And, it is based on a credible source other than yourself.

Those selected to provide your endorsements are, in reality, your sponsors. Not a sponsor in terms of monetary sponsorship, but one who believes in you and supports your overall efforts. These individuals will provide you with one of the most potent weapons in your Career Marketing Portfolio.

The lack of strong endorsements allows other candidates the advantage, especially if it is a close contest.

Maybe one of the people on your list neglected to return the phone call from your prospective employer. *Unverifiable references can also mean losing your opportunity – a tragedy indeed, and a needless tragedy at that!*

Strong endorsements from professional outside contacts promoting your skills, abilities, qualifications, and character are a critical element of your career search campaign.

Astute hiring authorities contest that some 30 to 40% of the candidates interviewing do not receive a job offer primarily due to poor references. Jeffrey G. Allen considered the subject of employment references important enough to write an entire book on this topic alone, [The Perfect Job Reference](#). You need to provide a prospective employer with more than references, even more than testimonials. I suggest you provide endorsements from reputable, appropriate sources.

Do Employers Really Check References?

One popular author on the subject of job search writes that a mere 10% of employers check references. Other national surveys show that over 75% of employers check references for middle management jobs and nearly 100% for upper management positions. Although it is popular to think that most employers do not require stringent reference checks for blue collar, entry-level, administrative, and/or technical positions, it is a false perception. *Most employers do verify employment and check references, although they might not delve as in-depth for entry-level positions as they do for middle and upper management positions.*

The estimated cost of hiring and training a single employee runs between \$5,000 and \$40,000. With this type of investment it is understandable that employers take precautions to ensure the right person is offered the job. The checking of references is a significant step in the background investigation of each employee.

Some clients tell me during the course of the career coaching program, that they will provide me with certified copies of transcripts or other proof of education or employment. I tell them, they do not need to prove anything to me. But, I strongly indicate that they will have to prove their degrees, career history, and other licenses to a hiring authority.

Major corporations will contact universities directly for verification of degrees and licenses. And, the hiring personnel department will often contact record departments from previous employers to verify dates and salary history.

Most companies impose a probation period to receive all reference check materials and assess the basic performance of the new employee. Discrepancies in reference

checking will be brought to the attention of the personnel specialist, recruiter, or hiring official.

A recruiter screens out simple discrepancies by comparing the résumé, application, and other submitted documentation, i.e., military documentation or uncertified transcripts. It is important for career seekers to ensure dates and companies listed on a résumé match those on an application; that degrees are legitimate, and references are contactable.

Many companies require physical examinations and drug testing, reference checks, security clearance checks (if applicable), and salary verification of the most recent employer.

Well-trained hiring authorities and recruiters may easily elicit the names of references, that are not on the candidate's endorsement list. For example, they may simply ask, "Thanks for your endorsement list. I see there are three names here, can you provide me with two additional names?" And suddenly you are offering names you did not plan to offer. To prevent his scenario, carry an endorsement list with three to five names and a backup list with an additional two to three names – and only pull it out, if asked.

Personnel offices attempt to corroborate such information as:

- Dates of employment
- Job duties
- Discipline problems
- Quality of work performance
- Attendance/reliability
- Ability to deal with people
- Ability to communicate
- Reason for leaving
- Most recent salary
- Eligibility for rehire

Employment specialists may send letters or contact references via telephone.

If the applicant is applying for a position that includes a security clearance, additional information is targeted:

- Drug/alcohol use/abuse
- Financial problems or unexplained affluence
- Lifestyle habits
- Criminal convictions
- Security violations
- Patriotism
- Loyalty

Endorsement Letters

Whether an employer investigates references or not, a professional endorsement portfolio powerfully supports your career search effort right from the start. If you promote your references as endorsements, it's quite possible that your list of endorsements/references will not even need to be corroborated. An Endorsement Portfolio is a set of four to six letters from business/professional associates describing your skills, abilities, and qualifications, backed by quantifiable data and information, promoting you to a potential employer. Suggested list includes:

- 2 Superiors Promoting your value and your ability to perform, produce, and contribute to the bottom line. They certify your support of organizational goals.
- 1 Peer Endorsing your ability to work as a team member and leader. They confirm your ability to put organizational needs before your personal agenda.
- 1 Subordinate Vouching for your training and coaching skills. They also promote your supervisory skills (former subordinates are better than current subordinates)
- 2-4 Major Clients/Vendors Affirming your high-quality customer service and professional integrity.
- 1 Community Volunteer Leader Endorsing community service, pro-bono work, and team work skills, as well as specific technical, administrative or other skills

You may alter the above list to fit your individual needs, but it must consist of influential people who worked with you and who know you well. Be sure to include a person who has known you for several years.

This is not the place to include personal endorsements. Ministers, friends, family members, and others you list as personal references rarely provide uncomplimentary endorsements. Should you be among the finalists for the position, the hiring entity will request personal and character references along with the in-depth check into your background.

If you are currently employed, obtaining an endorsement from anyone associated with your present employer may be a challenge or even impossible. If you worked for firms that have gone out of business or were purchased by another company, you may find it difficult to obtain endorsements. In these and other cases, you must depend heavily on your imagination and creative resources to construct an alternate plan that meets the criteria of endorsement marketing.

If you feel comfortable confiding in a superior at work, but that person cannot endorse you as a representative of the company, you may ask him to provide a professional endorsement from a personal perspective rather than as an officer of the company. Although this letter may be more influential written on company letterhead, you need to weigh the benefits of having a sponsored endorsement versus not including his comments in your portfolio at all. This person can mention his or her title in the body of the letter, but they would make it clear that this was a personal endorsement as they were not at liberty to speak as a company representative.

You may wish to pursue former superiors and peers for endorsement. Those you previously worked with are an excellent source for testimonials. Although recent endorsements are best, it is better to have past endorsements than none at all. The main objective is to develop a portfolio of endorsements from people who can unequivocally promote your skills and abilities – your value to contribute.

Many people leave a job and break all ties with their superiors and peers as well as the organization itself. A word of caution is called for here. Do not burn bridges! For whatever reason you depart, you must swallow your pride, file away your ego, and consider the termination no fault, thus allowing you to approach people for endorsements. You need to leave with your head held high. Do not depart on a sour note, but if you have already done so – mend fences! If you make a concerted and genuine effort, most former bosses, peers, and subordinates will support your career goals and objectives by providing you with an endorsement. Using a tactful approach, sincere communicating skills, and a lot of humility will help you obtain a power endorsement. Burning bridges is an act of self-destruction, and I caution you to avoid this action at all costs in the future.

Kenneth and Sheryl Dawson, in their book Job Search - The Total System, make it clear what strategy you must adopt to obtain the all-important endorsement:

"Never write off your relationship with your ex-boss until you've given your best shot at getting a reference. And note that your best shot doesn't mean one phone call or a perfunctory inquiry through his (her) secretary. It means professional persistence and courteous insistence that you expect nothing less (than the endorsement)."

Each time you leave an organization be certain that a written endorsement is part of your termination package. Do not depart without it! Persistence and tact will help you succeed. Be aware that many companies have iron-clad policies against providing references, much less endorsements. If this is the case where you work, request a superior write a professional endorsement from a personal perspective.

Who Writes the Endorsement Letter?

The English language contains approximately three-quarters of a million words. The words used in an endorsement letter to describe your skills, abilities, qualifications, past performances, contributions, and character may not be the exact words that powerfully support your résumé. It is possible that the words used may not be compatible with the direction you are heading. For example:

Bob, a branch manager of a community bank, lost his job through a process of downsizing after a bank merger. His primary responsibilities had been the daily management and operations of the branch. He realized he thoroughly enjoyed sales and marketing. He also knew he was instrumental in improving the bank core deposits. He decided to seek a sales and marketing opportunity.

Bob's former boss provided him with a letter of reference. The letter mentioned that Bob was a highly skilled manager, worked well supervising employees, and had solid aptitude for finances and budgeting. These were very nice references but poor *endorsements* for Bob's pursuit of a sales position! What Bob needs is an endorsement emphasizing his mastery of marketing and sales. His former boss should highlight how, due to Bob's efforts, bank core deposits grew 17% a year in the highly competitive banking environment. Bob's endorsement letter must promote his proficiency at customer relations, and his strong negotiating and closing skills, all of which are critical to landing a position in sales.

As you can see from the example, the people selected to endorse your efforts may need a little coaching. The more enthusiastic your endorsements, the more exciting the message they will convey to prospective employers. Make them cognizant of the path you are taking and the skills you need enforced in their letters.

Caution is also advised with the writing skills of the person asked for the reference. I know of many executives who can sell, manufacture, distribute, and do a host of other things, but they cannot write a letter. I recommend you write the letter yourself. Superstars don't write the endorsements they make, the product manufacturer or advertising agency does. It is also possible that you will need the document before they get around to writing it. Ask them if they mind you drafting

a letter for their signature. Some people are glad to have you take the responsibility off their hands. However, you need to make sure your own writing skills are excellent before attempting this task.

Endorsement Folio

Not all employers will accept an endorsement letter and they require names and contact information to speak directly with an endorser. In this event, you need to maintain a list of contactable references including viable contact data to present to employers upon request:

Individual & Title	Contact Information	Relationship
(1)		
(2)		
(3)		
(4)		
(5)		

Ten Steps for Obtaining Endorsements

- 1) Identify four to six people to provide you with powerful endorsements.
- 2) Contact each and request they agree to promote your efforts.
- 3) Receive permission to write the endorsement yourself.
- 4) Write the endorsement, linking the information to the résumé.
- 5) Bring (or send) the letter to the endorser for review and signature.
- 6) Have the endorser send the endorsement back to you on their own letterhead (company or personal).
- 7) Photocopy the endorsements (sufficient copies to match the number of résumés you have prepared for distribution).
- 8) Bring or mail a thank-you note to the endorser along with a manila folder. Inside the folder should be a copy of your résumé and a copy of their

endorsement letter. Request that the folder be kept handy for reference calls. In that way, the endorser is prepared to promote you in an empowering way with every call.

- 9) After every interview contact your endorsers and coach them on your focus for when this particular employer calls. It does not matter if this is done by phone, fax, E-Mail, or in person; the important thing is to communicate after every interview!
- 10) Regardless of the number of interviews you have, maintain contact with your endorsers at least once a month. Always be certain that you have current addresses, phone, and fax numbers.

What about Volunteering?

Those who volunteer in the community deserve an endorsement letter and should hang on to the contact information for the “volunteer supervisor,” just as if the position were a paying job.

Recently, a potential client wrote and asked, “What would your advice be to volunteers in regard to documenting volunteer time and securing letters of recommendation?” She also said that the senior manager in the organization where she volunteered offered to write her a letter of recommendation and she was tempted to tell him, “Thanks, but that’s not necessary. It’s just a volunteer position.”

My response

Take full advantage of your volunteering experience. Secure as many endorsement letters as possible (especially if the manager volunteers to write a letter of recommendation) and keep a portfolio of such letters with other volunteer work documentation, i.e., Did your organization receive an article in the local paper? Did you get your photograph in the paper? Did you receive a certificate of appreciation?

When you receive a letter from an endorser/reference, ask the writer to include the following information (you may want to offer to draft the letter for the manager and all they have to do is sign the letter, or send the manager a list of specific information you would like included in the letter to help him/her remember what you did while you were volunteering):

- Dates of volunteer position and number of hours per week or month you contribute.
- Letter writer’s job title.

-
- Your job title (equivalent): Volunteer Assistant Manager/Office Administrator.
 - Describe your actual duties, i.e., “Susan served our department as an Office Administrator donating 20 hours each week. She managed filing and computer databases (using Microsoft Office Suite), performed AR using QuickBooks, she answered the phones and greeted clients with courtesy and professionalism” as opposed to “Susan was the most organized volunteer and provided exemplary performance, offering tireless hours.”
 - Describe specific accomplishments, i.e., “while Joyce was with us, she initiated an effort and successfully reorganized the entire filing system and filing room. She physically moved 1,400 files, created a color code system, and alphabetized all the hard copy files for easy use and location, saving the office about 45 man-hours per month. Also, she single-handedly diffused a very potential problem to our customer service rating, by calming an irate customer and quickly resolving his complaint to satisfaction...enabling the customer service rating to remain at 97%.”
 - Contact information for follow-up, if the letter writer is willing (email works well these days).
 - ** Sometimes a referral is not allowed to speak for the company he/she works for and may only be able to write the letter from his/her point of view, on his/her personal letterhead, using a personal phone or email contact number.

There are a number of reasons to secure the letter of endorsement from a volunteer supervisor/manager:

1. You have a record of your accomplishments as a volunteer with proof. Most volunteers do not receive performance evaluations. And if you move often, it becomes difficult for you to use previous volunteer positions as references.
2. It helps you remember all the positions, duties, and achievements you held/acquired, i.e., federal employment requires that you achieve 365 days of employment (paid or volunteer, in a certain career field and skill set, to receive many positions – so if you add up four years of moving around that includes multiple volunteer positions at 15-20 hours per week...you might hit the mark they are looking for. Some states also use the same system).
3. Some employers ask for written references.
4. You can take it to an interview, in case an employer is interested (in a portfolio or folder).
5. It makes you feel good and you deserve it!

After describing the above for the volunteer client, she replied, “I never thought about it that way – I never imagined that a volunteer position would equate to any

worth on a résumé, or to a potential employer. I am now keeping an accomplishments journal, endorsement portfolio, and trying to research job announcements to compare my volunteer experience against paying positions, to develop a résumé.”

She became very aware of her need for letters of endorsement and she became aware of her need to maintain an accomplishments journal. Additionally, she recognized the value of such letters. However, most importantly, she recognized the value of the work performed as a volunteer.

I coached her by asking the following questions:

- Why are you working as a volunteer?
- What is the position title and what are your duties?
- How long have you done the job?
- How many hours do you invest each week?
- How does it relate to your previous paying positions?
- How does it relate to your future career plans for paying positions?
- How does it make you feel to receive a well-written letter of endorsement?
- How does it make you feel to offer your time and energy to a volunteer cause?
- If you were to write your résumé, what skills and experience, including specific results of achievement, can you offer a new employer, based on what you accomplished on your volunteer job?

If you ask someone to write a letter for you, send them a list of your job duties and accomplishments (on a disk), so they can use those items in the letter – or offer to write the body of the letter for their signature/consideration – say to the manager, “I’ll be happy to draft the letter for you to include my specific duties and accomplishments, if that will help your time.”

Volunteers, just as paid employees, should maintain a daily accomplishments journal in their desk drawer – of what they do on the job. So when it comes time to write a letter of endorsement or a résumé, you can quickly refer to your projects, duties, etc.

It is also important for those who are employed to maintain an accomplishments journal for raise time – send the boss a 1-page, résumé-style report before performance evaluation time, reminding them of achievements in the past 6-12 month performance cycle.

|| RÉSUMÉ & CAREER HISTORY ANALYSIS

One form of feedback includes the comments you offer your clients in response to their need for professional résumé and career coaching services. You can use an analysis/feedback form that is easily completed and returned to a potential client at job fairs, on your website, in brochures, or in your office. You can also put a price tag on the feedback form (or not – that is up to you). If you have a high number of requests each week to review résumés, you may want to charge a nominal fee for taking 10 to 30 minutes to review a résumé and provide professional counsel and suggestions (the fee could be partially returned to the client – as an incentive – in the event they hire a full palate of services from your office).

The format for the review can be very simple (Y/N responses) or rather comprehensive with a number of suggestions and comments for improvement.

An efficient method to evaluate a client's ineffective résumé is to review the résumé and a sample job announcement, whereby the client was unsuccessful. The evaluation form may include the following elements (overall presentation, clear objective/focus, and content):

- The résumé contains an appropriate and viable focus/objective in regard to the announcement
- Easy to read
- Active voice
- Documents are free from spelling, punctuation, and grammatical errors
- The résumé is in an appropriate format (chronological/functional/combo)
- The résumé is void of obstacles (i.e., high school graduation and sports awards from 1966, large employment gaps, etc.)
- Documents contain consistency in formatting, plenty of white space, and are generally appealing to the eye
- The résumé and written documents include a viable phone, address, and email in a 10+ point size
- The experience and skills highlighted are tailored to the career objective
- The résumé adequately markets the client's skills, abilities, and experience as the best candidate for the position
- The résumé presents value to the employer and acknowledges the employer's challenges

-
- The résumé includes specific quantitative and qualitative accomplishments and industry specific language
 - Additional comments:

Online Evaluations

If you are evaluating client résumés from your website, you may want to create an evaluation page that makes it easy for both of you:

- The client provides identification and general information in a menu-driven page including basic desire for a position
- The client attaches a copy of their current résumé and a sample job description into an open box
- The client provides a credit card number in a secure environment
- You deliver a detailed résumé analysis within a certain number of specified days. Entries may include:
 - Name
 - Address
 - Phone
 - Email
 - Industry of Interest:
 - Position Title of Interest:
 - Current Salary:
 - Desired Salary:
 - Are you seeking a career change: from to
 - Are you currently engaged in a career search?
 - What is the response you are receiving from your current résumé?
 - Are you currently employed?
 - Please submit your current résumé, cover letter, and a sample vacancy announcement:

Keep It Simple

Whatever questions or format you create for an evaluation form, make it simple. Ask questions or provide responses that use 1-5 responses, Y/N responses, or percentage responses, as often as possible. Some clients will fill out a novel to answer questions; others will balk at having to write anything. Also, make the return system easy – ask the client to reply in an email, send a self-addressed, stamped envelope if hard copy, or have an evaluation box available at conferences and job fairs.

Streamline Writing Time

Sometimes, you may have a “brain cramp” and need to jumpstart the writing time. Or, you may just need to organize better your daily time table. Here are suggestions to maximize your writing time:

- Write a difficult résumé, without any interruptions. Turn off the phone and email. Close the door and write the document until you are done. Note the time.
- Write a fairly easy résumé using the same procedures as above. Note the time.
 - Now you know that you can write a résumé in ___ hours.
- Write the document as soon as possible after the initial consultation/interview, while information is still fresh in the mind.
- Turn off the phone and email for a specific period of time. Take that time to write, only. Determine when you are freshest and write then, i.e., early morning, late evening, etc.
- Begin with creating a heading and determine creative enhancements, i.e., borders, lines, bullet types, etc., to brand the client and the documents.
- Move to the end of the document and fill in the sections for education, specialized training, publications, media placements, languages, licenses, certifications, and such. These items don't usually require much "writing".
- Determine and set up any specialized skill blocks, i.e., IT or medical clients may require a matrix of knowledge or skills.
- Set up employment headings and list all the headings in order (there may be 4 employment entries), i.e.,

COMPANY, LOCATION (small caps/Bold)
Position Title (Italics)

dates (bold)

- Determine an appropriate career focus/objective/target for the résumé.
- Determine if the client needs an overview/summary/profile section and set it up.
- Review position vacancy announcements and mine for keywords.
- Write value-to-employer, employment entries and place under pre-setup employment headings.
- If needed, review previously written résumés with similar career field/industry to determine format or select key words, incorporated into the new client's accomplishments/value-based statements.
- Edit.
- Let document set overnight.
- Edit again.

|| SAMPLE CAREER MARKETING DOCUMENTS

Sample Cover Letter

Claude S. Rebecca
185 Chair Street
Rumney, New Hampshire 06222
(603) 555-9191

April 4, 2005

Mr. Lawrence Bruce
American Office Supply
18 S. Hope Street
Plymouth, New Hampshire 06324

Dear Mr. Bruce:

Your former assistant, Lisa Ina, mentioned that you are looking for a warehouse manager. I believe you will find my credentials convincing. I have the experience, accomplishments, and character to maximize warehouse production and deliver peak-performance results. Please consider the following:

- * Fourteen years' warehouse management experience
- * Managed small to large size warehouses with inventory ranging between \$300K and \$6 million
- * Possess technical and computer skills to automate any size warehouse, improve efficiency and reduce inventory-level requirements while improving customer service
- * Strong managerial and coaching skills – responsible for up to 83 employees
- * Verifiable record for consistently coming in under budget

I read in a recent trade publication that AOS is expanding internationally. Though I have been an American citizen for the past thirteen years, I was born and raised in France, speak four languages fluently and am experienced in the shipping and receiving procedures of many European countries.

Though I am providing a detailed résumé, it cannot fully profile the manner in which I have been successful. This can only be accomplished during a face-to-face meeting where we can exchange information and examine whether there might be an employment opportunity of mutual interest. Please expect my call early next week to arrange such a meeting.

I look forward to meeting with you soon.

Sincerely,

Claude S. Rebecca

Enclosure

Claude S. Rebecca

185 Chair Street
Rumney, New Hampshire 06222
(603) 555-9191

WAREHOUSE MANAGER

Specializing in the Office Supply & Equipment Industries

Overview

Fourteen successful years' experience in warehouse management. A solid work history supported by consistently achieving positions of increasing responsibility as a result of major contributions to the bottom line. Areas of expertise include:

- * Automation, systems analysis, and computerization
- * JIT & Limited Needs Inventory management models
- * Strong professional association ties – member/past president of NWMA

Employment

2002 - Present

Grand Mountain Office Distributors, Grand Mountain, New Hampshire
Warehouse Manager - Managed all warehouse operations for this regional office equipment supplier serving New England states. Direct 18 employees through 3 line managers accountable for \$388K of inventory.

- * Automated warehouse operations, saving company \$123K/year in carrying costs, with a complete payback on capital expenditures in 26 months.
- * Reduced total payroll expenses 38% while reducing shipping errors.

1995 - 2002

United Office Supply, Burlington, Massachusetts
Warehouse Manager - Managed warehouse operations for national office supply company. Directed 83 employees at 4 locations through 4 location managers. Accountable for \$11.3 million of on hand inventory servicing over 2,600 retail stores.

- * Automated warehouse operations at 4 locations, researching, purchasing and assisting in the installation and set-up of equipment. Designed conveyor system that led to elimination of 6 non-productive positions.
- * Re-designed computer software to interface among all locations. Total inventory dropped \$5 million (from \$16.5 million to \$11.5) as a result of inter-office integration and cooperation.
- * Awarded Warehouse Manager Life Membership, by the National Warehouse Manager's Association (NWMA). Voted President 1999.

Education

Bachelor of Science Degree, Business Technology, Tufts University, 1994
Boston, Massachusetts

Languages

Fluent: English, French, Italian, and Spanish

ENDORSEMENT PORTFOLIO

Name	Contact Information	Relationship
Marc Byrnes Executive Vice President West Region Home Depot	1256 Shue Pike Baltimore, MD 55555 555-555-5555 marcb@aol.com	Professional colleague for 20 years
Andrew Haines Manager of Project Engineering	3478 Iris Ave. Washington, DC 55555 555-555-5555 andrewhaines@hotmail.com	Supervisor (rater) for 5 years
Patrick Lakes Director, Supply Division Wal-Mart Retired Army Colonel	2398 Lands Road #2 Richmond, VA 55555 555-555-5555 landsp@yahoo.com	Business colleague for 10 years Former supervisor for 3 years
Charles Loken Director of Operations B of A European Office	CMR 376 Box 249 APO AE 55555 011-49-555-55555 (+6 hours from EST) charles@aol.com	Former supervisor and colleague for 16 years
Irving G. Slavin President United Office Supply	123 Mileta Avenue Burlington, Massachusetts 01777 (617) 555-0000 slavin@yahoo.com	Former supervisor for 12 years

Sample Endorsement Letter

United Office Supply (UOS)
123 Mileta Avenue
Burlington, Massachusetts 01777
(617) 555-0000

August 10, 2004

To Whom It May Concern:

Any company fortunate to have Claude Rebecca as Warehouse Manager has a true advantage in today's highly competitive economic climate. UOS has benefited from Mr. Rebecca's expertise in management, employee and customer relations for twelve years. His independent management style allowed UOS to grow 480% over a 12-year period, and Claude kept his warehouse operations one step ahead of the rest of the competition.

His ability to anticipate and quickly adjust to changing technologies has resulted in contributions to corporate profits in the millions of dollars during his tenure with UOS.

We all but begged him to relocate to our new headquarters, but he felt that relocation to Chicago would not be in the best interest of his family. He did, however, spend 2 months in the Windy City training his replacement.

A true professional, Claude Rebecca is an indispensable asset to any organization. His team leadership skills, together with his visionary expertise, are unparalleled. Please feel free to contact me personally should you require any further information.

Sincerely,

Irving. G. Slavin
President

IGS/adt

XEROX CORPORATION
2300 Xerox Place
Waltham, Massachusetts 01116
(617) 555-1122

April 29, 2005

To Whom It May Concern:

We have had the pleasure of associating with Claude Rebecca over the past 14 years with UOS and Grand Mountain Office Distributors. In my 30-plus years in the business, all with Xerox, I have never met a more professional, talented or personable warehouse manager.

He is a strong and formidable negotiator. He always has the best interest of his company at heart. He is fair and always looks for a win-win solution to any negotiation.

He is a loyal and dedicated professional who will enhance any company. His value, when measured against his peers, is truly head and shoulders above the rest. Xerox will be pleased to provide you with any additional information you need. Contact me at the above address, and I will quickly respond to your inquiries.

Sincerely,

Jeremy Pels
VP Sales

JP/pty

Sample Salary History (use only when required)

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 30, 2005

RE: Salary Requirements for SKE Corporation, Consulting Engineer

SALARY REQUIREMENTS:

Net Salary: \$150,000 based on level of expertise, scope of authority, the ROI I offer your company as a senior executive and licensed engineer, and current salary and benefits:

PROFESSIONAL EMPLOYMENT OVERVIEW

GD, Executive Vice President (CEO/COO Equivalent for a large size company or city government), Current salary \$120,000 + housing and benefits), 07/30/2001 to present

- Direct European-wide U. S. Air Force-Europe unit, basing, and force structure changes and actions. Manage theater force structure change including organizational manpower and structural adjustments. Oversee five branches comprised of a matrixed operation utilizing functional experts to manage projects. Direct a staff of 32 senior managers.

Director, Civil Engineer Division, Washington, DC., 1999 to 2001

- Civil Engineer for highly visible direct-reporting unit. Headed programming and execution of a \$40 million program to design, construct, operate, maintain, and repair 39 homes, 1,395 housing units, and 395 facilities. Directed 312 personnel. Executed an annual budget of \$118 million.

Infrastructure Engineer, NATO Headquarters, Northwestern Europe, UK, 1997 to 1999

- Engineer Team Chief managing NATO air base infrastructure at 36 locations in four countries, valued at \$648 million. Oversaw \$32 million of annual infrastructure construction. Head of multinational teams inspecting maintenance and readiness of NATO air bases.

*M.S. in Engineering Management, University of Virginia / B.S. in General Engineering,
University of Maryland*

Registered Professional Engineer / TOP SECRET Clearance

Sample Thank You Letter

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 20, 2005

Contact
Company
Address
City, State, Zip

Dear John,

Thank you for taking the time to meet with and interview me on Friday, May 18 regarding the Consulting Engineer position for SKE. I enjoyed our conversation – learning more about SKE and discussing some common experiences.

As you know, I am actively pursuing new employment and I am very much interested in offering my expertise to your Consulting Engineer requirements. I am certain that as a new contributing member of your team, I will be able to offer the following:

- Effectively manage the project phase for your three new engineering projects/structures that require additional reinforcement. I will be happy to work directly with the architects to best manage the projects and bring the projects to a completion.
- Review and reformulate your project budget, scaling back on unnecessary costs and man-hours, allowing for future contract bids and quicker acceptance from large-scale projects, for your company.
- (Write two bullets about what you can directly offer their operations...i.e., Can you help them cut costs? Do you have ideas to fix the problems that were discussed at the interview? Can you help them get organized? What are your ideas?)
- What did you speak about specifically during the interview? Provide insight that shows you were listening to their comments/needs.

Once again, I thank you for your time and consideration of my qualifications. I very much look forward to the possibility of working on the SKE team and providing guidance and expertise as a Consulting Engineer.

Sincerely,

Michael Jones

Sample T-letter (Use when qualifications match PD)

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 20, 2005

Company
Contact
Address
City, State, Zip

Dear Hiring Authority:

Please accept my résumé for the position of <Director of Operations>. I meet or exceed your requirements:

Your Requirements

My Qualifications

10 years' management experience

20 years' Senior Management Experience

Strong experience with cost accounting, P&L, budgets, and inventory control

Prepare Annual Operating Budgets
Oversight direction for the preparation, formulation and execution of operating budgets worth over \$90 Million. Manage inventory accountability and resources requirements for 5,000 customers in six states

Hands on approach

Strong Team Leader and Builder.
Work well in the trenches and at board meetings.
Maintain an "open door" philosophy

Experience in management, planning, and operations

20 years' direct experience as a strategic planner for operations, services, supplies, equipment and personnel resources

Build and retain clients

Formulate business strategies to ensure non-interrupted production, building strong client relationships

Logistics, Safety & Quality

Expert logistician. Enforce safety measures and direct TQM and internal control measures

I invite you to review the enclosed résumé for specific career accomplishments. I will call your office next week to inquire if you have a free date on your calendar to schedule an appointment to meet and further discuss the value I offer your organization as an accomplished Director of Operations.

Sincerely,

Michael Jones

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 20, 2005

Company
Contact
Address
City, State, Zip

Dear Recruiter:

In the course of a recruitment assignment, you may have a requirement for an accomplished Executive Level Organizational Director, Training Director, Logistics or Efficiency Expert to include Training Program Development Management, Programming, and Budgeting, Project/Programs Director, or Operations Director <professional title>. I offer expertise in the following:

- Resources Management (Supervise staff engaged in formulating, planning, budgeting and executing multi-million dollar budgets)
- Programs Management (Develop, plan, coordinate, and orchestrate large scale programs)
- Business Management and Problems Solutions (Analyze processes and implement metrics and measures to streamline operations)
- Policy Development (Write and enforce policy and regulations)
- Personnel Management (Supervise department heads responsible for subordinates in multi-site locations)
- Logistical Support (Direct logistical support including manpower and equipment resources for major activities)

The enclosed résumé briefly outlines my experience and some major accomplishments as a senior Operations Manager with full accountability and oversight direction for multi-million dollar activities. My salary requirements are in the <\$105K and up> range. I prefer employment in <location>, or surrounding area <location>, but would consider a superior opportunity elsewhere. I am available to travel internationally.

Please call if you need additional information. I look forward to hearing from you soon regarding positions where you believe my skills and experience are an exact match and where I offer great value to the firms you represent.

Sincerely,

Michael Jones

Enclosure: Résumé

Sample Letter for Networking (70% of finding employment, is who you know)

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 20, 2005

Company
Contact
Address
City, State, Zip

Dear Friend/Colleague/VIP:

I am an Executive Level Manager and Civil Engineer.

During the next few months, I will seek new employment in <location >, but I will consider appropriate offers in other locations throughout the United States.

As you may know, I specialize in Professional Engineering and Facility Infrastructure. If you are aware of any leads for executive level positions or have suggestions to promote my career search campaign, I welcome your comments. I will call you in the next few weeks to follow up and see if you have any guidance or ideas. And, of course, I am available to meet or speak over lunch, if you like.

Personal note to the contact. (Please say hi to your spouse; I so enjoyed when we worked together at (location); Mr. So and so suggested I send you a copy of my résumé, etc.)

<For friends, acquaintances, or people you have met> In order to take advantage of every opportunity, I am gathering a file of names of people in <position title / industry>. I will call you next week to discuss any ideas you might have to support my career search campaign.

<For VIPs/potential business mentors/professional development dialogues> I would appreciate a meeting to discuss opportunities <at location> or ideas that you may suggest to help support my career search campaign. I would like to invite you to lunch to discuss employment possibilities and any ideas you may recommend. I will call your office next week to determine a convenient meeting time.

Enclosed is a copy of my summary résumé for your file or in the event you are able to circulate it on my behalf.

Thank you for your assistance. I appreciate our (friendship/professional association). And, please don't hesitate to contact me if I can be of assistance to you in any way.

Sincerely,

Michael Jones

Enclosure: Résumé

Sample Letter for Endorsers (Don't forget to thank your endorsers!)

MICHAEL JONES

Red Leaf Street
Columbia, MD 55555

410-555-0000 (H) * 401-555-9087 (C)
mikejones@ahoo.com

May 20, 2005

Company
Contact
Address
City, State, Zip

Dear <Reference>,

Thank you again for allowing me to use your name as an endorsement. I appreciate your willingness to help promote my career search campaign.

I am seeking employment as a Civil Engineer in <European Relations>. <Insert title of the job you are seeking> and I have enclosed a copy of my latest résumé so that you can familiarize yourself with my total work history.

Most employment interviewers who check references will probably ask you about my management style, engineering expertise, work habits, interpersonal and communications skills, ethics, and ask to confirm my career history. Additionally, the interviewer will certainly want to know if you would hire me or work with me again and what you consider my principal liability.

I have attached a list of my other endorsers. If the interviewer asks for the name of others who know me, please give them one of the names on this list.

As I pursue this career search campaign, I will keep you informed on my progress. Again, thank you for your support.

<Add any personal remarks at the close>

Sincerely,

Michael Jones

Enclosures: Résumé
 List of Endorsers