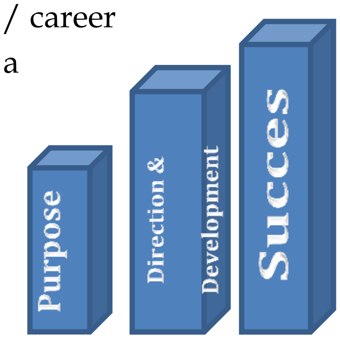
SCRIPT FOR CAREER SUCCESS

Module V

Module V

Module five covers the entire interviewing process, including the importance if image, communications and decision-making styles of hiring managers, salary negotiations, and on-boarding. This section also pulls the job search / career management process together with the 5 P's of Job Search including a sample coaching program schedule for coaches.



|| INTERVIEWING DYNAMICS – LET'S DANCE

> ***"Interviews have always included an element of game playing in which each party tries to outfox the other. It is evident that such gamesmanship is far more common today than it was 10 or 15 years ago. A major reason for this is that interviewing is growing more skillful - from both the interviewee and interviewer's perspective. In any case, we have definitely entered the age of the professional interviewee."—James G. Goodale, Ph.D., Author: The Fine Art of Interviewing***

The main purpose of circulating a résumé is to secure an employment interview. When the hiring authority calls and sets a time and date for an interview, that's when the jitters can set in. The most common concern that interviewees report is nervousness and lack of preparation.

An employer has already read the client's résumé and decided that the candidate has met the minimum qualifications for filling a position within his organization. Therefore, the purpose of the résumé has done its job. Now, you and the employer must "dance" a little to see if you "think in the same direction," "make a good match," or "fit well together."

The interviewer's purpose is to screen out applicants and then determine, among those who are left on the dance floor, who will make the best partner for the company's needs, organizational requirements, or specific department. The hiring official will evaluate the following screen out factors based on the position description and work environment (i.e., if the position is for a Vice President of Operations, the employer will seek a warm, friendly, leader, able to motivate employees to work hard. If the position is for a computer data entry technician, the hiring authority will seek a self-motivated, hard worker—and they very well may hire someone who is shy or quiet, as the employee will not work with the public or customers).

The candidate's résumé is the blueprint for the interview process. The résumé should present a history of employment, education, and select achievements with the CPR (Challenge, Process, Result) method to help nudge the memory during an interview. The process of preparing a résumé should provide ample information for an interview scenario.

Screen out factors include

- **Personality**
  - Do you work well with others?
  - Are you pleasant?
  - Do you smile?
  - Are you a hard worker?
  - Are you energetic?
  - Are you at ease?
  - Are you a team player?
  - Can you work alone?
  - Are you self-motivated?
  - Are you eccentric?
  - Do you communicate well?
  - Are you a natural leader?
  - Are you shy?
  - Are you confident?
  - Are you energetic?

- **Motivation**
  - Why do you want this job? (Good benefits and a high salary, or because you can fix the employer's problems?)
  - What are your intentions?
  - Do you want MY job (the hiring authority)?
  - What do you know about this company? (Have you done your research?)
  - What do you know about this department?

- **Technical Abilities**
  - What are your abilities and knowledge of this position?
  - How advanced are you in your technical skills?
  - Do you have appropriate certifications?
  - Are you a quick learner?
  - Do you like research?

- **Competency**
  - What does your employment record reflect?
  - What will your references say about your work habits?

- Why do you have seven positions listed in the last seven years?

- **Educational and Employment History**
  - Are there discrepancies between your résumé and your application?
  - Are your degrees finished?
  - Why are there gaps of employment on your résumé?
  - You need to have a master's degree and specialized certification to work here. I need to verify those.
  - Who are your references? Moreover, what do they have to say about you?

What They Are Looking For—The Partnership

Once the search professional has screened out potential candidates, then they move into a phase of identifying viable candidates and seeking specific requirements. The interviewer is seeking a partner to come along side and "dance" together well, on the job.

Core Competencies / Skills

- Truck driver (driving and related skills)
- Teacher (class management, curriculum development)
- Sales (presentation and closing skills; networking, new product launch)
- Budget Management (P&L / cash management, variance-to-forecast analysis)
- Ways to save or make money for the organization (systems improvement, automation)

Academic Credentials; Licenses, etc.

- AA; BA; MSW
- CEIP; CPRW; CPA
- Certified Safety Instructor
- Licensed Real Estate Broker

Aptitude / Knowledge

- Technical aptitude
- Knowledge of federal, state, and local regulations
- Aptitude for computers – install, configure, troubleshoot, and repair
- Aptitude for crisis prevention via strategic planning

Prior Performance

- Specific achievements
- Detailed contributions
- Awards and recognitions
- Reputation

Clue to Predict Future Performance

- Hidden meanings
- Body language
- Thinking fast on your feet; confidence

Communication Skills

- Listening
- Writing
- Presentation / Public speaking
- Leadership - training and development / coaching and empowerment

Intangible Value

- Reputation
- Contacts
- Physical attributes

Common Sense

- Quick thinking
- Common beliefs and values

Character / Personality

- Delivery
- Presentation
- Confidence
- Integrity

Presence

- Intangible – the magic
- Charisma

Chemistry

- Common beliefs and values
- Common culture and communicating style
- Common interests and activities

10 Subtleties Interviewers are looking for

- Confidence
- Emotion
- Attentiveness
- Sense of Humor
- Creativity
- Warmth
- Intelligence
- Desire
- Energy
- Conviction

Interview Management

> *"Tact is the knack of making a point without making an enemy." –Isaac Newton*

The entire employment process starts with a manager who needs an employee. He writes a job order and position description for a recruiter or HR specialist to fill. The search professional seeks candidates through print or online ads, networking, and referrals. They may attend job fairs or other community events/open houses to recruit candidates.

Search professionals review dozens or hundreds of résumés for each position and they narrow the pile of résumés to a small number, say 10 résumés that indicate similar qualifications and experience to the printed job order.

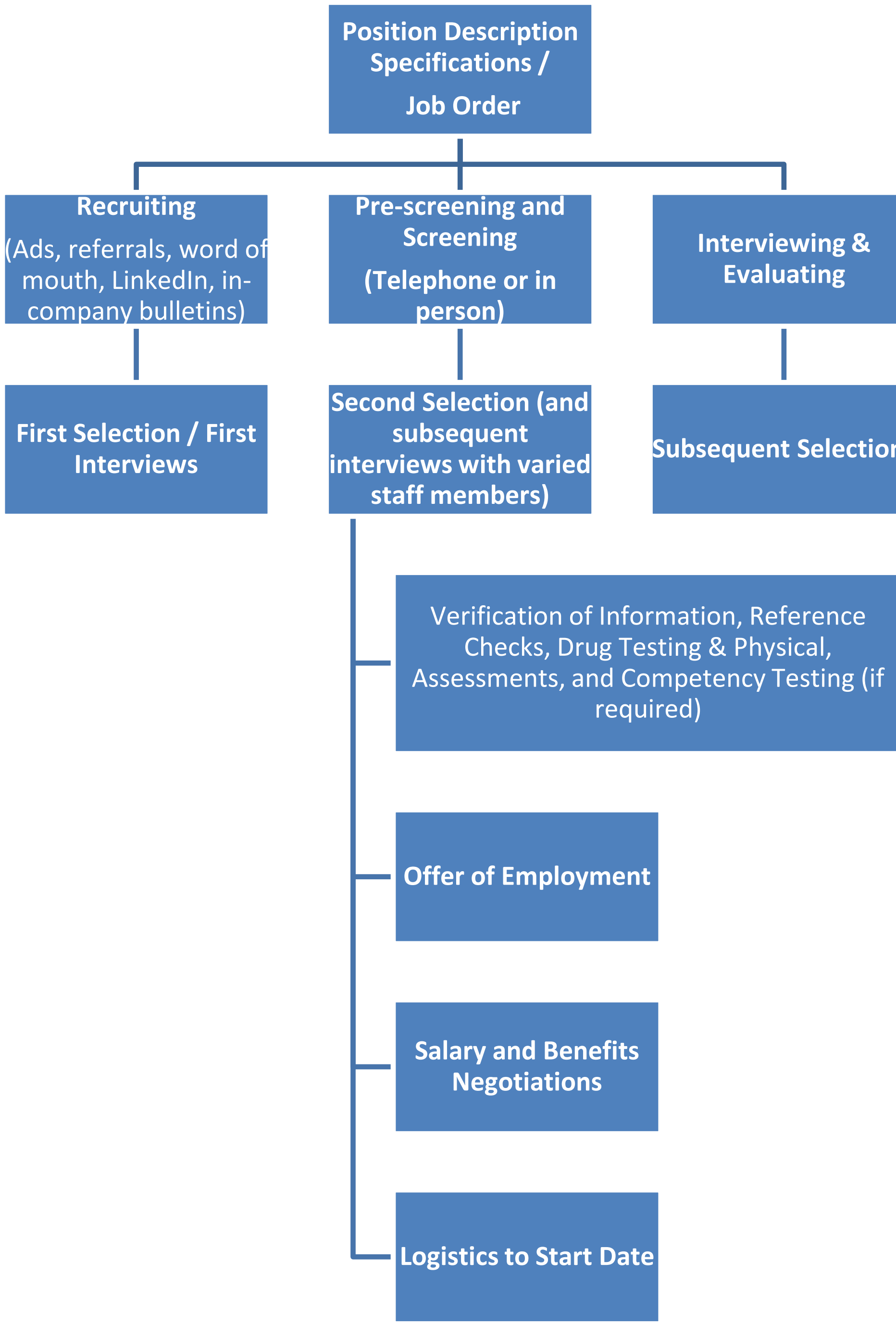
The recruiter will contact the 10 people from the selected résumés and conduct a pre-screening to determine which candidates are even still interested in the position. For example, the search professional may ask, "Are you still interested in the position of Analyst?" The search professional may get a reply like, "No I am no longer interested in the position with your company. I actually started a new position last week with a different company. But thanks for calling."

Or the search professional may not be able to locate one or two of the applicants, due to a changed or incorrect phone number on a résumé.

So, the prescreening process may whittle the list to two or three viable candidates. Then, the search professional will conduct a telephone screening—which may happen at the same time as the telephone pre-screening. If a candidate is available, the recruiter will begin to ask questions. The telephone screening process may even decrease the number of viable candidates to one or zero. In which case, the search professional will look through more résumés or even re-post a position in some cases.

When the screening process is positive, then candidates will be invited in for personal interviews with one or many hiring managers. Candidates who are well liked will be asked back for second and even third interviews with company officials.

Once a candidate is identified as worthy of the position, the company will begin to check references, administer required tests, and prepare an offer of employment. Once an offer is delivered, salary negotiations may transpire (which makes work for the accounting department) and then a start date is selected, the candidate may be required to a have physical or "pee in a cup" (drug test), attend a new-hire orientation, receive an employee picture and badge, and/or interview for a security clearance.



Interviews Vary

The Telephone Screening

Search professionals are very busy. They are interested in reviewing résumés that are distinguishable, and thus only follow-up with candidates who appear to provide the needed skills, credentials, and experience that will "fix" the employers problem. Thus, search professionals will screen out candidates over the telephone before they spend time interviewing the candidate in person.

Telephone screenings are as important as personal interviews—and may even be more important—in terms of making a good first impression—because the visual is missing—the candidate must rely solely on their voice, demeanor, tone, and ability to communicate well over the phone.

Screening interviews are conducted by search professionals, which means the questions may seem shallow (as the search professional is not directly trained in the candidate's profession), or the questions may be very specific and little room is provided for latitude in responding to the questions.

Screen out factors include:

Poor telephone etiquette
Don't keep the caller on hold in-between customers, if you are at work. Rather, simply express your enthusiasm about the interview and the position. Inform the caller that you are at work, and let them know when you are able to return the call—perhaps you can slip away during the lunch hour.

The 55 / 38 / 7 challenge
55% of communications is what you look like. If the search professional cannot see you on the phone, you need to make a positive first impression through your voice—you need to paint a picture of who you are for the search professional's mind.

38% of communications is what you sound like, i.e., voice, tone, mannerisms, enthusiasm, positive energy, a really soft voice or too loud a voice; it is also the message that the hearer perceives; too many um's or like's during the conversation may be perceived as poor communications (note: **Toastmaster's** assigns an "Ah Counter" at each meeting to count the number of times a speaker says, "um", "ah" , "er", or other *word fillers* during a presentation).

7% of communications is what you say, your words. You must use very compelling, positive words during a telephone interview.

Childish Voice Mails.

"Yo ho, Yo ho, a pirate's life for me"… is a great jingle for someone who worked at Disneyland, but it may not be the most professional selection when you are seeking employment. Moreover, a song sung by your three-year-old may also be inappropriate. A professional voice mail message may sound like, "Thank you for calling the Jackson family. The voice mail is checked twice daily and we will return calls promptly. Please leave your name, company, purpose for calling, and a phone number after the tone. Have a great day."

Poor cell phone connections

Use a landline for telephone interviews, whenever possible, to prevent interference or worse yet, loss of connection.

Talking with the family in the background

Avoid loud noisy background chatter, barking dogs, lawn mowers, and the like. Hold telephone interviews in a quiet office-like environment. Again, ask the caller for her name, number, and company and set a time to return her call, if you are busy when she calls.

Telephone Screening Success Suggestions

- Use a positive, clear, professional voice mail message.
- Return calls promptly. Reschedule calls if you are engaged at work or home—don't feel obligated to take the interview on the spot.
- Write down the name of the person who called, their phone number, company name, and the position of interest.
- Be prepared: Maintain a career search file near the phone with a copy of your résumé, company information (if you applied for a position off the web, print it out, so when the search professional calls, you can refer to it).
- Stand while speaking on the phone to encourage positive airflow through the throat and larynx—boosting the sound and tone of the voice. Practice telephone speaking and count your "ums" or "likes".
- Interview in a suit, if possible—get in the right mood for interviewing, even for a telephone interview.
- Treat the telephone interviewer with the same respect as you would at an in-person interview.
- Take good notes during the interview. Ask questions, which will help you prepare for the interview.

The Briefing Interview
Some employers are poor interviewers and they "brief" their candidates—they simply spend an hour or longer telling the candidate about their problems and what needs to be fixed. Some candidates report, after a "briefing" interview, where they were not asked any questions, that they did not say hardly anything at all.

Sometimes, this also happens when the employer knows the candidate, and they have already made a pre-determination to hire the candidate—thus they tell the candidate about the position, rather than asking the candidate questions. Very often, this type of interviewer tries to convince the candidate to take the position.

This type of interview can be very uncomfortable for the candidate, as he does not have the opportunity to speak about himself—particularly if he is prepared for an interview situation.

Predetermined Questions
In this type of interview, the candidate is asked a list of predetermined questions and is unable to stray from the questions at hand. You may practice for hundreds of questions and practice controlling the interview—but the interviewer only allows you to respond directly to 20 or so questions and he is required to write your responses.

This type of interview often catches the candidate off guard and may be uncomfortable. In this event, the candidate needs to remain calm, patient, and simply respond in a normal, honest tone of voice.

You Control the Interview
If you control the interview, then you can take advantage of the opportunity to answer questions that lead to a conversational type interview with plenty of give and take. In this type of interview, the candidate is prepared, the interviewer is competent and trained, and the candidate has the opportunity to respond to questions and provide enough information to prompt follow-up questions from the interviewer.

Teleconferencing
In some circumstances, particularly if you are applying for positions in international venues, or you are in an isolated area, you may be requested to conduct an interview via a teleconferencing setting. It is best to prepare by conducting some mock video teleconferencing interviews so you can see yourself on video stream. Movements are jerky and sometimes quite delayed. You may have to speak in turn with the interviewer.

In this type of interview, you will want to dress as if you are at a personal interview; check the background to ensure it is not too busy, and ensure your software is compatible. Sometimes the interviewer or search company will provide the venue for the interview.

Meal Interview

If you are invited to a lunch or dinner for an interview, select your food wisely. Allow your host to order first and follow suit, in terms of price range. Refrain from ordering alcoholic beverages, which can impair your judgment, during an interview. Avoid foods that are messy to eat, i.e., spaghetti with red sauce, ribs on a rack, and other finger foods.

The meal interview is usually less formal than an in-office interview and your host (the interviewer) may ask more informal questions, i.e., what do you do on the weekends? What does your spouse do? How many kids do you have? and the like. You will have to decide how you will answer these questions, if you feel like the questions are too personal. Many of these questions will just become part of the conversation.

Flying to an Interview

If you are going to an interview that requires an airplane ride, remember to carry one interview outfit in your carry-on bag, in case your luggage does not arrive with you (it happens all the time). Refrain from drinking alcoholic beverages, as you may be greeted by a company official when you arrive, or you may need to rent and drive a car.

Panel Interview

Panel interviews are often intimidating for candidates. There may be 3 or 10 panelists. The interview may be held around a long conference table with the candidate sitting at one end, or the candidate may be placed on one side of the table with the panelists facing the candidate.

When you enter a panel interview, shake the hand of each panelist and introduce yourself, even if you have to walk around the table.

Write down the name of each panelist and use his name when you respond to a question.

If multiple questions are presented, write the questions (quickly) and simply say, "Wow, I heard three or four questions at once. Let me address them one at a time.

Mr. Jones, you asked about _____. (Look Mr. Jones in the eyes, begin your response, move your eyes around the table at the other interviewers, and finish up again with Mr. Jones. Then start with Ms. Smith's questions using the same technique).

******Note for all interviewees: Treat everyone that you meet, during the course of an interview day, as if that person were the president of the company. A wise interviewer will ask the janitor in the bathroom, the secretary at the front desk, the staff who met you in the coffee room, the waiter in the company cafeteria, and the official who picked you up from the airport,***

- ***"What was he like?"***
- ***"How did he interact with you?"***
- ***"What can you tell me about him?"***
- ***"Do you think I should hire him?"***

For all interviews, be prepared, and recon the location of the interview to ensure you know the building in advance. Don't be late.

Clean the inside of your car, in case you are invited to lunch and you end up driving, or maybe very simply, they may walk you to your car, and you don't want a pile of burger wrappers to fall out as you open the door.

Other Types of Interviews

Performance Interview
This type of interview is critical to the employee's performance and promotions in the company. Employment candidates should ask for performance interviews to be included in contract and salary negotiations. Employees should also ask for frequent employment interviews to ensure there are no surprises during their employment—a gap or lack of understanding between the employer and the candidate.

Counseling Interview
Employees may be counseled to build skill sets or discuss performance issues. Sometimes, this type of interview will produce a written notice in an employee's file.

Disciplinary Interview
Of course, employees would prefer not to engage in disciplinary actions. If an employee is called in for a disciplinary meeting, it could result in a timeframe to meet certain goals or improve behavior or performance, or be fired. Employees

should be reminded, however, to follow up and ensure that any disciplinary measures that are met are removed from the employee's record.

Career Planning Interview
Some employers expect employees to move forward into management or other positions. Some companies cross train their employees in many departments. This can be a very positive and enriching experience for employees that may include a training or education track, cross training, or management on an organizational chart.

Exit Interview
If an employee leaves an employer for any reason, he can request (and should be encouraged to request) an exit interview to determine what he did well at the company, what the manager thinks of the employee, and the employee may ask the employer for a letter of reference. This interview is also used by the employer to ask the employee his opinions of the company and department and if he has any suggestions for improvement before he leaves the company.

|| IMAGE

> ***"Those who stand out from the crowd have learned that all development is self-development." -Zig Ziglar, Motivational Coach***

Image as described in Webster's Dictionary includes

- To create a representation
- A tangible or visible representation
- To call up a mental picture—mental picture of something not actually present

An employment candidate projects an image when they are first interviewed—and that image becomes a mental picture in the mind's eye of the interviewer as they deliberate through a selection process. Consequently, employment candidates need to portray an excellent image during interviews—in order for the mental picture to be seen and remembered as positive by the interviewer.

As noted above, communications studies indicate that the words we say only present 7 percent of the impression we make, body language and voice account for 38 percent, and 55 percent are attributable to visual cues including dress and physique.

Dress for success may be a cliché…but it matters…how you look and appear during a first impression is important (55%)…you can never get a first impression back.

Voice also represents the appearance: Pleasant voices present positive images. Cold, distant, squeaky voices present negative images. How fast do you speak?

- Slow with lots of ums, likes, uhs?
- Too fast so people can't keep up
- Monotone…the voice never changes

Just today, a potential client called and asked if I could coach her on dressing for success at an interview. I thought, "Sure, yea…that is easy. Wear a skirt suit." Nevertheless, she wanted more information and asked if I would evaluate her in person, in her interview attire. That request reinforced for me the importance of coaching clients to put their best foot forward when planning and dressing for employment interviews.

Search professionals and hiring managers form a mental picture of a candidate in the first 60 seconds of meeting an applicant and that picture becomes solidified within about 20 minutes. Once the picture is branded in the mind of the interviewer, it sticks for a lifetime.

Image Challenges

Let's look at a few example clients and their image challenges:

Client #1: This client abhorred dresses. I encouraged her to invest in a navy blue skirt suit, panty hose, and 1-inch heel pumps. After her interview process, she called to thank me, because all of the other candidates wore suits, and the entire office staff wore suits—women in skirts and men in suits and ties. She purchased three suits and determined the investment was good, as now she wears the suits to work daily. She has learned that wearing a skirt, although she does not like them, is important in the workplace and provides a very professional appearance to her employers and clients.

Client #2: This client's wife purchased him a new outfit—a pair of leather slacks and a leather jacket—his wife purchased the outfit as a gesture of kindness, with the intent for him to wear the clothes to interviews. His career coach advised that he purchase a charcoal gray or navy blue suit and tell his wife he would be honored to wear the outfit she purchased, on a date to celebrate receiving an employment offer. He followed the coaching guidance and received several offers of employment (management level). In addition, since he was able to tell his wife that "his career coach" suggested that he wear a suit to interviews, she embraced the idea and was glad to celebrate an offer of employment as a special night out, with him wearing the outfit she bought.

Client #3: A female client had five-inch fingernails that curled under and multiple face piercings. She was "let go" from a public service position. She asked my honest opinion of her appearance and followed my advice to cut her nails and remove all face piercings, except one pair of earrings. Subsequently, she was reemployed.

Client #4: A man decided to wear khakis shorts and a polo shirt to a dotcom interview, because he heard the culture was casual. His interview team was dressed in suits when he arrived and he lost the job offer.

Client #5: A female attorney wore black, sleeveless sheath dresses with a suit jacket over the top. She adorned the outfit with large gold beads, matching earrings, a scarf around the neck, and a large brooch. She smoked and her clothes smelled strongly of smoke residue. She was declined for positions, interview after interview.

We worked together to build a more professional wardrobe of skirt suits with long sleeve shirts (so if she removed her jacket, she was not sleeveless), and less obtrusive jewelry. She chose to keep smoking, so I encouraged her to have new clothes dry-cleaned and sealed, until the day of the interview. Several months later, she received a transfer/promotion to another division within her agency.

Client #6: A gentleman wore an expensive professional navy blue suit and a waist length bright yellow ski jacket to his interview on a cold winter day. The interviewers made notice of his bright colored jacket. For subsequent interviews, and to add to his professional wardrobe, he purchased a lined wool overcoat.

Client #7: This client applied for a position in a corporate communications department of a major savings and loan company. He was interviewed by the president of the company, as well and the executive vice president of the corporate communications department (note, corporate communications—this department communicated with the customers). He applied in corduroy pants and a tweed jacket with suede patches. His credentials were quite stunning with a degree from UCLA and writing time for the Los Angeles Times. After a series of interviews over a couple of weeks, he was offered the position—with a condition—that he would purchase and wear only suits to work. He agreed to the condition and was given a $3,000 clothing allowance as part of his employment contract.

Building the Image

The image that a client presents at an interview is immediately noticed by the interviewers and grinds in their minds throughout the process. *A well-dressed candidate with good hygiene and good skill sets and experience, is often selected over a badly dressed candidate with poor hygiene and incredible qualifications.* Employers do not want to teach employees how to dress, but many training programs are in place to build skills.

Appearance and image are important components of the entire employee package. Image consultants and hiring managers constantly agree in surveys that employment candidates should dress a level higher than the position for which they are interviewing. I recommend that clients should assume that at an interview or on any given workday, the company president may enter their office or invite them to his office for a meeting.

Moreover, any employee who works with the public in any type of public affairs, public service or corporate communication positions, needs to look their best at all times. All employees should keep a sports coat or blazer in their office or car to throw on, in the event that a corporate meeting is called on casual-dress Friday. Men and women should have a basic wardrobe for interviewing. Trendy, seasonal, and casual attire may focus too much attention on the outfit and away from the candidate. Here are dressing-for-success tips for men and women:

Men

- 2-3 navy blue or charcoal gray suits (black for very senior level positions)
- 2-3 pressed white or light blue long sleeve shirts with traditional point or spread collar (not button-down collars—white shirts allow for the most versatility with ties)
- Several ties (bold, yet not moving— look for "power" ties with red coloring)
- Tie clip or tie bar
- Belt or suspenders (belt color should match shoe color)
- Shoes in burgundy or black, wing tip. Shoes should be clean and polished
- Overcoat (black or gray, lined, wool or light weight)
- Thin briefcase or laptop case (not a backpack)
- Gold or silver tone watch or leather strap (no compasses, sports watches, or bulky watches)
- Quality writing pen
- Socks to match suit color
- White kerchief for breast pocket, for senior level positions
- Avoid multiple rings, bracelets, necklaces or face piercings
- Wear minimal cologne

Women

- 2-3 navy blue, gray, or brown tone skirt suits
- 2-3 long sleeved blouses with pointed collars (white or light colors are best to match suit and skin coloring—pastels are not considered powerful)
- Neutral color panty hose
- Low heel pumps (avoid strappy or open toed sandals)
- Simple purse or briefcase (not a large handbag or backpack)
- Do not mix multiple pieces of jewelry, i.e., one ring per hand, simple earrings, and a watch is the best—do not mix brooches, necklaces, and scarves
- Have hair neatly styled or pulled away from the face (avoid trendy hair colors)
- Wear neutral makeup and minimal perfume
- Carry a quality writing pen

Men and women alike should engage in good hygiene: brush teeth, use deodorant, use breath spray (if needed immediately before an interview), wear clean trimmed nails, wear clean ironed clothes, and wear freshly trimmed hair (studies show that freshly trimmed hair makes a positive impression in interviews). Men and women should carry a briefcase with extra résumés and a list of endorsers, as well as a portfolio of endorsement letters to leave with the interviewer.

Color Counts

When selecting clothing, remember there is a basic psychology to color: "Color reveals personality and can symbolize many things. It can be used for example, to create positive environments in hospitals and office buildings. You can use color to solicit specific responses from others, to dramatic effects," according to Victoria A. Seitz, author of *Your Executive Image*.

Common psychological associations of color include (adapted from *Your Executive Image*):

- Red: Hot, dangerous, angry and aggressive.
- Orange: Lively, cheerful, warm, and energetic.
- Yellow: Bright, sunny, cheerful, and deceitful.
- Green: Calm, cool, fresh, immature, and lucky.
- Blue: Peaceful, calm, restful, formal, spacious, and depressed.
- Purple: Royal, dignified, powerful, rich, and dominating.
- White: Innocent, youthful, faithful, pure, and peaceful.
- Black: Mysterious, tragic, serious, sad, dignified, evil, gloomy, and strong.
- Gray: Modest, sad, and old.

Why Dress Well?

Career coaching is all about asking your clients questions to help them discover for themselves the answers to their problems or challenges. To start a coaching session around image you may want to engage your clients in some of the following questions:

- Why do you feel you are not acing interviews?
- What about image do you want to know about?
- What does image mean to you?
- What is the brand message you are trying to present about yourself?
- Does the branding message that your résumé portrays follow you into the interview room? How? In what way?
- Based on the initial impression that you make at your interview today, how will the interviewer remember you tomorrow?
- What do you wear to interviews?
- Have you considered wearing a suit?
- When was the last time you purchased new interviewing clothes?
- If you smoke, do you clean and seal your interview wardrobe?
- What type of briefcase do you carry to interviews?
- Would you come to the office dressed in your interview attire for an evaluation? (Alternatively, if long distance: would you send me a picture of yourself in your interview attire?)
- Has anyone ever made mention of your interview attire—positive or negative? How did that make you feel?
- How are the interviewers dressed? Do you see differences or similarities in your appearance and attire?
- Are you campaigning for positions that put you visible before the public?
- If the company president entered your office unexpectedly, how would you feel about your appearance on an average day?
- How do you feel when you are dressed professionally? What do you want to accomplish?
- How do you feel when you are dressed in jeans and a T-shirt? What do you want to accomplish?
- Why do you wear (a certain color tie, a certain piece of jewelry, color suit, etc.)?

A candidate's image sends a message to the interviewer…professional or unprofessional. Moreover, that message sticks in the interviewer's mind. A powerful suit and appropriate shirt, shoes, and accessories are a dose of confidence to the candidate—that sends a positive image to the interviewer.

Clients with difficult image or hygiene challenges may benefit from a referral to a hairdresser, make-up artist, color consultant, tailor, or even a medical doctor.

| | INTERVIEWING STRATEGIES

> ***"A significant problem in the interview process is that of data collection, evaluation, and interpretation. Use the right strategy and collect the right data – and you'll see how valuable it will be throughout the entire job search process."—Robert L. Genua, Author: The Employer's Guide to Interviewing***

Candidates who manage intelligence collection well will often excel in the interview process. First, candidates need to collect information about:

- The position
- The company
- The company culture
- The company's products and services
- The company's competition
- The company's newest endeavors
- The company's officers / board of directors

This includes detective work on the day of the interview, i.e., notice the surroundings of the office as you enter the building (what types of magazines do they provide in the waiting area? What type of plaques/awards/newspaper articles are on the wall in the waiting area? What types of awards/plaques are in the interviewer's office? What type of hobby/family pictures/knick knacks are in the interviewer's office?)

Knowing about the surroundings is a great way to break the ice in an interview. The candidate may say, "Wow! That is a great picture of you on skis! Where was that taken? Do you ski a lot?"

Or, "I saw that great article in the local paper about you in the lobby! That was a great personal achievement and super contract for your company. I heard you also did a press conference?"

Then candidates need to deliver the information well during the presentation phase of the interview:

- Firm hand-shake
- Positive eye-contact
- Confident body language
- Excellent hygiene and dress
- Intelligent comments/responses to questions

In addition, after the interview(s) the candidates need to send appropriate thank you letters that present insight from the interview, reaffirm motivational factors for wanting the position, and suggestions to fix the employer's problems.

Interviewing is a two-way activity: the interviewer interviews the candidate for a position and proper fit in the organization. But, the candidate is also interviewing the company and the interviewer to determine a proper fit. Consequently, the candidate is encouraged to take short notes during the interview (information to help formulate thank you letters) and to help remember what was important to the interviewer, so that the position description of expectations matches up with what is said in the interview.

If a candidate is not comfortable with an interviewer or the company, its products, or services, he can very simply decline an offer of employment, or he can decline further interviews.

Most interviewers are not trained interviewers. Rather, they are professional or vocational employees with a position title (i.e., engineer, nurse, financial planner, IT specialist, etc.), and they are conducting employment interviews. With that said, many interviews seem awkward and the candidate may leave feeling unsure of the outcome.

Employers spend an average of $10,000 per hire in unproductive costs (and considerably more if the company retains a recruiting firm, uses large print ads, or offers a generous sign-on bonus). Costs include interview and selection time from the HR department, recruitment activities including ads, work from the finance department in formulating a salary, training the new employee, lost time for the interviewer to interview multiple candidates, lost time for the hiring manager or an assigned trainer from the staff to train the new employee, and other associated costs. Consequently, employers really prefer to be sure about whom they hire. And after making a significant investment in bringing a new employee on board, they would prefer long-term employment goals from the candidate.

Clients, who find the interviewing process difficult, usually need many practice sessions to overcome the stress associated with answering tough interview questions. Your clients may benefit from role-playing and mock interviews to script responses to the most stressful interview questions.

Anxiety Producing Questions

- Tell me about yourself.
- What are your weaknesses?
- Why did you leave your last job?
- What types of offers have you received to date?
- Why should we consider you over other qualified candidates?
- What baggage do you bring to the job?
- If you could start over again, what would you do differently?
- Why were you fired?
- What salary are you seeking?
- Why have you had so many jobs in the past few years?
- Why didn't you finish your degree?

What other tough questions cause your clients anxiety in an interview?

Script the answer to three tough questions:

Interviewers may ask any number of questions…ranging from technical to personal and everything in between. A solid interview will be more conversational in tone and allow for both parties to give and take. Candidates can practice and script responses to dozens of potential questions and never get asked a single one they practiced. However, even if the candidates are asked different questions, scripting responses to questions will relieve some stress and provide groundwork to answer questions. Candidates should always consider their résumé as a "cheat sheet" for the interview.

Some questions are posed, just to see how the candidate will respond or react. For example, if a client is asked about the ground speed of a swallow, in the middle of an IT interview, he has the opportunity to respond in a couple ways:

- If the candidate is witty, he may reply, "The North American or European variety?"

- If the candidate is frustrated by the question, he may reply, "I have no idea what you are talking about. What does this have to do with IT?"

- If the candidate is dumbfounded, he may reply, "Well, uh, I honestly don't know. I don't know anything about swallows."

- If the candidate is honest, he may reply, "I have no idea. But I can guess or I can look it up when I get home and call you with an answer. Do you know the answer?"

If a candidate is posed with scenarios, where work is piled high, in the description of the position, and the candidate is in total agreement—the interviewer may wonder if the candidate is being honest, or just agreeing to get a job. For example:

- "Bob, I want you to know that this department is understaffed by 50%, all the projects are off schedule, and we lost $450K in contract costs last quarter. If you get the job, you'll need to work 80 hours a week in the beginning."

- Bob replies, "Great. That sounds wonderful. I can't wait to get started."

- A more honest and thoughtful answer might be phrased like this, "Oh, wow. Is it that bad in this department? Well, I really like a challenge, but I will need to ask many questions before I take this on. Can I meet the team at some point and check out the production floor?"

Additional Potential Interview Questions

1. Tell me about yourself.
2. What do you know about our company?
3. Why do you want to work for us?
4. What unique abilities or qualities would you bring to this job?
5. What are your major strengths and weaknesses?
6. How long do you plan to stay at our company? Where do you see yourself in five years?
7. When is it appropriate to bend the rules?
8. What is the ground speed of a swallow?
9. Tell me about a time that you failed at something, and what you did afterwards.
10. Describe a time when you worked on a team project. What was your position on the team? Were you satisfied with your contribution? How could it have worked better?
11. Why did you choose your school and course of study?
12. Think back to a situation in which there was a conflict you had to resolve. Tell me how you resolved that conflict.
13. Tell me about a project that you had at either work or school. Describe in detail how you managed it and what was the outcome?
14. What is your favorite flavor of ice cream?
15. What do you do in your spare time?
16. What salary are you expecting?
17. What other types of jobs or companies are you considering?
18. Why should I hire you for this job?
19. How important is education to you?
20. Sell me this bottle of water/pen on the desk/chair, etc.
21. If you had to choose your competition, what type of person would you pick and why?
22. What is your leadership style?
23. If you had a super huge jar of mustard, what would you do with it?
24. What is your management style?
25. What one value do you offer this department that will make a difference?

26. Are you prepared to present a briefing, on the spot? Can you set up your lap top real quick?
27. Where do you think you'll best fit into the organization?
28. What is the most challenging business problem you ever faced and how did you manage it?
29. If you have 10 employees, and three called in sick, and you have to finish a project by 4 pm today, how will you handle it? How will you get the project finished on time and what will you tell the customer?
30. How do they make M&Ms?
31. Why should I hire you (again)?
32. What questions do you have for me?

What questions are your clients asked?

Scripting

When you script responses to potential interview questions, use the following model:

- With brevity (be concise and succinct)
- With follow up in mind (what can you do next for the employer?)
- With value-based messages in mind (what value do you offer the employer? How can you fix his problems?)
- With confidence (interviewers appreciate candidates with confidence, and a positive personality, and a self-knowledge of the topic matter)
- With conviction (you must persuade the interviewer that you are the right candidate for the position)

Script sample responses to questions:

Questions You Want to Ask in the Interview

During most interviews, you may be asked, "What questions do you have for me?" Clients should be prepared to ask many questions. If the client is listening well to the interviewer, she can formulate questions from the conversation. If the interviewer does not provide much information about the position, then the candidate may ask any number of the following questions. It is better to ask questions than act as if you already have the answers. It is better to ask questions than say, "No. I think I got it all."

- What is the company's management philosophy? How is this philosophy implemented?
- Is there a formal goal-setting process for this company?
- What was the company's premier achievement over the last three years? Why?
- What was the company's major failure in the last three years? Why? How did you handle it?
- What is the company's single greatest need? What actions are being taken to meet that need?
- What lack of resources are preventing the company from meeting goals?
- What is the most important project the company is now planning?
- Who is / was the (previous) occupant of this position?
- How long was he in the position? How many people have held this position in the past five years?
- Why is she being replaced? (Why did she leave?)
- What is his principal weakness?
- What is her principal strength?
- What did you like most about this person? Why?
- What did you like least about this person? Why?

- Name the three greatest challenges facing this position. How did the predecessor manage the problems?

- What are your immediate goals and priorities for this position?

- What freedom would I have to set interim goals and deadlines?

- What support would this position receive in terms of people and money? And, what is the current budget for this position?

- What specifically constitutes success in this position in the next year? In the next two years?

- How will success be rewarded?

- What can I expect as the next step in the process of obtaining this position?

<u>If time is short, you can compress the questions to</u>

1. What is your immediate need (regarding what we are interviewing about)?

2. What are you looking for in the position/person you are hiring for this position?

3. What visible indicators of success will you use to evaluate my performance?

4. Describe the resources, including decision-making, I will have under my control.

5. What can I expect as the next step in the process of obtaining this position?

Video Interview Training

On the interview:

"Don't be nervous in the interview. If you can't handle the pressure of an interview, how can you handle the pressure on the job?"

"Be natural. If you don't have an area of expertise, say that. Then say, but I am a quick learner."

"Don't say in an interview…'I did everything at my last job'. Great, if you can do everything, I should hire you immediately! Ha, ha."

"Don't' say in an interview, 'I work well with people.' Everyone works well with people." –George and Carolyn from the Apprentice

What Video Teaches

Candidates who are especially sensitive or uncomfortable to interviewing may benefit from video interview training. You may want to offer Video Training as part of your Career Coaching service. If you have a video camera, simply engage your client in a role-playing/mock interview exercise, while the camera is on (use a tripod) (or via Skype for long distance interview role-playing). When you are done, allow the client to view the video. Point out the positive areas of the interview. Ask the client where he thinks he needs work to improve the interview.

The result of video interview training is lots of practice for the client and it allows the client to learn patience during the process. It also allows the client to work on mirroring techniques, notice their own body language, and listen to "ums" and other poor verbal skills.

Video training allows the client to see his overall interview performance, and make adjustments accordingly. As the Career Coach, try not to be overly critical when you view the tape. Ask the client to provide the analysis with your guidance.

This type of training may be very helpful to clients who own an excellent résumé with superior credentials, but say time and again, "I never make it past the first interview."

The Art of Mirroring

Mirroring is a technique that helps the interviewee notice and send a message to the interviewer, that he notices his personality and body language. For example, if the interviewer leans in across the desk, the candidate may lean in closer. If the interviewer leans back in his chair, the candidate may want to lean back in his chair. If the interviewer takes a big breath, yawns, or gets up to look out the window, then the candidate may want to mirror her movements. This shows a general interest and similar style with the interviewer.

If the interviewer sits back in her chair and the candidate leans forward, then the candidate may “invade” the interviewer’s space. If the interviewer leans forward across her desk and the candidate leans back, then the interviewer may feel like the candidate is not interested in personal “up close” communication.

As a candidate moves through interviewing scenarios, they will determine that usually no two interviews are alike. If the candidate can become a student of human nature, he can work with interviewers, making them feel at ease and consequently making the interview flow smoothly.

Your clients can practice mirroring techniques during video training and analyze their ability to “mirror” interviewers to build rapport.

Final Comments

Understand and recognize

- Flinches
- Body language signals
- Hidden meanings
- The use of power
- The discipline of listening
- Human motivators
- Pausing and silence techniques
- The art of storytelling
- The importance of becoming a good conversationalist

Remember What Counts…

- Confidence over Doubt
- Likeability over Ability
- Pro-action over Reaction
- Preparation over Procrastination
- Creativity over Conformity
- Work over Whine
- Victory over Defeat

The Nine Biggest Errors Made by HR and Hiring Managers

"Before you even think about assessing people for a job, they have to pass through three screens. The first is for integrity. The second is for intelligence. The third is maturity—to handle stress and setbacks… then apply the 4-E Framework: Positive Energy, ability to Energize others, Edge (courage to make tough decisions), and Execute (ability to get the job done)." –Summarized from Winning by Jack Welch

"The biggest mistake I can make as an employer, is the wrong hire." – Business Owner

1) Reaction – not pro-action
    a. Waiting until last minute to fill an opening
    b. Having an empty pipeline; speed over quality
2) Absence of a unique hiring requirement
    a. Boring ads / unemotional recruiting
3) No formal structure
4) Overly formal (structured) format
5) Relying on a limited strategy
    a. Internal promotions as primary source of recruitment
    b. Comparison to past position holder
    c. Relying on recruiters
6) Poor interviewing and "strategic digging" (for key information) skills
7) No clear criteria for selection
8) Meet the talker - not the interviewer (Interviewer does all the talking)
9) Built-in biases - preconceived notions

Testing Instruments

Some interviews include tests and profiles, combined with an interview, to determine the candidate's fit for the position. Tests may include:

- Personality
- Interest Inventories

- Aptitude
- Intelligence
- Skills Inventory
- Knowledge
- Others – normal to extreme:
    - Drug testing
    - Polygraph testing (with security clearances or with positions of great trust, i.e., working with large sums of cash)
    - Honesty inventories
    - Handwriting analysis
    - Face reading
    - Physical/medical exams

Building solid rapport with an interviewer is part of the "dance"—part of connecting with the potential future manager. The hiring manager truly wants to connect and build a partnership or working relationship with the potential candidate.

|| COMMUNICATIONS & DECISION MAKING STYLES

In addition to the 55/38/7 communications rule, there are a number of communications styles that your clients can learn to observe and incorporate into their interview process: pinpointing the auditory/visual/kinesthetic learner and mirroring that style; personality, body language, and decision making styles. Clients, who develop an awareness of human behavior, will most likely excel in an interview situation. This is also a good exercise for managers who supervise personnel—by learning the communications styles of their employees, they can better manage personnel—for example,

- Some people respond well to words of affirmation, "Hey John, you did a great job on the report that was due this morning."
- Some people appreciate gifts and treats: "Hey Susan, I am giving you this coffee mug, for a great job well done on the big project!"
- Some people respond to social interaction and personal time: "Hey Linda, I'd like to take you to lunch to get to know you better."

These examples also extend to the communication learning styles, i.e., if a person is kinesthetic, she will enjoy lunch out. If he is visual, he will appreciate directions and guidelines sent in an email. If he is auditory, he will appreciate a personal chat in his office to discuss guidelines.

Clenched fists, sweaty hands and a trembling body, crying or tears, crumpled brows, and eye movement (looking at the floor or ceiling) will provide clues to what a person is thinking or feeling.

Making an effort to identify personality types, learning behaviors, and communication styles, will help managers and subordinates work with management, customers, and staff.

1) **<u>Pragmatic decision-maker is usually</u>**
    - Well organized, time management conscious, gadget oriented
    - Bottom-line oriented
    - Organized and prepared; an information gatherer
    - Controlling and likes to be in charge
    - Cordial and professional – not overly friendly
    - Will make quick decisions based on rational thought
    - Bases the hiring decision on concrete data and personality profile

Communicating with the pragmatic decision-maker
Give data in clear, concise way and model interviewer – (can ask for job on the spot)

2) High-energy decision-maker is usually:

- Emotional, extroverted, and outgoing
- Overbearing who loves to talk
- Very physical – lots of movement with hands, facial expression, body, etc.
- One who enjoys being the center of attention
- Has short attention span
- Highly competitive and energetic
- Makes quick decisions based on gut feelings and quick impulses more so than raw data and analytical evaluation

Communicating with the high-energy decision-maker:
Meet energy level, show enthusiasm, and give data clearly. Decision-making is based more on "chemistry" than anything else – (can ask for job on the spot)

3) Congenial decision-maker is usually:

- Concerned about making everybody happy
- One who avoids conflict and confrontation and doesn't like to give "bad" news
- One who does not thrive well in stressful or high-pressure environments
- Overly friendly and will smile even at a funeral
- An erratic decision maker who will not make decisions until forced

Communicating with the congenial decision-maker:
They won't make fast decisions - so ask questions aimed at their decision-making criteria:

- "What is most important to you in selecting the next person for this job?"
- "What are the qualities you are looking for in the successful candidate?"
- "What were the two qualities of the person who last worked in this position you'd like to see in the next candidate who wins the job - and what are the two qualities that you would like improved upon?"

Then show you have what it takes. Get a firm commitment as to when they are planning to make a hiring decision or what the next steps are in the hiring process.

4) Analytical Decision-maker is usually:

- Slow (often times painstakingly slow), cautious, and, of course, very analytical
- One who wants tons of data, information, and material in order to make a decision
- Is serious and often times unyielding and obstinate
- Goes by the book and does not embrace change or challenge to his authority/duty
- Not very sensitive to his/her environment or other people
- Is in no hurry to make a decision and would rather NOT make a decision than risk making the wrong one

Communicating with the Analytical Decision-maker:

Much like congenial, only serious, and unemotional. Be patient, go slow, and model his/her behavior. Ask:

- "What further information or data could I furnish you with to help you make the right decision?"

- "I certainly wouldn't expect you to make a hiring decision before you are sure it is the right one for your company. However, may I ask whether you have set a date, in your mind, as to when you'd like the successful candidate to begin? And is there anything further I could provide you with to further encourage you to consider me as that successful candidate?"

What kind of decision-maker are you?

How can you pinpoint the decision-making style of your clients?

How can you help your clients determine the type of decision-maker they are interviewing with and thus learn to properly mirror their style(s)?

The "Legal Issue" Issue - The Six (6) Major Discriminations

You have to decide what type of questions make you feel uncomfortable in an interview.

1) Race, color, national origin
   - Civil Rights Act of 1964 – expanded in 1968 and 1972

2) Religion
   - Civil Rights Act of 1964

3) Sex, marriage, pregnancy
- Equal Pay Act of 1963 (an addition to the Fair Labor Standards Acts of 1938)

4) Age
- The Age Discrimination in Employment Acts of 1967

5) Affiliations (Union Initiated)
- Wagner Act of 1935

6) Disability
- Americans with Disabilities Act of 1964

Affirmative Action

- African Americans
- Hispanics
- Asians / Pacific Islanders
- Native Americans
- Women

Phases to the Employment Interview

Preparation

- Folder
- Extra résumés, references, supporting documentation
- Intelligence Material
- Company information and research information
- Dress for Success
- Dress the part
- Visualize and Feel Success
- "Whatever the mind can conceive and believe – you can achieve." - *Napoleon Hill*

The Arrival

- Time Management
- Be on time – just right
- Final Check
- Everything must be in order
- Body Language
- Peak performance level
- Eyeball to Eyeball
- Personal empowerment – communicate on equal footing

The First Impression

- Physical – Visual
- Communicating styles
- Small Talk
- Rapport building
- Ice-breaking Techniques
- Commonalities / questions

Delivering the PUNCH (Communicating Value)

- Rapport building
- Delivery style
- Data Dissemination
- Substance
- Support and Defend "Value-based Messages"

The Close

- Assist the Interviewer to Make a Decision
- Via the Decision Making Styles
- Ask Key / Provocative Questions
- To inspire action

- Don't Handle Salary Issues "Prematurely"
- Postpone if possible

Next Steps –

- Be proactive
- ("I am very interested in this position; what do you suggest are the next steps in the process?" or "what can I do to provide you with additional information to show you that I am the best candidate for this job…?")

The Follow-up

- The Follow-up Thank You Note
- Email
- Fax
- Phone calls

| | MASTERING THE ART OF SALARY NEGOTIATING

> *"To overcome an employer's inherent fears and doubts, you must develop enough professional rapport during interviews to allay their fears of making a hiring mistake."*
> *–Arlene S. Hirsch, Author of NBEW's Interviewing*

You Are Always Negotiating

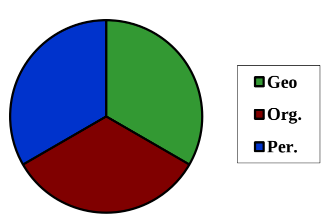
From the moment you make initial contact with any company or organization for the purpose of employment, you are in negotiation. You may not be discussing money openly, but you are making a permanent imprint on the mind of the hiring authorities. In other words, your professionalism, demeanor, tact, and presentation are registering with everyone you meet. Your confidence level, perceived self-esteem, and ability to communicate have made an impact on those who will eventually make the hiring decision. Though you are not yet talking money, be assured that your performance level at each stage of the hiring process correlates with the salary, benefits, and perks you will be offered. Act professional at ALL times!

Be Totally Prepared

There's that phrase again! Be prepared! There is no substitute for preparation. If you are well prepared, you are confident, self-assured, and poised for success. Being unprepared manifests itself in nervousness; you appear jittery and squeamish. Prior to going into the employment negotiations, you must gather three distinct pieces of information on your Compensation Model:

a) The average salary paid in the geographical area where you anticipate working
b) If possible, the range the company will pay or what the former employee was earning
c) Your personal wants and requirements

At this time, you must complete the compensation model.



- Compensation for comparable position geographically

Position:	From: $	To: $

- Compensation organization has paid in the past

Position:	From: $	To: $

- Compensation you, personally, require / desire

Position:	From $	To:

Research Compensation

- JobSmart (www.jobsmart.org)
- Salary.com
- PinPoint Salary Service (773) 4-SALARY
- Other Internet Sources
- Executive Recruiters
- Library Resources (Books and Internet)
- Networking (Social and Professional)
- Call the Companies Direct
- Hire a Research Company

Intangibles as Well as Tangibles Have a Value

Perhaps flexible hours, working conditions, geography/work location, growth potential, and other non-material (intangible) needs are valuable to you — possibly more so than actual salary or other tangible (company car, 401k, etc.) benefits. For instance, benefits might be more valuable to you than actual salary. The use of a company automobile might be more important than health insurance benefits if your spouse has a job that has good benefits. Salary plus a bonus based on performance might be more valuable than a straight salary, etc.

When weighing your personal needs, take these things into consideration and place an economic value on them – and remember, they are worth whatever value you give them! At this time – you will develop a list of your "career values" and then prioritize them in order of importance to you.

Order of priority	Career value	Details / Specifics
_____	Salary you desire	________________________________
_____	Bonus(es)	________________________________
_____	Sign-on bonus	________________________________
_____	Pension plan	________________________________
_____	Tuition reimbursement	________________________________
_____	Continuing education	________________________________
_____	Guaranteed contract time	________________________________
_____	401K matched by employer	________________________________
_____	Profit sharing potential	________________________________
_____	Medical & dental benefits	________________________________
____	Cost of living allowance for foreign employment	________________________________
_____	Cell phone or laptop	________________________________
_____	Company car	________________________________
_____	Expenses / travel allowance	________________________________
_____	Vacation time	________________________________
_____	Personal time / sick days	________________________________
_____	Childcare	________________________________
_____	Memberships	________________________________
_____	Company discounts	________________________________

_____ Flex hours (Schedule) _______________________________________

_____ Telecommuting _______________________________________

_____ Commissions _______________________________________

_____ Moving/relocation expenses _______________________________________

_____ Other _______________________________________

_____ Other _______________________________________

Sample Written Offer (Example #1)

Becoming a regular employee of Company will include the following benefits:

Basic Salary:	$4,207.00 per month, gross salary - Working days are Monday through Friday (40 hours per week)
Bonus Programs:	- June and November salaries are 150% of the basic salary
Paid vacation:	- 15 working days per year vacation
Expenses:	- Project travel will be reimbursed by Company as per our standard rates
401K:	- Company will contribute 50 cents to your every dollar
Health insurance:	- If desired you can join the Company health insurance system. Lump sum fee will be $480 per month, to be paid 50% by your side, 50% by Company
Sick leave:	- Will be paid up to 6 weeks per year by Company
Reviews:	- Company standard review period for its employees is annually

If you agree with the conditions specified, please sign and return the enclosed contract, and indicate a start date (within 30 days of receipt of contract).

Signature ____________________ Date _________

Example 2

Company, is pleased to offer you a full-time position as a Senior Analyst reporting to Mr. Jones in our Arizona office. In this capacity, you will earn a bi-weekly salary of $2000.00. This position will require you to obtain and maintain a security clearance. This offer is contingent upon your retention of the required security clearance level and physical through the Company doctor. Once these contingencies have been met, we would like you to begin work on May 1, 2005.

As a full-time employee, you will be eligible to participate in our excellent fringe benefits program including choices of medical, dental and vision care insurance, 401(k) retirement plan and paid time off. We have enclosed a brief summary describing our current benefits.

In addition, you will receive a supplemental allowance in the amount of 20% of your base salary. This allowance is subject to change based on adjustments made to your base salary.

A transition assistance / moving expense payment will be made to you after successful completion of continued employment of 90 days. If you leave Company in less than 12 months, you are required to reimburse company for the payment. The payment schedule is as follows: Maximum $12,500, payable upon receipt directly to carrier. If you prefer, we can use our contracted moving service and save you the initial up front expense.

We greatly look forward to having you join Company and become a member of our team. Company is committed to providing each employee with the opportunity to succeed. We strive to maintain long-lasting employment relationships with each employee; however, we recognize that you retain the option, as does the Company, of ending your employment with Company at any time, with or without notice and with or without cause. As such, your employment with Company is at-will and neither this letter nor any other oral or written representations may be considered a contract for any specific period of time. The terms of this offer are considered company private information and should not be discussed with others.

We believe that you can make a significant contribution to Company and be a valuable member of our team. We look forward to your favorable reply. Please indicate your response to our offer and return the original to the Human Resources Department within ten (10) days. A copy is enclosed for your records. A self-addressed, stamped-envelope is enclosed. Upon your acceptance of this offer, please contact Ms. Jones at 555-555-5555 to set up a time for your new-hire orientation.

Successful Negotiations Are Win-Win Negotiations

There can be no win-lose outcomes in successful salary negotiations. Both sides must walk away from the negotiation happy and content. Through give and take, intelligent compromising and recognizing the underlying needs of all parties in the negotiation, mutual respect, and successful long-term relationships are born.

Your Goals Will Most Likely Be Different than the Goals of the Hiring Authority

Quite possibly the organization's main focus during the negotiations is base salary. For you it may be total earning potential. So a win-win solution might be to negotiate a lower base salary but a higher commission or bonus structure. Or your focal point might be a high base salary; whereas the company you are negotiating with wants to keep down both payroll and expenses. In this case, a win-win scenario might be to suggest they hire you as a subcontractor. This way you earn a higher wage and the company saves on benefit expenses, FICA and Worker's/ Unemployment Compensation costs. (Review your career values list and know where you can be flexible and where you can compromise in achieving a win-win outcome).

What do I believe are the three most important things that the company is seeking?

1) ______________________________

2) ______________________________

3) ______________________________

What are my three most valued career requirements?

1) ______________________________

2) ______________________________

3) ______________________________

What You Lose in Negotiation Will Never Be Recuperated

If lack of preparation caused you to settle for $5,000 less a year, over a ten-year period (with raises, bonuses, and interest) **you could lose over $100,000!**

Over a 20-year period, a minor miscalculation or error in negotiating can result in a **loss of over $300,000!** A little extra effort in preparation will result in serious dollars over the long haul. Carelessness and a lackadaisical approach will cost you a fortune!

The Selection Interview and Employment Negotiations are Two Distinct Stages in the Hiring Process.

The employment interview is a mechanism to establish compatibility and to determine if there is a mutual desire to join forces in pursuit of common business/professional goals and objectives:

- Can you work with them and can they work with you?
- Can you satisfy their needs and can they meet yours?
- Are short and long-term goals congruous?
- Once answered affirmatively, salary and compensation negotiations begin.

Employment negotiations are discussions held to determine terms and conditions of hire or contract. Once it has been decided that it is in the mutual interest of both parties to team up, the next step is to determine what each party will give to and receive from the other. You will provide X-number of hours of service, performing specific tasks, to achieve defined objectives, under certain conditions. In return, the employer will provide specific compensation, benefits, and perks for those services. The selection interview and employment compensation negotiations are two very different processes! You must treat them as such.

Do Your Very Best Not to Bring Up the Subject of Salary or Compensation in the Interview – Let the Employer Bring the Subject Up and Show His/Her Hand First.

Many experts agree that the party who mentions money last maintains the advantage in the negotiation. Obviously, most organizations would like to pay the least amount of money for the highest talent available. If you bring up the subject of money first and offer your salary history or requirements prematurely, you provide valuable information that can be used against you during the negotiation process.

You have the most leverage in the salary/compensation negotiation process after the job has been offered, and before you accept it. Timing is Everything!

Try and hold off on any type of conversation relative to compensation until a job offer has been made. In the event this cannot happen – the fact that you have completed the compensation model knowing what your value is and what you require – you can then address the subject at any time during the interview.

If Asked Your Salary Requirements, Break a Communications Rule by "Answering the Question With a Question."
Your operating strategy is never to bring up money or compensation first. This may make you feel awkward and many times, you may not be operating in your comfort zone. However, in order to negotiate the best deal possible, ***you want the employer to name a salary first along with a bona fide offer***.

The following is a possible negotiating scenario posing some questions and the manner in which you might answer:

- "What salary did you have in mind?"
- "I really like what I've seen, am interested in becoming a contributing member of your team, and know I can be a strong force in igniting sales and increasing profits. If you feel the same way, may I ask what range you have in mind?"

If the employer is a hard-nose negotiator, the ball may be thrown back in your court:

- "Well, I'd really like to hear what you have in mind for a salary. Could you possibly share that with me at this time?"
- "I'm open to any reasonable offer that is consistent with the high caliber of work for which I am recognized. We have come this far in the discussions, and I am very impressed with everything I have seen and heard. I'm certain that your compensation package will be in line with the high-quality of discussions we've had to this point."

If the employer is adamant about getting a figure from you first, then there's little you can do but accommodate him:

- "That's a very eloquent statement, but you have still failed to provide me with a specific salary range that would meet your needs."
- "Currently I am earning $28,000. In order for me to make a comfortable move, I need to earn $34,500. I think you would agree that the contributions I will make, based on my track record and knowledge of the industry, will justify this salary. I would also hope, based on pre-

determined goals and the attainment of those goals, which a six month job and salary review would take place."

You Must Know Precisely What Your Value Is in Relation to the Employer's Specific Needs and/or Problems

There is a difference between self-worth and market value. During negotiations, you need to emphasize those strengths, abilities, and qualifications of direct benefit to the organization. Your strength lies in your ability to produce, contribute, and add value to their organization.

Pay Careful Attention to the Communicating Style and Mirror that Style

Blend your personality and behavior to that of the hiring manager. This enables him to feel relaxed and comfortable around you and gives you a distinct advantage.

1) Listen
2) Observe
3) Be Engaged

When Possible, ALWAYS Get the Offer in Writing (ask for it in writing)

If the offer is made in writing, there can be no ambiguity that will cause either side to feel uncomfortable, embarrassed, or even resentful. There is always a chance that conflict will occur when the terms and conditions of employment are solely verbal. If the organization is reluctant to agree to put the terms of employment in writing, you should send a letter summarizing them as you understand them. However, you may want to be on the alert when a company refuses to put their offer in writing. The question to ask here would be , "Why?"

What If Employment Tests, Drug Testing or Other Conditions Are Placed on Employment During the Salary Discussions?

You have a personal decision to make at this time. Be certain the request is proper and legal. Once determined, you need to weigh the pros and the cons of agreeing to such requests. Most of the time employers have good reasons for administering these tests and you have a right to know those reasons.

Drug tests, though an accepted part of the hiring process today, are not foolproof and false-positives have been known to occur. You must consider the consequences to your reputation. When taking a psychological or similar test, you have two options. You can either answer the questions in a manner that reflects your true beliefs, values, and ideologies or answer the questions based on what you think the employer wants to see. In the end, if you refuse to take the test, your hire will probably be rescinded—so be prepared to go forward with their request.

A "Counter Offer They Can't Refuse!"

If you are offered a salary well below your expectations – you will need to "persuade" them into investing in something that is more than they either wanted to pay or can afford to pay. Your job is to make them a "counter offer they can't refuse." The key is to accentuate your "economic value" as well as your value added dimension. In other words – what critical value do you bring to the job and what ADDED value (speak Spanish and English) do you bring to the job that is not part of the job requirements, but has a value just the same.

For instance – a teacher seeking a position in a PRIVATE school desires a $50,000 salary but is offered only $38,000. If she can show that she has strong "fundraising" skills and can be a major contributor so that the school can raise more money in their fundraising efforts – she has a good chance of getting her $50,000 – being hired as a teacher and "fundraising coordinator."

Give some thought as to your signature and subsequent valued added messages – supported by solid past achievements.

Negotiating Tips

- **You can always come down – but it's almost impossible to go up**
    - In negotiating, always start high anticipating having to come down. If you start too low, it will be difficult to get more.
- **You can always use the "Low Profile" approach when negotiating**
    - A softer, gentler approach is highly effective in some, if not, many situations. "Discussing salary is always a little uncomfortable for me – I'm a techie not Henry Kissinger. That being said, I was wondering…."

    - This rule applies to managing clients as well…it is sort of like the nice cop/mean cop theory…you get more information from being kind and thoughtful, than being mean and rough (the mean ploy can actually cause the opposite results…and cause friction and disagreements among negotiating parties—it builds resentment and spite).
- **Learn to play poker**
    - Well not poker, but how to keep a poker face. If the offer is far less than you expected or, for that matter, higher than you anticipated – keep a straight face and show little emotion other than being grateful for the offer. Then begin to negotiate.
    -

- **Silence is golden**
    - A moment of silence can be a powerful negotiating tool as well as a means for you to collect your thoughts without losing your cool or concentration. About 15-30 seconds of silence can be invigorating – and compelling in getting what you want.
- **Don't oversell or undersell your value**
    - "Know thy value and know thy marketplace – and negotiate from truth."
- **Know the polarities**
    - In essence, this means know the top end of the salary scale and the lowest salary you are prepared to accept. With this in mind, be willing to walk away if it's below the lowest number.
- **Haste makes wastes; but he who hesitates is lost**
    - We are often told not to accept the first offer or to take time to think it over. Bottom line here is to be sure that BEFORE you go into negotiations, you know your strategy. If you need a job and are offered a fair salary – take it! If you need time to think it over – take it! If you want to negotiate a better deal do it!
- **Delays do not always equate to denials**
    - If you see an opportunity that is not paying what you want but has the potential to pay you what you're worth – a delay does not mean denial. Attempt to negotiate a review period where you can discuss a raise based on performance; seek to incorporate a bonus or an incentive clause in your agreement. Sometimes we have to walk before we run – if we're playing in the arena we want to play in.
- **Negotiate from a position of strength – not greed**
    - Here's a cute rhyme that says it all: "We are paid for our value not our need – so when we negotiate it must be from strength not greed." It's not what you want that matters – it's the value you bring to the employer.
- **Negotiate with CLASS**
    - Class seems to be an attribute in short supply today. Be professional, stay in complete emotional control, remember that integrity is king, and don't cave in to your values. Be you and be proud of it. Fight for what you believe in but do it in the spirit of cooperation and with class and style. In the end – that's what this is all about!

Interview and Communications Tips

Negotiating Position

There are several powerful stratagems used in negotiating. Being aware of them will not only give you a greater power base to negotiate an employment package, but will also allow you to defend against these tactics when used upon you. Some of these ploys are:

The **Good Guy / Bad Guy** position:	"I'd love to pay you this, but my boss has set a ceiling for this position" (Yeah, right!)
The **Next Level Up** position:	"I have to check with personnel, they make the final decision." (He knows. He's testing you.)
The **Sympathy** position:	"I'd love to hire you, but I just can't afford you at this time." (Wanna bet?)
The **Peck-Away** position:	"We could cut a deal if you could start at fifty cents less an hour and take one less vacation day a year." (Don't budge an inch. Hold your ground.)
The **Disappointed position**:	"Boy, I was hoping we'd be closer together on this." (No, she wasn't; she expected this.)
The **Acting Stupid** position:	"Did I say $10 per hour last week? I must be losing my mind, I meant $9 an hour." (If he plays this game now, what can you expect later?)
The **Arm Twisting** position:	"This is a take it or leave it proposition. If this isn't acceptable, I'm sorry, but we have nothing more to talk about." (She might be right, but on the other hand...)
The **Hot Button** position:	"I know how much you would love to relocate to a warmer climate. If you could come down 10%, I think we have a deal" (They have identified your hot button and are manipulating you.)
The **Trade-off** position:	"If you can compromise your base salary, we can throw in a company car." (Often times the result is a win-win negotiation. You must weigh the value of the trade-off.)

Hidden Meanings in the Communication Process

During the heat of the negotiations, be aware of the *hidden meanings* in the communication process. The five most common gimmicks employed in the employment negotiation process are:

The **Genuineness** ploy:	"To be perfectly honest ..." (Watch out. Why would anyone be perfectly dishonest?)
The **Exploratory** ploy:	"How do you feel about this?" Or "If I could do this for you, how would you react?" (He's trying to gauge your reaction to something. Don't be overly anxious to offer too much information. It can be used against you.)
The **Antithesis** ploy:	"I hate to say this," or "Frankly speaking...” (The gimmick here is that he loves to say that and, is not speaking frankly.)
The **Don't Worry** ploy:	"I wouldn't worry about that, we'll be able to handle that at a later date." (If there's nothing to worry about, than let's address it now. This ploy means that there's turbulence ahead.)
The **Add-On** ploy:	"By the way," or "Oh, did I mention...?" (Usually means you're in for a surprise, and not one you're likely to enjoy!)

One final note. Become a negotiating expert and you will see that this skill will have far-reaching effects well beyond the employment process. When you become a power negotiator, you will be able to purchase cars, homes, and other items for far less than you imagined. These skills will help you in all areas of life.

Negotiating Tactics

(From Roger Dawson's, The Secrets of Power Negotiation)

Good Guy / Bad Guy
When two people are working together, one friendly, the other threatening.

Never Take the First Offer
Always go through the negotiating process and make the other side feel they've won something; you won't feel satisfied if you don't try for a better deal.

Feel, Felt, Found
Because arguing creates confrontational negotiation, agreeing up front by using phrases like, *"I understand the position you are in, many others have been in similar situations, and I have found that a good way to resolve…"*

Smart / Dumb
Dumb is smart and smart is dumb. Play dumb (innocent) and don't give your position away; the other side will be kept off guard and eventually try and help you.

Walk Away
Communicate to the other side your willingness to walk away; when you pass the point of walking away, you have lost the negotiation.

Nibbling
Since directly after the initial agreement, the opposition is most vulnerable, some things are more easily achieved later in the negotiation; introducing a demand early may mean it will be bargained out or traded off/down.

Hot Potato
Someone wants to pass his or her problem to you (*We've had a bad season so we can't pay that much*).

Set-Aside Gambit
Put an issue on hold and find agreement on other issues to create momentum – then return to any unresolved issues or impasses (in a spirit of greater cooperation).

Flinching
Visibly react any time a proposal is made. If you look disappointed, they may immediately "up" the offer.

Trade Off Principle
Any time you are asked to make a concession in a negotiation, automatically ask for something in return.

Power of the Printed Word
People believe what they see in writing.

Vise Techniques
Squeeze people into concession by saying, "You'll have to do better than that."

Funny Money
Use an unusual way of breaking down the "numbers" to make it seem that the amount in question is insignificant (cents/day; dollars/week; pennies/mile, etc.)

Easy Acceptance
Put the other side in a position in which they don't feel bad about giving in to you.

Withdraw Offer Technique
To close a negotiation, withdraw an offer you have already made by retreating to a previous position – explaining that the offer is no longer available because you made a mistake or a higher authority intervened, etc.

Decoy Gambit
Take the other person's attention away from the real issue.

Red Herring Ploy
A refinement of the decoy gambit (above); create an issue in the negotiation that will subsequently be used to trade off for a real issue.

Puppy Dog Chase
Offer the product free for "test use" getting the person (employer) emotionally involved with it and making it difficult for the person NOT to buy.

Reluctant Buyer
Feign some "disinterest" in finalizing a deal, no matter how high one's enthusiasm.

Want-it-all-Philosophy
In the initial negotiation, always ask more than you expect to get.

Splitting-the-Difference
Always encourage the other person to split the difference between what you want and what they are willing to give.

Body Language Signals

(From Roger Dawson's, The Secrets of Power Negotiation)

Blinks
Rapid blinking indicates the person is exaggerating, tense (or very alert), lying, or feels uncomfortable with what he/she is saying.

Handshake
Overly friendly handshakes may mean they want something from you. A damp palm may be a sign of nervousness – watch to see who wipes his/her hand to shake yours.

Coat Buttons
An unbuttoned coat is a sign of being relaxed and comfortable in a situation.

Head Tilt
A person whose head is upright and who is looking straight at you, probably isn't paying attention. A slight tilt of the head, particularly if the hand is on the chin, is a sign of good attention.

Hand to Head
Stroking the chin or knuckles folded under the chin indicates interest. The chin in the palm is a sign of boredom.

Stroking the nose is a sign of lying or exaggeration, while touching the bridge of the nose is a sign of concentration.

A tug of the ear indicates the other wants to hear more.

Scratching the top of the head indicates unease.

A hand placed on the back of the neck is almost always a sure sign of annoyance.

Hands
Finger drumming indicates impatience.

Wringing the hand indicates severe strain.

Steepling (fingertips touching fingertips is a "steeple" motion) indicates supreme interest and/or confidence.

When a man brings his hands to his chest, it indicates openness and sincerity. When a woman does it, it indicates shock, protectiveness, or deep emotion.

Glasses
Looking over the glasses indicates disbelief or disapproval.

Someone who repeatedly cleans his/her glasses wants more time to think.

If a person lays his/her glasses on the table, he/she is no longer interested.

Space
Within 1.5 feet is the “intimate” zone – don’t intrude on this space in negotiation.
1.5 to 4 feet is the “personal” zone.
4 to 7 feet is the “social” zone.

<u>Hidden Meanings</u>

(From Roger Dawson's, <u>The Secrets of Power Negotiation</u>)

Expressions meaning the Opposite
Sometimes people say things when they really mean the opposite (Reverse Psychology – i.e. "That shouldn't be a problem…").

Throwaways
Expressions that, at face value, indicate a casual reference, but in fact, precede a momentous announcement (i.e. "This probably isn't important but…").

Legitimizers
Expressions used to legitimize a statement that is not completely true (i.e. "To be honest…").

Justifiers
Expressions that lay the foundation for failure (i.e. "It was a bad economy, the business failed, and I was laid off…").

Erasers
Words that erase everything that came before them in conversation. (i.e. "I was only joking…").

Deceptions
Statements made to get you off guard just before a key negotiating point is about to be made (i.e. "This is an easy job…for someone willing to work 18 hours a day…").

Preparers
Clauses that get you ready for the speaker's request (i.e. "Now if you don't mind…I have a favor to ask…").

Trial Balloons
Sentences that indicate the speaker has already made up his/her mind and wants your opinion on it, (i.e. "I don't know what you may think about this, but…").

Sense Orientation
Expressions and words directed at a speaker's dominant sense. (I *hear* what you're saying," or "I can *imagine* that, or that *feels* like the right decision...").

A Checklist of Human Motivators - What Makes People Tick

(From James K. Van Fleet's, Conversation Power)

- A sense of personal power and mastery over others
- Sense of pride and importance
- Financial security and success
- Reassurance of self-worth – recognition of efforts
- Peer approval and acceptance
- Desire – to win, to excel, to be the best
- Sense of belonging
- Opportunity for creative expression
- Accomplishment of something worthwhile
- New experiences
- Sense of freedom and individual liberty
- Sense of self-esteem, dignity, and self-respect
- Experience of love
- Emotional security

10 Steps to Improve Listening Skills

(From James K. Van Fleet's, Conversation Power)

- Give your whole hearted attention to the other person
- Really WORK at listening
- Show an interest in what the speaker is saying
- Eliminate/minimize distractions
- Practice patience
- Keep an open mind (value differences of opinion)
- Listen for ideas
- Listen to both "what" and "how" it is being said
- Let go of your ego
- Remember - you have 2 ears and only 1 mouth "by design"

Pausing Techniques in Communications

(From Bert Decker's, Creating a Powerful Presence)

The Pause

- To delineate points, transitions, and sections of talk
- To think and plan
- To look at notes – change and check visuals
- To breath, relax, and eliminate non-words (um's, ah's, etc.)
- To be aware of what you are saying and how you are saying it
- To emphasize certain points
- To give listeners the opportunity to absorb material/information

The Art of Storytelling to Improve Communications

(From Bert Decker's, Creating a Powerful Presence)

Storytelling

- Use personal stories whenever possible
- Highlight essential details and images
- Embellish with sensory-based language – hands/face, etc.
- Clearly state lesson/meaning/point of the story
- Compare/contrast story to the point being made
- Use same language as in the story

Earl Nightingale on Communications

(From Earl Nightingale's, The Essence of Success)

The Good Conversationalist….

- does not want to be the center of attention – he/she makes others the centers of attention.
- wants the people he/she is conversing with to have a good time and to enjoy the discussions.
- ensures delectable topics of conversations.
- puts others and subject matter ahead of him or herself.
- makes sure that the conversation camouflages him/her, and highlights the subject and/or others.
- understands that good conversation is not an exercise in debate to prove right or wrong; rather an interest in discussion to enhance awareness and other's points of view.
- is an expert listener.
- is a person who has an excellent command of the language and consistently builds on his/her vocabulary and methods of delivering the words.
- can communicate as effectively in written form as he/she does verbally.
- keeps things simple. "Terse is terrific."

|| PUT IT ALL TOGETHER

The 5 P's of the Career Search

- **Career Search Purpose**

  - Define the client's purpose in seeking employment. Identify the client's expectations for career coaching services.

  - Determine the client's goals. Write goals and create an accountability timeline to get goals.

  - Conduct assessment testing, if required.

  - Explore career interests and motivations.

- **Career Search Plan**

  - Listen carefully to your client and ask gripping questions to construct a career construction action plan. Look beyond the résumé.

  - During this stage, the client and coach will work together to brainstorm, collaborate, and determine a general plan for the career search campaign.

  - The client needs to commit to career search plans and think about career choices, values, interest, and motivations.

  - Conduct research.

  - Develop a Board of Directors.

- **Career Search Preparation**

  - Script the career success action plan. Design a strategy, write résumés, and career marketing documents, prepare for interviews and salary negotiations; prepare for networking; stretch the comfort zone—and challenge clients to new levels.

  - Clients must prepare for their career futures, their retirement, and their families.

  - Conduct research and identify companies of interest. Learn about the company.

- **Career Search Practice**

  - The client, in collaboration with the coach, needs to implement the career search campaign strategy, practice seeking employment, practice interviewing, engage in non-technology and online career search strategies, and build skills for future career-search campaigns.

  - During this phase, the Coach serves as a Cheerleader / Chief Motivational Officer and Drill Sergeant / Accountability Partner throughout career search campaign.

  Practice does not necessarily make perfect—but it can make better. The client needs to practice interviewing and practice networking; prepare an interview wardrobe; research companies and industries; and become intimately familiar with the career search process.

- **Career Search Perseverance**

  - Perseverance and patience are virtues to strive for during the career search campaign! "Rejection letters" and "negative" responses are just part of the career search process.

  - Perseverance is determination. Coach your clients to be "determined!" in their career search campaigns. Lead them to be resolved, firm, and insistent. Help them to never give up; but to persist!

  - Challenge them to paint the house, enjoy the kid's soccer games, and network with a passion, while they wait for interviews.

  - Insist that your clients *commit to continue* their career search campaigns—to stick with it—and carry on no matter what the results—and keep at it, no matter the number of perceived rejections.

Building a Career Coaching Program Schedule

Career coaching is somewhat subjective; the process, goals, and main objectives are based on the client's agenda and immediate needs. Coaching is fluid and cannot always be based on a structured schedule, as it meets the needs of the client, as needed. However, as a coach, it is important to glean pertinent information from a client and set a general schedule for the coaching process. The schedule is particularly important for clients who need boundaries, or who want to see a plan before they sign a service agreement. Moreover, a schedule or program is a guide for the coach in developing a process that works with their clients over time.

Some clients sign up for a "full-package" coaching program, which lends well to a pre-organized schedule and coaching program to facilitate the client's goals; but some clients sign up only for "al la carte" coaching services, which works well with a "move through the session based on the client's immediate needs for today" process.

Selling the Coaching Services

The first step in facilitating a coaching program is selling or booking career coaching services. By engaging the client in a conversation (either via phone, email, IM, in person, or Skype), you will discover the reason the client needs/wants career coaching. Understanding why the client needs a resume or career coaching, you can easily suggest the appropriate career coaching services, to help the client attain their goals and meet their needs.

The selling and / or information session (if you are an HR Professional or Outplacement Specialist) may also include a description of services and the coaching process, i.e., how you intend to work together including worksheets, personal or telephonic interviews, how many sessions are required, length of each session, and included products/services, e.g., resume, covering letters, thank you letters, reference list, salary history, interview training/coaching including role-playing, scripts, networking, salary negotiation coaching, dress for success coaching, goal development, life/career schedules, time management surveys, identification of core strengths, business planning, assessment testing and evaluation, additional services i.e., resume circulation (hard copy or Internet), and other services required of a client.

This pre-coaching meeting is also used as an opportunity for you to determine if the client is "coach-able" and if career coaching will meet the client's needs. Some of our colleagues charge a fee for this consultation from $25 to $50; some offer this consultation for free. You should also be aware of any 'red flags' at this point, which may indicate that you and the client are not a good fit, i.e., perhaps the client is very depressed and would benefit more from a career counselor, or perhaps the client balks at fees and tries to bargain down the investment proposal. If you are not comfortable with the client, you may want to suggest he/she locate a more appropriate service provider.

Finally, during this session, you want to present the client with an investment proposal detailing specific services, a contract for services, and set a first appointment for coaching. (The investment proposal may be sent in writing for review by the client and a follow-up phone conversation to cinch the sale, or you may provide the fee quote over the phone and obtain a credit card number on the spot.)

Starting the Program

Soon after the client signs the service agreement, it is a nice courtesy to send a welcome letter, stating positive comments about working together and how you look forward to working toward specific goals for the client, while coaching the client to navigate the career search process. If you use worksheets or an intake form (Query Piece), send it at this time and request the client return this information at least 24 or 48 hours (or earlier) before your first session (your call).

This correspondence may also include a reminder for the date and time of the first session, and to request any additional materials, i.e., old resume.

During the first few sessions, you may need/want to control the agenda to ensure you have a solid grasp of the client's background and needs (always being sensitive to the client's immediate needs, i.e., the interview they had scheduled for next week got moved to tomorrow—so, the client may need some immediate coaching for the interview; or the client received a pink-slip sooner than planned and needs to vent; or the client had a personal event happen and needs help to refocus, i.e., birth of child, death of parent, spouse lost or gained a job, etc.).

Session One

Normally during session one, I review my client's Query Piece and old resume, probing the client for more information. We talk about how they need the most assistance, how they will benefit the most from our working together, a brief overview of their previous employment and why they left jobs, major accomplishments, major strengths, and a discussion of major goals as an outcome to the program.

Homework: From this session and throughout the coaching program, I ask each client to respond to Career/Life Purpose questions, Goals, Business Plans, Values, and other exercises. I will also assign assessment tests during the first session, providing the client with access to a web link.

Following each session, I send the client a "Progress Report" (in the Gear Box) asking them to reply to me before the next session with information about their achievements, planned goals and goals they met, activities completed, homework, challenges they met, disappointments, struggles, and topics they would like to discuss at the next session. This is a great accountability exercise.

Session Two

In session two, I review the client's assessment results as well as Career/Life Purpose Questions, Values, and other Goals exercises (this is often an ongoing process, as we refer back to the exercises during subsequent coaching sessions or I issue some exercises at subsequent sessions—to not overwhelm the client with too many exercises at one session).

Homework: We discuss further requirements for research to develop the resume and develop stories to prepare for the interview process. Clients really need to develop strong, strengths-based stories and gain confidence in the coaching program. I ask the client to send me vacancy announcements from positions of interest, companies of interest, or industries of interest—due by the next session.

Session Three

Session three focuses on research of positions, industries, and companies of interest, general feelings about organizing a career search strategy, fit, and values in concert with identifying and charting core strengths. At this session, we begin working on an Action Plan to meet short- and long-term career and personal goals.

Homework: Additional research on the Internet, networking opportunities, and accountability to meet goals, based on items on Action Plan; return Progress Report.

Session Four

By session four, much of the groundwork is established for development of a strong resume and Action Plan to move into full motion to meet goals, begin networking, conducting Internet research, updating LinkedIn profiles and identifying other Social Media sites, and so forth. At this point, the client may lead the discussions talking about actions accomplished and other topics mentioned on the Progress Report. As the sessions move forward, I may ask the client if we can move through the "housekeeping requirements," i.e., items I need to discuss to complete the resume or homework I requested from the client, and then we will move onto topics the client wants to discuss.

Homework: Challenges/actions required based on discussions; Progress Report; possible additional Internet research; continued networking; Social Media, and additional exercises as appropriate.

Subsequent Sessions

Once the foundation is established and you are able to develop a strong resume package (if you are developing a resume - or provide information to a resume writer about the client's strengths), then the full career search campaign development and process begins.

For future sessions, you can create a schedule that includes coaching for interviewing, dressing for success, salary negotiations, life/career balance calendar, long- and short-term goals, succession planning through to retirement, gap analysis and spring-boarding, or other specific topics required of the client when you created the service proposal.

Or, you can address these topics as they arise during the client's career search campaign and the coaching program.

Most clients need accountability and encouragement. Keep clients on track using the Progress Reports and by monitoring the Action Plan. At each session, continue to apply the core coaching competencies; listen intently and ask probing questions; provide encouragement and motivation by offering congratulations for achievements and "cheerleading" in times of discouragement.

As you read above, career coaching is flexible and positive. Implementing and maintaining a general program / schedule helps organize and guide the process. However, adaptability is key, as clients bring their whole-person and life situations to each session, and may need coaching to manage new challenges during any given session.

Career Coaching Program (Sample) Schedule

Session	Topics
Before first meeting	Send welcome letter
Week 1, Session 1	Intake - review of supplemental documents (old resume), and Query Piece Send client link for assessment testing Send Progress Report Request
Week 2, Session 2	Continue Intake and Query / Client does most of the talking Begin to review and interpret assessment results Send Progress Report Request
Week 3, Session 3	Begin exercises: Goals, Values, Identify Strengths and Hats, Write Career Purpose Statement Finish reviewing assessment results and identifying strengths Send Progress Report Request
Week 4, Session 4	Intelligence Collection from the Client and from research for target industries Overview of Career Marketing Techniques: Developing a 60-second Infomercial, TMAY, writing resumes and cover letters, branding, and references Review Outside of the Box Exercise Send Progress Report Request
Week 5, Session 5	Intelligence Collection, review of target industries and companies Determine Spring-boarding / Gap Analysis Traditional and Social Media Job Search Strategies Review online reputation and Social Media sites Send Progress Report Request
Week 6, Session 6	Develop Action Plan, and identify Board of Directors Begin networking, join Social Media sites Send Progress Report Request Sent note of encouragement and link to article pertinent to client
Week 7, Session 7	Develop PAR stories for the resume and interview process Work to finalize a resume and other career search documents Send Progress Report Request
Week 8, Session 8	Overview of Interviewing including image, dressing for success Send Progress Report Request

Week 9, Session 9	Conduct mock interviews via Skype or in person Send Progress Report Request
Week 10, Session 10	Develop a Job Search Marketing Plan Prepare to fully launch Job Search Plan Send Progress Report request
Week 11, Session 11	Salary Negotiations On boarding and making a great first impression Succession planning for the future Send Progress Report Request
Week 12, Session 12	Recap and discuss the ensure lifecycle of becoming job-search proofed Answer questions Send Progress Report Request
Week 16, Session 13	Regroup, prepare for specific interviews, conduct ongoing research, continue networking, refresh Social Media profiles Send Progress Report Request
Week 20, Session 14	Regroup, adjust marketing plan as needed; or Discuss on-boarding, salary negotiations, or requirements to meet goals on new job Send Progress Report Request Send congratulatory note when client secures a new position
Throughout	Adapt sessions to meet client needs; i.e., if the client gets an interview at session four - move the sessions forward, and immediately prepare the client for the interview. If the client experiences a lay-off, take a session to discuss grief in the employment cycle. Send email notes of encouragement throughout or links to specific articles, blogs or online sites that may be helpful to the client. Respond to short email questions or schedule a short 10-minute phone call to meet immediate needs.

Career Coaching Program Schedule (Use this form to complete a career coaching program schedule to meet the needs of your office, organization and clients.)

Session	Topics
Before first meeting	
Week 1, Session 1	
Week 2, Session 2	
Week 3, Session 3	
Week 4, Session 4	
Week 5, Session 5	
Week 6, Session 6	
Week 7, Session 7	
Week 8, Session 8	

Week 9, Session 9
Week 10, Session 10
Week 11, Session 11
Week 12, Session 12
Week 16, Session 13
Week 20, Session 14
Throughout

|| Congratulations, Your Client Got the Position! Initial On-boarding

> *"Individual commitment to a group effort—that is what makes a team." –Vince Lombardi*

Your client spent weeks and months preparing for and launching a career search campaign. You engaged your client in basic assessment testing to determine appropriate career industries, career goals, life goals, career transition plans, and together you determined focus for the written career marketing documents. You then crafted their résumés, carefully mining keywords from position descriptions, and extracted relevant accomplishments and observable behaviors from the client's background to incorporate into the career marketing documents, and to use as a blueprint for interviews. You constructed a strategic, personalized, and very tailored career marketing action plan and built your client's confidence as he moved through the program. Your client engaged in networking opportunities, job fairs, and conducted professional career development dialogues.

Your client tirelessly sought new employment exploiting many of the methods learned in this program and one day the right offer was negotiated and accepted. Your client calls your office and exclaims, "I got the position! I start two weeks from Monday!" Now, your client needs to prepare to put her best foot forward in the new position.

As the start date approaches, the client experiences excitement and trepidation. The candidate wonders: "Did I make the right decision to leave my current employer—while I still have a steady paycheck?" "Will my new boss like me?" "Can I fix the problem they hired me for?" "Will I get along with the new staff?" Etc.

To make a good first impression and to prevent them from losing new jobs (as many contracts today simply state that either the company or the employee may stop the position without cause), new workers need to prepare for positions. Candidates need to keep their guard up and approach the new positions just as they approached the career search campaign—with knowledge and determination.

Most new positions are considered probationary from 90 days to 12 months. Consequently, your client can make a great impression and reduce initial anticipation if he is coached in methods to manage and control his new position setting and career transition.

Arrive on Time
Managers don't appreciate late employees. Punctuality and attendance are important as a new employee lays a foundation of loyalty and reliability. Also, avoid taking time off in the first 90 days, if possible.

Be Polite and Positive!
Smile and say, "Good morning," when you arrive and, "Good evening," when you leave. A positive attitude is upbeat and contagious.

Continue Company Research
Learn everything about the company as a whole, the specific division/department where you are assigned, and know your specific responsibilities (read manuals, instructions, files, memorandums, and project materials). Learn and use company terminology and specific jargon.

Study the Company Culture
Dress similar to the staff. Does the staff arrive early or leave late. Learn to follow suit.

Be Organized
Maintain a detailed calendar so you don't miss important meetings. Carry an organizer (palm pilot or calendar/scheduler to meetings). Keep notes from meetings, retain receipts, confirm appointments, jot down accomplishments for transfer to the accomplishments journal, and maintain contact lists.

Organize your office desk and office setting—you will feel better and be less stressed if your office is clean and organized—and others will see you as calmer and on top of matters if you appear organized.

Monitor Management Style
Pay close attention to the management style in the office and try to determine who leads, who follows, who offers support, and who micromanages. Become a student of human nature.

Observe Relationship Dynamics
Notice which employees are more highly regarded than others for their solid ideas, initiative, leadership, team playing, mentoring, or technical knowledge. Then take notice of other employees who are less esteemed due to a negative attitude, lack of leadership skills, or other poor work habits. Consequently, don't cozy up to any one employee too soon, without charting the relationship dynamics of the office.

Don't Engage in Gossip
Gossip is a political misstep that can derail an employee's credibility (or derail your credibility). Also, avoid bad humor and off-color jokes.

Work Slowly in the Beginning
You are not expected to fix all the problems in the first weeks of employment. Rather, take time to monitor your current conditions and operations, learn about current projects and processes, listen to problem areas, and take notes. You should take time to familiarize yourself with specific job descriptions, team members' work, and staff functions. Then begin to build a note file of processes, operations, or other situations that you believe could be fixed or to improve productivity. After several weeks, set a meeting with your boss to discuss these ideas. When your boss agrees to the changes, move forward to implement the changes. Be sure to inform, include, and encourage the staff during any change period.

Overtime, perform beyond the expectations of the boss and continue to expand the boundaries of your job—set new challenges and discuss expectations with your boss.

Be a Team Player
Don't continuously say, "We did it like this at my former employer." The team wants to know how you fit in…not how your old company fits in. It is very frustrating to hear someone talk constantly about his old company. Rather than refer to your former firm when asked a question or when you are offering a suggestion, simply remark, "After reviewing the manufacturing process, I believe if we change the sequencing, we will streamline overall productivity of the widget process." This sequence may be exactly as you used it in your last firm, but with this type of statement, the new team only hears that you have taken an interest in noticing how to fix a problem.

Ask Questions
The new employer wants you to ask questions. If you engage your new staff in questions, they are happy to provide information regarding the tasks and projects they have worked on—getting you up to speed.

Identify Excellent Mentors
Search out and engage mentors who can serve on your board of directors.

Monitor Your Progress
Talk frequently with your new boss. Ask your new boss if you can schedule short (10 minutes) meetings every week or two for the first two months to discuss your progress. During your first meetings, you should ask your boss to detail the expectations he has set forth for your position including specific deadlines. In

subsequent meetings, ask your boss to provide a progress report based on evaluations of your work and comments from staff members (a mini 360 degree instrument). Ask questions and be prepared to control the meetings:

- "This week I rallied the team to streamline processes on the XYZ project. I delegated specific tasks to each member and we have already increased productivity in sector one by 2%. Is there anything else I need to know about on the plant floor to ensure that productivity continues to rise?"
- "What recommendations do you suggest to help me best manage this new team of project managers?"
- "How do you view my progress in the past two weeks?"
- "I seem to have trouble connecting with the analyst. Do you have suggestions to best include him in conversation during the team meetings?"

These meetings with the boss will prevent surprise comments/issues at rating time.

Manage Setbacks Well
Setbacks or mistakes are an opportunity for failure—or success! How you respond to mistakes, resonates through the office and company.

Journal Accomplishments
Maintain a daily journal of work performed and accomplishments. Keep a spiral notebook in a desk drawer and take two minutes at the close of each day to jot a few lines regarding work accomplished.

Write a One-page Synopsis of Accomplishments
Write a one-page synopsis of your accomplishments at the 5-month or 11-month mark (depending on when your official evaluation is scheduled). Submit this document to your boss at least two weeks prior to your performance evaluation anniversary date—so that your boss is aware of your accomplishments during the past months in your new position.

Update Your Résumé
Use your journal of accomplishments and your one-page synopsis to update your résumé every six months. You never know when a new opportunity may present itself, within your company or via a networking contact at a new company.

Conclusion—for the Career Coach
Don't forget to send your client a great big note of congratulations for a career search campaign well done!