

THE DAVIDSON CAREER TRANSITION PROGRAM



A MINISTRY OF DAVIDSON COLLEGE PRESBYTERIAN
& DAVIDSON UNITED METHODIST CHURCHES

SUPPORT MANUAL

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INTRODUCTION

The Davidson Career Transition Program (DCTP) is open to people currently in the job market or those in transition who are interested in career information, help and support. Meetings are held on the first Wednesday of each month in Room 216/218 in the Alexander Education Building at Davidson United Methodist Church, 233 S. Main Street, Davidson, NC from 10:00 a.m. – noon. Dress is casual and the meetings are informal.

The DCTP does not represent any organization, agency or recruiting firm. All speakers, administrators, group leaders and corporate representatives are volunteers who donate their time and services without any compensation or professional gain. In keeping with this "pro bono" approach, the volunteers also do not accept gratuities. We ask instead that you "pay it forward" by acting as a networking contact to future participants in the program.

Support Manual

The purpose of this manual is to aid you in your job search. We believe its format is easy to follow and will have all the information you should need to guide and support you through the search process. A summary of the Job Search Process described in this manual is shown as a flow chart on the next page. The Appendix contains those resources and lists which may be updated frequently; therefore, this section may change on occasion. For that reason, we have put it in a place where it may easily be taken out and replaced with an updated version.

This manual is also available online at:

<https://www.davidsonumc.org/caregroups/>

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LEADER VOLUNTEER LIST

Name	Resume	Marketing Plan	Interviewing	Network Call	Negotiate Offer
<p>Anne Marie Burr 313-303-1752 Prof.a.m.burr@gmail.com</p>	●		●	●	●
<p>Anne Marie Burr is an attorney and former law professor. She has been employed as a corporate partner with a large Midwest law firm and as a senior counsel responsible for mergers and acquisitions with a multi-national corporation. Most recently, she served as a law school professor in the U.S. and China.</p>					
<p>Preston Crabill 248-520-3578 pmccrabil@gmail.com</p>	●	●	●	●	●
<p>Preston Crabill is a retired HR professional with over thirty year's senior management experience with General Motors in the U.S. and abroad.</p>					
<p>Trish Flanagan 704-664-4921 trishflanagan7@gmail.com</p>	●		●	●	
<p>Trish recently retired from full time work as a Career Coach. She has experience in working in outplacement, relocation coaching and at the CPCC Continuing Education Career Center. Previously, Trish worked in corporate training for over 20 years. She is happy to help develop targeted resumes and assist in preparing for interviews and network calling.</p>					
<p>David Hilse 704 288-6679 djhilse@gmail.com</p>	●		●		●
<p>David has primarily worked in the retail grocery industry (Ahold Delhaize brands) over his 36-year career. He has held positions across many functional areas including financial planning & analysis, accounting, M&A, real estate, supply chain, strategy, finance, portfolio management and information technology. He currently is President of OBJ3CT1V Consulting, LLC and engages with retail grocery companies on project-by-project basis. He has extensive experience interviewing and hiring candidates.</p>					
<p>Greg Jones 704-682-8923 thegregjones@gmail.com</p>		●		●	
<p>Greg's background has been in education and organizational development, serving as a consultant in the Learning and Organization Development field, working with Fortune 500 organizations, non-profits and the State of North Carolina. He now serves as an internal Senior Consultant with Atrium Health in the area of Organizational and Leadership Development. Greg is happy to help with LinkedIn, the personal marketing plan, and networking.</p>					
<p>Terry Pardue 513-780-2113 tbpardue@gmail.com</p>	●	●	●	●	●
<p>Terry Pardue worked in Corporate Finance for Procter & Gamble and held a variety of positions including Business Unit and Country CFO, Director of Corporate Strategy, Director Financial Shared Services, etc. He has extensive interviewing and hiring experience. He is a graduate of UNC-CH and WFU.</p>					

Name	Resume	Marketing Plan	Interviewing	Network Call	Negotiate Offer
<p>Jim Shaw 704-402-7641 jimshaw710@gmail.com</p>	●		●		●
<p>Jim Shaw held a variety of corporate finance leadership positions at companies such as Lowe's and IBM. During his 31-year career, he focused on Financial Planning & Analysis, Investor Relations, and Cost Analysis. He graduated from Davidson College and UNC-CH.</p>					

<p>Sheryl Goodman 925-323-5308 sherylgoodman@gmail.com</p>			●	●	
<p>Sheryl spent 34 years working at Lawrence Livermore National Laboratory, which applies science and technology to make the world a safer place. Throughout her carrier she worked in a variety of roles, including financial management, operations management, and human resources. While in HR, she managed recruiting, retention, and engagement. For 18 of those years, as part of a job share team, she shared several different jobs with another person, each working half time to fill one career position. Sheryl is a graduate of San Jose State University and St. Mary's College.</p>					

<p>Steve Lane 412-551-5738 svlane@comcast.net</p>				●	
<p>Steve is a graduate of Grove City College with 36 years of sales and managing experience within the optical sector. He began his career as an account executive for Bausch and Lomb in 1984. Steve then spent the next 30 years of his career working for three optical different optical distributors, growing their presence and market share across the East Coast. Having experience in interviewing candidates for entry level positions, he set up and managed a distribution center for C&E Vision (growing their customer accounts from zero to 300+ over a three-year time horizon and generating over \$10 million in annual sales).</p>					

JOB SEARCH PROCESS

DEAL WITH JOB LOSS
(GRIEF PROCESS)



DEVELOP MARKETING PLAN
JOB OBJECTIVE



RESUME/ELEVATOR & NETWORK SPEECH
(REFERENCES)



INTERVIEW AND NETWORK SKILLS



NEGOTIATING OFFER

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PROGRAM INFORMATION AND GETTING STARTED

Mission Statement

- To provide support to those who have lost their jobs and are seeking a new one.
- To support those who are seeking a career transition to a new field.
- To operate as a spiritual community of Christian caring.
- To train with tools and techniques for an effective job search.

Five things we ask of participants

- 1- Please maintain the confidentiality of those you meet in the DCTP and what you hear. Some job hunters are in transition and are still working for an employer. Upon their approval, member names and information will be shared with DCTP networking contacts or other interested parties.
- 2- We will work with you on your marketing plan, resume, networking script, interviewing skills, “elevator speech” and how to negotiate your job offer. You will have homework in this regard, and we expect you to complete your work when you tell us you will have it done. Please read the manual. It is filled with helpful ideas and strategies.
- 3- Once you have your marketing plan, resume and scripts finished, you should begin making network calls (see Networking section). Eighty-five (85%) percent of the time you will find your next job through making networking contacts. A good rule of thumb is to make 20 network calls a day. To further manage your time, spend 4 days a week on networking and one day sending resumes and cover letters to various job postings.
- 4- Let us know when you are successful in your job search. We need the encouragement of your success and any helpful insights you can share with those still searching.
- 5- We encourage Alumni from our program to provide networking help to others in the program.

Dealing with Job Loss or Change

Losing a job is one of the most frightening things that can happen to us and can be second only to losing a family member in causing emotional trauma. We must deal with disbelief that it has happened to us, anger at ourselves and the company and embarrassment at now being unemployed with the social stigma attached to not having a job to go to every day. Even changing jobs, though a conscious decision on our part, is frightening because we are taking a step into the unknown and it is natural to be fearful of what we do not know.

Preparing for the Job Search

Whatever the situation, we must give ourselves time to absorb the emotions we will feel while beginning an earnest search for a new position. There are several steps to take upon finding yourself in any unexpected job search:

- Set a daily schedule for your job search as if you were going to work each day.
- Set daily goals for the number of people to be contacted, the number of ads to which you will respond and the number of appointments you will make.
- Keep logs of people you talk to, follow up dates, etc.
- Maintain a calendar so you do not miss follow up calls.
- Set up an area in the house where you can have access to a computer, telephone and fax. This will be your “new office”.
- If you do not have access to a computer at home, the Public Library usually has access to one at no charge. Just be sure to bring a USB Flash Drive to save your personal information. Also bring your own paper for any printouts.
- Make sure your phone is answered in a professional manner and has an appropriate voice mail message should you be unavailable.
- If you do not have a personal fax machine you can usually arrange to receive and/or send faxes at a mail center, such as Mailboxes, etc. There will be a charge for this service, but the need for it should be minimal as most companies now communicate via email.
- Update and polish your resume by using the STAR (Situation, Task, Action, Result) approach. Reference the tab in this manual for specific guidance on writing a good resume.
- Review ads in newspapers, Internet Websites provided in the Appendix of this manual and in trade journals. These sources provide valuable information, not only on specific opportunities, but they also provide insight into which companies are hiring and which companies are growing and may be hiring in your field in the near future.
- Other job resources include employment agencies, job fairs and executive recruiters. Employment agencies typically work for the hiring company with no fee to you. Some executive recruiters will market you but can charge a substantial fee for their services. Be sure you clarify which type you are dealing with upon the initial contact. Other resources to consider are internet sites such as LinkedIn and Facebook, Chambers of Commerce and professional organizations.
- Have business cards printed. There are many online or office supply stores that can help.
- Get involved. Volunteer, join networking organizations, and go to professional meetings, anything that gets you out meeting people. This allows you to network with a large number of people while focusing on new career possibilities.

- Stay healthy. Set aside time to exercise and do some things you enjoy, such as reading, walking, and spending more time with family members. Remember, your family is your biggest and best cheering section. You need them, and they need you.
- If things start to close in on you and you start feeling helpless or hopeless, use the emotional/spiritual resources in the Appendix of this book. They are there to help you. Don't let your emotions get out of control before seeking help.

We may also have to face the reality that we may not be financially prepared for this situation and do not have the financial resources to see us through a prolonged period of unemployment. You should immediately take stock of your financial situation by doing the following:

- Find out if you are eligible for unemployment benefits. Do not feel ashamed to take advantage of this benefit. You are entitled to it if you qualify. You can apply for benefits on-line, by telephone or in person. On-line application is typically the easiest and most convenient way to file.
- Analyze the benefits of taking advantage of Cobra for your health insurance. It can be expensive, but if you have young children it may be a necessity. Be careful about when you must make a decision. The deadlines vary by company. You should receive a Cobra notification from your previous employer that will provide all the details of coverage, eligibility and deadlines to apply.
- Set up a strict budget for all expenses. Make tough decisions about what you want versus what you need. Keep track of everything you spend.
- Research whether you can borrow against your life insurance.
- Check into the tax consequences for using any 401K savings.
- The equity in your home can be a last resort resource to tap into. Investigate the possibilities so you are prepared should you need it.
- Request extended payment plans from your creditors before you fall behind in making payments.
- If you find yourself in a bind with creditors, consult with a credit counselor or contact a lawyer such as the ones in the Appendix of this book.

Typical DCTP Group Meeting Agenda:

- Welcome and opening prayer
- Self-introductions (elevator speech) and needs for help
- Career topics to be rotated. Can consist of career assessment, resume writing, interviewing skills, formulating a marketing plan, starting your own business and networking outside the group. Guest speakers will lead some of the meetings and volunteers will lead workshops in other meetings.
- Individual networking

GETTING STARTED CHECKLIST

- Set up a place at home where you will work on your job search. This will be your “job search office”.
- Set a daily schedule – job search is now your full-time job.
- Be sure your voicemail messages on your phones are professional.
- Have business cards printed which include your name, your “title”, phone numbers, email address and mailing address (last item optional). These will be invaluable for helping people you meet remember how to get in touch with you. Cards are available through vistaprint.com or at local office supply and print shop stores.
- Apply for unemployment benefits.
- Investigate the possibility and availability of medical benefits for you and your family, including Cobra from your former employer.
- Allow time in your schedule for exercise.
- Prepare a marketing plan. Write down your strengths, weaknesses, likes and dislikes. Building your self-awareness is critical to an effective search. Identify your preferences for types of industries/ organizations, geographic locations, size of organizations and other criteria important to you as you seek your next employer.
- Document your work history including:
 - Name and locations of employers
 - Dates of employment
 - Titles
 - Lists of responsibilities
 - Lists of achievements and accomplishments (using STAR approach) including quantification of results
 - Reasons for leaving jobs
 - Compensation
- Prepare a list of your skills and competencies.
- Document your education.
- Document other noteworthy achievements.
- Document Prepare lists of personal and professional references. You should speak with them and get their permission to use them as references.
- Begin to prepare lists of people who you will want to contact as part of your networking activity, including contacts in the DCTP Alumni database.
- Set up files and a log to keep track of contacts and correspondence.
- Find an organization with which to volunteer.
- Read the Davidson Career Transition Program Support Manual Again!!
- Develop your Personal Marketing Plan, Resume, and Network Call presentation.

CAREER ASSESSMENT

Now that you are between jobs, what do you want your next job to be? This is probably the most difficult decision to make when you are starting a job search, but it is by far the most important.

Right now, you have the opportunity to change what you do in your career and do what you truly want to do. Did you like your last job? What did you like? What did you dislike? How much money do you want or need to make? Consider the size of company, type of work, interaction with others, etc. that you enjoy. Different people will enjoy different aspects of work.

Determining your Career Direction

Determining your career direction and priorities may be the most difficult part of the career search process, but in order to do an effective search, this step must be accomplished first. Before you write a resume or begin to search or network effectively you must know what you are looking for and be able to communicate that to others. By evaluating yourself and developing your marketing plan, you will be able to accomplish this.

There are five basic areas of concentration available to you in your job search:

OPTION 1 – Same Job / Same Industry

You are seeking the same kind of job, but with a new employer. Your career has been compatible with your skills, talents and interests. You are content with the industry you have been in and want to find a similar job.

OPTION 2 – Same Job / Different Industry

You are satisfied with the work you have been doing but have decided it is time to move into a different industry. Perhaps you have reached a point where a new industry has become more appealing or has more growth potential.

OPTION 3 – Different Job / Same Industry

Your view of the job has changed. You may have discovered that the match between your strengths and your job has drifted off track. You want to remain in the same industry, but you want a different kind of job.

OPTION 4 – Different Job / Different Industry

You have decided that nothing short of a total career and industry change is what you want. This kind of major change accounts for only 5% to 10% of all job changes, although the percentage is likely to increase in the future because of rapid technological changes, mergers/buyouts/acquisitions and worldwide competition. In some industries, once-promising careers have been eliminated, almost overnight, by these new realities.

OPTION 5 – Still Need More Information

You are undecided about what path to follow, which can be perfectly understandable at this stage. As you begin networking, gathering more information and identifying the specific options available to you, you will find it easier to focus and make a decision. In fact, the next section is directed specifically for those who are undecided. For the purpose of developing an initial resume to begin this process, you need to select a “working” career objective. The next section should help you decide.

Assessment Resources

There are a number of self-assessment tools that will help you in this process. Here, the Internet and the library will assist you greatly.

1. What Color is your Parachute – This is the classic job assessment workbook that will lead you through a self-assessment evaluation. Visit your local library for a copy or go to <http://www.jobhuntersbible.com/> for on-line information.
2. The Jung-Myers-Briggs Personality Evaluation – This test pinpoints personality types to assess what type of person you are and where and how you would be most satisfied in work and in interaction with others. Visit <http://www.humanmetrics.com/cgi-win/jtypes1.htm> for more information.
3. The Birkman Personality Profile – This is a comprehensive evaluation of your interests, your style of behavior, your needs and motivations and your stress reactions. The assessment summarizes jobs that fit to your profile. Visit <https://birkman.com/> for a simplified test and more information.
4. Many of the major job boards have sections on career assessment. <http://www.monster.com> has a very good section for this titled “Career Resources”.
5. Purchase the book “Strengths Finder 2.0” and take the on-line assessment test.
6. Central Piedmont Community College provides information on jobs, education, training and the labor market.
7. Contact Charlotteworks if you need help defining and achieving your goals:

NCWorks Career Center
www.Charlotteworks.com
1401 W. Morehead St., Ste. 100
Charlotte, NC 28208
704-206-1350
Mon, Tue, Thurs: 8 am – 4:30 pm
Wed: 8 am – 7 pm
Friday: 8 am – 2 pm

Skills and Interests Worksheet

The following is a listing of generic skills that will help you in defining what areas you will want to focus on and target in your job search. From this list, you should define what skills and interests you have. Once defined, you will have the basis for building your marketing plan.

Mark an “S” next to skills that you are proficient at and an “I” next to areas of interest.

	Art		Customer Service		Communication (oral and Written)
	Acting		TQM/Quality Assurance		Copywriting
	Layout/Design		Six Sigma		Editing
	Music		Manufacturing Operations		Events Planning
			Market Research		Group Facilitation
	Accounting/Finance		Compiling Statistics		International Experience
	Budgeting/Planning		Retail		Interviewing for information
			Sales		Leadership Skills
	Scientific Laboratory Skills		Marketing		Management (People, Projects, money, resources)
	Conducting Experiments				Mediation
			Foreign Languages		Negotiation
	Acting as a Liaison				Supervising Others
			Case management		
	Project Management		Counseling		Computer Skills
	Change Management		Fundraising		Word Processing
	Problem Solving		Legislative Lobbying		Databases
	Proofreading		Volunteering		Networks
	Record Keeping		Instructional Design		hardware
	Technical Writing		Teaching		
	Working in a team		Training		Other Skills

1. The Job of Job Searching

Now that you are out of a job, you will have a new full-time job...finding a new position. You have a tremendous opportunity to find the perfect job for you. However, in order to be successful, you must think of yourself as a product. In order to sell “YOU,” a detailed plan must be created and used that spotlights what you are selling.

2. Your Marketing Plan

A marketing plan organizes your work priorities in your job search. It defines exactly what you are looking for, what you offer and which organizations you are targeting. Time invested in thoughtfully putting together this basic project plan pays dividends later in productive search implementation. A marketing plan content outline and a marketing plan template are below.

3. Your Mission Statement

There are many ways that your job search resembles a business. We have a mission statement (60 second elevator speech), we have an objective, we have a target customer, etc.

1. Some choices about the business of “YOU”
 - a. Where do you want to live?
 - b. What are your salary requirements?
 - c. What are your commuting concerns?
 - d. What is the size of your target company?
 - e. What type of company atmosphere: formal or entrepreneurial?
 - f. Management role or individual contributor?
2. Personal skills and assessment
 - a. Talent, skills and education
 - b. What are your competitive advantages?
 - c. What are your competencies?
 - d. Strengths, weaknesses, opportunities and threats?

Marketing Plan Outline

1. **Professional Objective with Preferred Work Functions:** Your professional objective is a concise phrase or sentence that describes the kind of work you are seeking. It should reflect your values, skills, interests, traits and overall experience in a way that is clearly understood by people inside and outside your profession. Preferred work functions are the roles or areas of work that fit your experience and interests.

This is a goal statement for your search project. A clear formulation of it enables you to more easily get the information you need and make the right contacts. People without a clear statement of objective are more likely to end up in just any job, rather than one that is great for them.

2. **Positioning Statement with Competency List:** The positioning statement is a brief summary of your relevant background, which suggests what you can do for a prospective employer. Competencies are clusters of skills and personal characteristics, areas in which you have experience or particular expertise. Together, they provide an easily understood picture of what you offer.

This section forms the basis of your search's communication plan, summarizing the key points you will make with all contacts during your search. It is also a skeleton outline of the information you need to communicate in all interviews.

3. **Target Market:** Clearly defining your target market at the outset of your search ensures that you will not make the common mistake of pursuing the wrong targets- or too few targets. It also serves to productively focus search activities. Your target market criteria define the types of organizations you plan to pursue. These criteria should include the following elements:

- Choose the geographic area where you plan to work stated precisely enough that you could draw it on a map, like a sales territory.
- Determine your salary requirements for your new position.
- Consider commuting concerns that may be relevant with a new job that include, but are not limited to, traffic considerations, distance to work, location to schools, etc.
- Identify the industry or type of organization, such as banking, plastics manufacturing, health care or educational institutions.
- Determine the size of organization stated in annual revenue, number of employees or other measures appropriate to your industry or profession.

4. **Target List:** Once you have developed your criteria, the last component of your marketing plan is an initial target list of 20 organizations or companies, based on the five criteria listed above. This list is a tool for selecting and investigating the most promising possible employers in your target market and focusing more time and energy on them. People without a target list tend to be reactive rather than proactive in their search-leaving a lot to chance. (See next page for sample of company list).

Placement Firms

We are often asked about using placement firms. There is no right or wrong answer to this question, but there are some things you should consider if you do it.

1. **Understand that recruiters don't work for you.** When working with recruiters, this is a big one! The clients of recruiters are the employers, not the jobseekers. A [recruiter](#) will be delighted to work with you, but only if you meet the specifications required to fill a position for an employer. At the end of the day, the company that is hiring will pay the recruiter's bill. So, remember that every interaction with the recruiter is part of the interview process. When it comes to being professional, don't let your guard down.
2. **Consider recruiters who specialize in your field.** Not every recruiter fills every type of job. Most recruiters specialize in specific industries and job functions. For this reason, you will likely have the most productive relationships with [recruiters](#) specializing in your field or job function. You will even want to develop

relationships with different recruiters based on geography, as certain recruiters will fill jobs in one city while others will focus on other areas.

3. **Know whether a given recruiter utilizes an inventory of candidates.** Some recruiters maintain a list of resumes that they turn to when a client employer requests that they fill a position. Others prefer to find new candidates for each role and won't consult their list of resumes unless they can't find someone fresh. Ask the recruiters you contact whether they'd like to keep your resume on file even if they don't have an appropriate opening for you at the moment.
4. **Don't worry about the model (contingency or retained) through which the recruiter is paid.** Contingency recruiters are paid when they make a placement, while retained recruiters are usually paid up front, regardless of the search results. Retained recruiters tend to work with companies when they have executive-level jobs open. Jobseekers shouldn't worry about which pay model their recruiters use since, at the end of the day, you probably won't have much control about which kind you work with.
5. **Be prepared to put a positive spin on your status if you're unemployed.** If you are unemployed, recruiters may see that status as a red flag. Especially in a weak economy when they can be very selective, recruiters, like many employers, assume that something is wrong with you if you are out of work. Of course, this judgment is unfair. To some extent, you can combat this bias against the unemployed by engaging in productive, resume-worthy activities while out of work — consulting, project work, volunteering, and professional development. It won't always work, but it's better than not addressing your unemployed status. Either way, be prepared to discuss your employment status in a positive or neutral way. If this is a sensitive area, take the time to write your story down. Practice it on friends. Record yourself. Work through your story until you truly feel comfortable with it. It will make a huge difference in your job interview delivery.
6. **Tailor your communications to each recruiter's preferences.** Learning [how to write an exceptional resume](#) and cover letter will always help you to stand out with recruiters. However, do check with the recruiting firms you contact for their preferences regarding resumes and cover letters. You can often find this information on their websites but, if not, just ask. Also, determine how they want you to submit these documents. Usually, they will want them submitted via email, but it pays to double-check. In some cases, you will upload them directly to their site. Finally, research how each recruiter prefers to be contacted and stay in touch periodically, but don't be a pest. An initial follow-up call two weeks after you submit your resume is a good rule of thumb. If you update your resume, resubmit it or contact the recruiter to relay the new information.
7. **Make it easy for recruiters to find you.** Since many recruiters prefer not to be contacted unless they have an appropriate search going on, you'll want to be visible to them so they can find you. There are a number of things you can do to be more visible to recruiters and hiring managers. Be sure to add your activity to your resume, portfolio, and LinkedIn profile so that they can see your accomplishments. It'll help keep you fresh in their minds.
 - **Write articles.** Consider writing a guest submission on a topic in your field for a newspaper, blog, or website.
 - **Take on big projects.** Volunteer for projects that will grow your skills beyond where they are today. These will give you more exposure and will look great on your resume.
 - **Give presentations.** Consider giving presentations in your community on topics you are passionate about. You can often volunteer to be a guest speaker at a local club or community group.
 - **Be active in trade and professional associations.** Be sure to stay dialed into what the professional organizations in your field are doing.
 - **Serve as an expert source for the media.** Being quoted in articles or serving as a guest expert on the morning news can be a great way to show your industry knowledge.

- **Be active in your community.** Volunteer for causes you're passionate about.
 - **Serve as a guest lecturer or adjunct professor at a university or community college.** Universities are always looking for guest lecturers. Speak on a topic you know through your industry
 - **Cultivate a professional online presence on LinkedIn.** LinkedIn is a great way to stay connected to your professional network. If you use Facebook, Twitter, or other social media, be sure that you are putting your best foot forward, as employers will Google you.
 - **Consider creating your own portfolio site to disseminate your thought leadership.** Having a personal website can be a great way to combine your resume, your endorsements, your community involvement, and your press in one place.
8. **When a recruiter calls, ask key questions as you decide whether to work with them.** Ask what recruiting firm they represent. Ask about their experience with your industry. Inquire about the recruiter's process. Then conduct research, including among members of your own network, to get a feel for the recruiter's reputation and decide whether to proceed with this recruiter. Note whether the recruiter is a good listener. They're not working for you, but you do need to have good communication with the recruiter to ensure they understand your needs and desires.
 9. **Don't contact the employer directly.** Once you are in the process of working with recruiters and interviewing with the client employer, this is a no-no. Doing so is the same as going over the recruiter's head. Trust your recruiter to see you through the process.
 10. **Don't back out of your commitments once you have agreed to be a candidate.** Be sure you're willing to see the process through. Don't toy with the recruiter if you're not serious about pursuing this opportunity. You will quickly fall out of the recruiter's good graces if you back out, say, just as the employer makes an offer.
 11. **Trust the recruiter.** In most cases, the recruiter has the experience and wisdom to give you the best advice as you work through your interactions with the client employer. It's not a good idea to argue with the recruiter.
 12. **Let the recruiter negotiate your compensation package.** Not only can you discuss your compensation package with your recruiter and get their advice, but the recruiter can present your requests to the employer. One thing that's very different when you work with an external recruiter is that they will want to know your salary expectations right up front. They will require it. Be ready to have this conversation, and remember, they ultimately work for the employer.
 13. **Thank your recruiter at the end of the process.** Failing to express gratitude is a significant mistake. A simple thank-you goes a long way toward cementing your relationship with the recruiter — yet few candidates exercise this simple common courtesy. Giving the recruiter a LinkedIn recommendation or a positive Google review also can't hurt.
 14. **Be open to contact from the recruiter even after you've landed a job.** You never know when you might need the recruiter again. You can get great support from recruiters, but only if you get to know them over time. You cannot turn them away when you're done looking for a job and expect them to be waiting when you are ready.
 15. **Serve as a resource to recruiters after you have the job.** One of the best ways to ensure a productive relationship with recruiters long into your career is to help them by recommending top-performing friends and members of your network to them.

Personal Marketing Plan

**Davidson, NC 28036
704-000-1234**

Jane Doe

**jdoo@bellsouth.net
LinkedIn: linkedin.com/in/janedoe**

PREFERRED FUNCTIONS

Director, Human Resources
Regional HR Director
Sr. HR Business Partner

CORE COMPETENCIES

Start-ups
Employee Relations
Compensation
Benefits
HRIS
Recruiting
Acquisitions
Downsizings
Government Contracting
Business Partner
Coaching and Development
Mantra=make a difference!

POSITIONING STATEMENT

Highly energetic and creative HR leader and proven business partner with a master’s degree in HR. Experience ranging from establishing the HR department in two high-technology companies to leading the HR department for the Telecommunications division of a global Fortune 500 technology enterprise.

PROFESSIONAL OBJECTIVE

Leading HR professionals at a national or regional level. Responsible for recruitment, employee relations, HRIS, Compensation and benefits.

TARGET MARKET

Geographic Area: North Charlotte area – within 35 miles of zip 28036

Industry Profile

- Services (Financial, IT, HR Consulting)
- Technology
- Energy
- Manufacturing
- Education
- Retail
- Biotechnology
- Medical

Organization Size

Start-ups to large Established Companies

TARGET COMPANIES

Services

ADP
TIAA-CREF
Bank of America
Wells Fargo

Technology

CISCO
ACN
IBM
Microsoft

Energy

The Shaw Group
Duke Energy
Areva NP Inc.

Manufacturing

Ingersoll Rand
Newell Rubbermaid
Performance Fibers
Carrier Corporation
Owens Corning

Education

Davidson College

Medical

LKN Regional Hospital
Presbyterian Hospital
Carolinas Medical Center

Retail

Lowe’s Corporation
Food Lion

PERSONAL ATTRIBUTES

High Energy
Passionate about HR
High Expectations of Self
Great Work Ethic
Professional Presentation
Bottom Line Oriented
Entrepreneur
People Oriented
Compassionate
Owns her job
Perceptive
Coaching

WRITING YOUR RESUME

Resume, as defined by Webster's Dictionary, is "a short account of one's career and qualifications prepared typically by someone applying for a job." One of your first priorities should be to either update or complete a resume. Your resume should:

- Truly represent your history and accomplishments.
- Grab the interest of employers and move them to invite you to interview.
- Let employers know what your interests are.
- Let employers know you are ready, willing and able.
- Your resume should be a good representation of you in your absence.

Parts of Your Resume:

Your resume should look good, be easy to read and create interest. Here are some helpful hints:

- Content is what you are trying to say.
 1. What skills and experience you offer potential employers (summary).
 2. What you have done (work and education history).
- Summary: The purpose of the job summary is to describe why you are qualified to add value to a potential employer's organization.
- Work Experience: Show the company name, location, your job title and the dates. Begin with the present or most recent position and work back and remember to relate each to your current objective as much as possible. Summarize your key accomplishments for each position to include quantitative data applying the STAR approach (Situation, Task, Action, and Results).
- Educational Background: Start with your most advanced degree and include school names and degrees earned. Also list any honors received.
- Professional Affiliations: Organizations that you belong to pertinent to your job or skills should be listed. Do not include personal information unless it is pertinent to your abilities.
- References: Do not include references; however, prepare references that should be readily available when they are requested. These should consist of two lists, personal and business. Personal references should include the name, telephone number, address, email and a brief explanation of your relationship with the individual. Business references should include name, title, company, address, phone/e-mail address.

Basics of a good resume:

- Use 8 ½ x 11 bond paper.
- Aim for 2 pages and not more. With cover letter, there should be no more than 3 pages.
- Use only one side of the paper.
- Remember, less is often more.
- Do not use photographs.
- Be honest!

Resume Formatting Tips:

- Avoid functional resumes.
- Utilize the top ½ of your resume to highlight your strengths, directly related experience, key competencies, skill sets and quantifiable accomplishments.
- List positions in reverse chronological order.
- List name of employer above job title in bold print.
- Dates of employment should be listed in the right margin of page in **bold** print.
- Create a visual pattern that is inviting and easy to read. Ensure that related information is lined up. Be consistent with tab sets, line spacing and fonts. Provide a generous amount of white space that surrounds the body of the resume. Avoid italics, “fancy” fonts and underlining.
- Use only one font and be consistent with the point size.
- Use bullets sparingly. These should be listed as quantifiable accomplishments, NOT JOB DUTIES. Include no more than four per job with the most significant accomplishment listed first.
- Print the resume, tack it on the wall, and step back five or six feet. Make sure it has some semblance of form and design and is inviting to the eye. If not sure, ask someone to look at it for you.

Editing your resume:

- Once completed, be sure to proof your resume forward and backward. Remember, you cannot have any errors.
- Have someone proof your resume for content and errors.
- When you are satisfied it is perfect, find someone else to review your resume for content and grammar.
- Once it is complete, forward a copy to a coach/volunteer of the DCTP program.

Resources for completing your resume:

- **Resumes for Dummies**
- **The Complete Idiot’s Guide to the Perfect Resume**, Susan Ireland
- **101 Best Resumes**, Jay A. Block & Michael Betrus
- **Adams Resume Almanac & Disc**, Adams Media Corporation
- **Resume Handbook**, Arthur Rosenburg
- **Resume Magic – Trade Secrets of a Professional Resume Writer**, Susan Britton Whitcomb
- **Cover Letters That Knock ‘Em Dead**, Martin Yate
- **Cover Letter Magic**, Wendy Enelow
- www.monster.com
- www.headhunter.com

Sample resumes - see following pages

First Last Name

Street Address
Concord, NC 28027

XXX-XXX-XXXX (cell)
email@yahoo.com

Summary

Highly organized and detailed administrative and customer service professional with over 20 years' experience in legal, financial, publishing and health care environments. Self-motivated, dependable and dedicated team player who easily adapts to new technology and challenges. Strong communication skills with ability to adjust communication style to a variety of audiences. Excellent analytical, problem-solving and multi-tasking skills. Positive, calm and collaborative demeanor. Proficient in Microsoft Office suite, Outlook, HTML and Microsoft Great Plains.

Professional Experience

Optum/Connexions, Concord, NC

2012 - 2015

Customer Care Professional/Licensed Health Insurance Agent

Call Center representative responsible for handling incoming calls, answering questions and resolving problems related to Medicare recipient benefits/claims and pharmacy benefits/claims for United Health Care clients and pharmacies. During open enrollment season, explained and sold insurance plans to existing and potential new members.

- Known for providing high quality customer service and for being responsive, reliable, accurate and professional in all interactions with clients and pharmacies
- Demonstrated compassion, patience and the ability to calmly de-escalate situations when dealing with clients
- Able to understand and explain complex health care reform concepts and programs to callers.

Easter Seals UCP, Charlotte, NC

2007 - 2011

Accounts Receivable Cash Specialist

Handled all cash transactions for Easter Seals office. Received, logged in and verified daily cash/checks received; prepared and scanned bank deposits; prepared and posted journal entries and Excel spreadsheets for daily deposits; processed non-sufficient fund checks; prepared check requests; reconciled accounts receivable statements and maintained all related files.

- Consistently demonstrated strong attention to detail and excellent accuracy in carrying out the responsibilities of the position
- Was known for efficiency and for often getting the job done ahead of schedule
- Reputation for willingness to pitch in and help out in other areas

Financial Industry Regulatory Authority (FINRA), Rockville, MD

2000 - 2006

Compliance Assistant (2001 – 2006)

Supported twelve compliance attorneys. Processed and tracked all AWC's (Acceptance Waiver & Consents) and MRV's (Minor Rule Violations). Prepared matters for approval by the Office of Disciplinary Affairs. Issued Final AWC's and MRV's after approval by the National Adjudicatory Council. Tracked Compliance with undertakings and updated the Market Regulation Tracking System. Created and maintained examination, investigation and litigation files for attorneys.

- Promoted to this position based on performance, demonstrated ability to learn, and ability to relate well with attorneys and staff

- Received the President's Award for work done during the conversion of the company's database system
- Known for being trusted to get work done on time and in an efficient, professional manner

Secretary (2000 – 2001)

Provided daily secretarial support to four attorneys. Prepared weekly status reports; entered attorneys' time into the time tracking system; typed legal correspondence in a professional manner; made travel and hotel arrangements; reserved conference rooms and court reporters for meetings, etc.

Thomson Professional Publishing, Alexandria, VA

1989 - 1999

Administrative Assistant

Provided administrative and secretarial support to the General Manager, Publisher, HR Manager and Finance Director of a loose-leaf legal publication firm. Coded and routed invoices for approval. Acted as contract administrator for outside authors ensuring contract were in order, proofread and maintained. Supervised Library Services, ensuring that all materials were properly updated. Scheduled meetings; coordinated travel arrangements; distributed mail, screened incoming calls, and maintained files.

- Was promoted from a legal transcriber after one year based on demonstrated hard work, teamwork, and dependability
- Demonstrated the ability to adapt to and learn new technology. Took a web page development class and converted, validated, and cleaned up HR Journal Publications for Web Publishing. Created an Omnimark program designed to convert pamphlets to SGML based files.
- Was requested to assist the IT Director with project management administration.

Education & Training

Completed 30 credit hours in Accounting, University of Maryland, MD

Certificate, Washington School for Secretaries, Washington, DC

SALES NAME
Huntersville, North Carolina
704.XXX.XXXX / EMAIL_ADDRESS@gmail.com
[LinkedIn Profile](https://www.linkedin.com/in/name) <https://www.linkedin.com/in/name>

MARKETING AND SALES PROFESSIONAL

Marketing Strategy / Brand Development / Product Development & Launch
Portfolio Management / Major Account & Big Box Selling / Consultative & Solution Sales
Retail Merchandising / Training & Incentive Programs

Senior-level, customer-centric marketer who delivers value-added solutions through innovative products and programs that drive sales and profitability. Extensive knowledge in the building materials and home improvement industry from manufacturer to end user. Product champion and brand builder in a multi-channel environment. Accomplished at pull-through sales with marketing programs targeted at successive steps in the selling chain.

PROFESSIONAL EXPERIENCE

FIBERON - New London, NC

Director of Channel Marketing

2012 – 2015

A small business (<\$200mm), Fiberon is a top-three composite decking and railing manufacturer in a field of more than twenty competitors. Led channel marketing strategy and execution of company and private-branded product portfolio, pricing, promotions, merchandising and programs targeted at big-box retailers, independent distributors, lumber dealers and contractors in the US and Canada.

- Grew sales approximately 41% in the wholesale distribution channel.
- Grew the number of stocking dealers approximately 58%.
- Restructured Fiberon brand pricing structure to increase profitability and maximize market share.
- Redesigned a contractor loyalty program, providing cost-saving benefits and marketing expertise to deck-building contractors.
- Launched five new railing lines and four decking lines to the retailer and dealer channels.

LOWE'S COMPANIES/INTERBRAND – Mooresville, NC

Brand Marketing Manager

2008– 2012

Began as a contract employee and then hired full time by Lowe's to manage brand strategy, positioning, growth and assets of several key Lowe's private brands generating over \$2 billion in annual revenue.

- Expanded ReliaBilt brand revenue approximately 6.5% in 2010.
- Repositioned and initiated brand expansion plans which increased Top Choice brand revenue approximately 17% in 2010, making it the largest brand in the Lowe's private brand portfolio.

HOME ORGANIZATION CONCEPTS, INC. – Huntersville, NC

Owner / General Manager

2004 – 2008

Launched Home Organization Concepts, Inc. dba The Complete Garage of Charlotte, leader in the premium segment of the garage organization industry in the Charlotte, NC market.

- Grew sales 25% per year over a three-year period.
- Achieved an in-home close ratio of 45%.
- Earned a 12% referral rate of which 96% were closed.

LP BUILDING PRODUCTS – Huntersville, NC

Brand Manager

1999 – 2004

P&L responsibility for \$127 million vinyl siding division selling to big box retailer Menard's and wholesale distributors. Managed a four-person marketing team responsible for a \$4.2 million budget. Developed and executed strategic marketing plans for multiple brands in the U.S. and Canada.

- Grew division sales 42%.
- Increased profitability by launching new products, raising prices and rationalizing product lines.
- Re-branded and re-launched a fledgling brand of siding that subsequently grew 321% in the wholesale distribution channel.
- Developed and executed product and promotional pricing strategies, growing sales more than 10% per year in the retail channel.
- Led line reviews at both Menard's and Lowe's Home Improvement.

CERTAIN-TEED CORP. – Valley Forge, PA

Marketing Manager, Product Mgr., Market Research Mgr., District Mgr. 1984 – 1998

Held progressively responsible positions in marketing for the vinyl siding industry market share leader. Identified profitable market opportunities, and designed, developed, launched and managed vinyl siding products and related accessories sold through wholesale distribution to home improvement contractors and builders.

- Developed two highly profitable and innovative siding lines that became market leaders.
- Produced contractor sales training and product knowledge program to increase customers' closing ratio which resulted in a larger, more loyal, customer base. This program is still in use today.
- Championed marketing initiatives including direct mail campaigns, exterior design program, installation training, and contractor roundtables that contributed to increasing market share to the #1 position.

EDUCATION AND CAREER TRAINING

BA DESIGN, University of California at Los Angeles

- Center for Creative Leadership, Greensboro, N.C.
- Dale Carnegie graduate
- Finance for the non-financial manager, UNC Chapel Hill
- Strategic Pricing, UNC Chapel Hill
- Synectics Innovation Training, Cambridge, Mass.
- One patent granted in vinyl siding accessories

COMPUTER SKILLS

Microsoft Office (Word, Excel, PowerPoint, Outlook), Microsoft Project, Adobe Acrobat, and QuickBooks.

First Last Name

Address
 Mooresville, NC 28117
 email@gmail.com

XXX-XXX-XXXX

www.linkedin.com/in/name

Quality and System Integration Engineer

Electrical engineer (ME degree) with eleven years' experience in system integration, reliability analysis and process/quality engineering for a Fortune 50 company. Skilled in using failure mode effects analysis, Monte Carlo Analysis, Pareto analysis, testing using Design of Experiment (DOE) methodology and lean six sigma methods to improve customer experience, reduce warranty costs and speed time to market. A strong leader and collaborator with excellent communication and teamwork skills.

Professional Experience

HEWLETT PACKARD CORPORATION, San Diego, CA

2003 - 2014

Engineering Specialist (2007 – 2014)

Led multidisciplinary failure analysis teams of up to 7 engineers across multiple sites to facilitate printhead improvements for large industrial printers valued at up to \$3.5 million. Utilized customer returns, data analysis and reliability analysis to develop solutions to improve fabrication and reduce customer impact and warranty costs across multiple product lines. Led and coordinated efforts of international teams. Determined final print-head quality before releasing product to the customer.

- Led a team that analyzed printhead failures and removal data and developed solutions which reduced warranty failures by 50% over two years on a high-speed industrial press
- Working with an internal supplier and manufacturing teams, identified and resolved the root cause of an electrical failure which was impacting customer production, reducing warranty costs by \$500K
- Developed a procedure to identify electrical issues early in the value stream to reduce customer impact
- Successfully modeled the reliability of a new printhead ink which enabled the team to correctly estimate performance before product release
- Helped develop testing to characterize printhead system performance using Design of Experiment (DOE) methods, allowing the company to be confident in sending product to market
- Led project to modify existing test beds, both electrically and mechanically, to estimate new printhead reliability before being fully developed, speeding up overall development time
- Responsible for the proper operation of Turn-On Energy analysis tools in manufacturing to ensure correct amount of energy was being supplied to the printhead

Intermediate Engineer (2005 – 2007)

Managed production qualification testing and ink selection by leading test area - working with engineers, technicians and operators - to determine inkjet reliability. Performed electrical failure analysis.

- Developed detailed reliability data and presented the results to management resulting in selecting the most robust and highest quality ink
- Reduced electrical failures by 75% by instituting handling and electrical procedures
- Discovered material/ink incompatibility issue that lead to material change
- Instituted pass down meetings to increase communication between operations and engineering.

Engineering Intern (2003 – 2005)

Completed three summer internship projects – capacitor removal testing, drop detector testing, and multi-layer ceramic (MLC) parasitic resistance testing – for printhead characterization and development teams

- Increased product yield by 10% and reduced cost by 20% by determining minimum capacitance needed to maintain signal integrity
- Developed inkjet firing parameters, and improved circuit to maximize signal to noise ratio on drop detectors
- Measured, modeled, and characterized the parasitic resistance on MLC print head

Education and Skills

Master's in engineering, Electrical Engineering – University of California, San Diego

Bachelor of Science, Electrical Engineering – University of California, San Diego

Skills

Expert in Reliability analysis using several tools: Reliasoft Weibul++, JMP

Six Sigma Green Belt Certificate, Villanova University

Lean Six Sigma Certificate, Villanova University

Fluent with productivity tools: MS Office, Windows

Programming experience with Java, MatLab, SQL

Experience with Digital Multi-meters, oscilloscopes

Recognition

Received several internal HP performance recognition awards

Hewlett-Packard STAR award – incentive given to top new employees (2006)

Action Verbs for Use in Resumes

accelerated	directed	indexed	persuaded	revised
acquired	discovered	initiated	pinpointed	rewrote
activated	dispensed	inspected	pioneered	routed
adapted	dispersed	installed	planned	scheduled
administered	disproved	instituted	predicted	served
analyzed	distributed	instructed	prepared	serviced
anticipated	dramatized	interpreted	prescribed	set up
appraised	drew up	intervened	presented	simplified
approved	earned	interviewed	presided	sketched
arranged	edited	invented	processed	sold
assembled	effected	investigated	produced	solved
assisted	eliminated	judged	programmed	sorted
budgeted	endured	launched	promoted	spearheaded
built	entertained	led	proposed	spoke
calculated	established	liaison	protected	streamlined
charted	estimated	located	proved	structured
classified	evaluated	logged	provided	studied
coached	examined	maintained	received	supervised
collected	executed	managed	recommended	supported
compiled	expanded	mastered	recorded	synchronized
completed	expedited	measured	recruited	systematized
conceived	experienced	mediated	reduced	taught
conducted	explained	moderated	referred	tested
conserved	explored	monitored	reinforced	timed
consolidated	facilitated	motivated	rendered	trained
constructed	fixed	moved	reorganized	translated
controlled	formulated	observed	represented	worked
coordinated	fostered	obtained	researched	wrote
corresponded	founded	operated	responsible for	
counseled	generated	ordered	restructured	
created	governed	organized	revamped	
critiqued	handled	originated	reviewed	
decided	identified	oversaw		
delegated	imagined	participated		
delivered	implemented	performed		
demonstrated	improved			
designed	increased			
detected				
determined				
developed				
diagnosed				

Skills You Have Acquired

In reviewing the below skills, put a check mark beside each one that applies to your situation and upon completion, rank the skills by proficiency, then by importance and this will help you in building your resume.

Art	Layout/Design
Budgeting	Customer Service
TQM/Quality Control	Manufacturing Experience
Retail	Market Research/Compiling Statistics
Sales/Marketing	Communication (Oral and Written)
Conducting Experiments	Group Facilitation
Events Planning	Interviewing for Information
International Experience	Management (people/projects/ money/resources)
Meeting Facilitation	Synthesizing Information
Supervising Others	Motivating Others
Scientific Laboratory Skills	Organizational Skills (people/projects/tasks)
Acting as a Liaison	Problem Solving
Persuading Others	Program Planning/Evaluation
Presentation Skills	Technical Writing
Record Keeping	Team Building
Research/Evaluation	Counseling
Working in a Team	Volunteer Recruitment & Training
Writing articles/reports	Teaching (skill/concept to others)
Case Management	Acting
Legislative Lobbying	Accounting/Finance
Training	Six Sigma
Instructional Design	Leadership Skills
Editing	Negotiation
Mediation	Fundraising
Proofreading	
Music	

Foreign Languages (list by skill levels: speaking, reading, writing, working knowledge and proficiencies in each).

Computer Skills: Word Processing, Desktop Publishing, Databases, Languages, Networks, Operating Systems, Hardware, Statistics Packages, HTML, Web Design.

Top 4 Cover Letter Tips

*(Reference: Resume Magic, by Susan Britton Whitcomb)

- At the beginning of the letter, if possible, include a referral source. For example, “John Jones mentioned that you were looking for new talent for your procurement project.”
- Following this, describe how you would bring value and benefit the company:
Example: “My 10-year background as a procurement supervisor has enabled me to cut costs at least 20% without sacrificing quality.”
- Briefly summarize your experience but avoid restating information that is on your resume.
- Write plainly and in a manner that is clear and easy to read. Read the letter out loud or to a child to ensure that it is easy to understand and does not include a style that is unnatural or pretentious.

March 11, 2016

Dear Sir or Madam:

I am writing to request your consideration for the position of news/feature writer advertised in the March 10 edition of *The Charlotte Observer*.

A newcomer to the Charlotte area, I am interested in finding a position in which I can utilize my writing talent. As staff writer at the South Carolina Baptist Convention, I gained extensive experience in writing and editing news releases and feature stories for the convention and *The Baptist Courier*, the state Baptist newspaper. I traveled throughout South Carolina covering conferences and special events and interviewing individuals from a variety of backgrounds. I also researched, wrote and edited a monthly publication highlighting current church issues and trends.

While at Coker College, I wrote and edited news releases and feature articles for *The Commentary*, the college's quarterly publication. In addition, I worked as an intern at Sonoco Products Company and at a local radio station, in which writing was my primary responsibility.

As you will find on my attached resume in PDF format, I have written for various media outlets. I believe my strong writing skills, dependability, and ability to work effectively with a team would make me a valuable addition to your publication.

If you have any questions about my qualifications and skills, please do not hesitate to contact me at 704-655-9720. I will follow up with you on March 18th if I don't hear from you earlier.

Sincerely,

Holly Golight

**SAMPLE
COVER
LETTER**

May 30, 2016

Mr. G. Bhojwani
200 North Tryon St.
Charlotte, NC 28202

Dear Mr. Bhojwani,

The accompanying resume is in response to your listing for a Controller that appeared in The Charlotte Observer on May 26, 2015. I strongly believe that with my position at RCB Management, Inc., a commercial/residential developer, and through my previous positions, I have gained the experience and knowledge necessary to quickly become a valuable asset to your organization. Besides this experience you will see that I have a Bachelor of Science degree from Central Connecticut State University. To earn this degree, I double majored in Accounting and Finance. Central Connecticut State is a part of the Connecticut State Universities system and is considered one of the best Business Schools in the system.

I am dedicated, highly motivated, responsible, possess a fine eye for detail and have a strong desire to succeed. I also have proven my ability to respond to difficult situations and am capable of interfacing with all levels of staff and management.

I would welcome the opportunity to meet with you to discuss further my qualifications and to assess how I might fill the current or a future staffing need in your organization. Should you require any additional information, or wish to arrange a personal interview, please contact me at your earliest convenience.

Thank you for your time and consideration in this matter and for your forthcoming response.

Respectfully,

Michael Bloomberg

**SAMPLE
COVER
LETTER**

Every job seeker needs an “elevator speech”. This is a brief introduction of yourself that might be delivered to a person you meet on an elevator as you both ascend to the 30th floor. It’s called an elevator speech, more for the limited amount of time that the situation poses, than for the place in which it is delivered. As you can imagine, when your captured audience arrives at his/her location, your speech will terminate. The short ride on the elevator is a good estimate of the amount of time you will have to make a good and lasting impression. So, what makes a good elevator speech?

An effective elevator speech is concise, clear, compelling, credible, and delivered in a confident manner. This takes preparation and practice and a speech that is crafted with information that will motivate the individual to remember you in a positive and lasting way.

An example of a good elevator speech is below. After reading it, we will examine the key elements that make this speech effective.

“Hello, my name is John Smith, I have 38 years of HR experience with six Fortune 100 companies where I held positions from personnel manager in manufacturing to Sr. V.P. Officer reporting to CEO and Board of Directors of a Fortune 500 company. I am competent in all areas of HR which includes 20 years of labor relations experience with all major unions and HR guidance during due diligence with three key mergers. Currently, I am seeking a Sr. HR leadership role in the Charlotte area.”

Clear In this example, the individual clearly states who he is and provides a quick impressive summary of his professional prowess. This is done in a few sentences and in less than one minute. The importance with this is to get someone’s attention quickly by offering information in the beginning that is concise, organized and compelling. This individual has presented the listener information that is interesting and has created a reason for the listener to learn more.

Concise Keep it simple. Communication that is organized, easy to understand and to the point commands attention and presents an image of confidence and success.

Compelling Many casual acquaintances to whom an elevator speech may be given, have more reason to not listen to this type of speech than to listen. This makes the construction and delivery of your speech critical to ensure that your listener hears information that may be of value. Make sure your audience understands how you might solve someone’s problem and/or be of value to someone’s organization.

Concrete Use numbers to be specific about your accomplishments. This makes the information more believable and credible.

To develop your elevator speech, create a career profile that lists the key elements of your professional career which include the following:

- Years of experience
- Influential companies, industries and/or corporations with whom you have worked
- Key accomplishment(s); preferably two
- Key attributes that describes how you would add value to a company
- Educational background if it relates directly to your career objective
- Career objective

Prioritize this list from most impressive to least. Structure this information in several sentences to capture the most important aspects of your career profile. The following template may be used as a guide:

Hello, my name is _____, I am a _____ professional with _____ years of experience with _____ companies where I held positions from _____ to _____ reporting to _____. I am competent in all areas of _____ which includes _____ years of _____ experience where I _____ and _____. Currently, I am seeking a _____ role in or near the _____ area.

Calling for names

A network is defined in Webster's dictionary as "an interconnected or interrelated chain, group or system." Therefore, to "network" or start "networking," you will begin to connect with other people as in:

- Friends
- Family
- Neighbors
- Social groups or clubs
- Church
- Fraternal Orders
- Professional Organizations
- Networking Groups
- Past company associates
- Private clubs
- Alumni lists
- Current service providers

Preparation

Get prepared to network yourself:

- Make sure your resume is current.
- Have your 25 to 30 second summary readily available or memorized.
- Begin working your list of contacts (begin with the people you know in the groups listed above).
- Set up a daily schedule, keep a log of each person you contact and keep records of the contacts they give you. Be prepared to write a thank you to someone when they help you.
- When you make the contacts that were given to you, keep records, date, time, etc. and again, be prepared to write a thank you note.
- Work this, just like you would work your normal job.
- Have business cards printed.
 - ✓ You can order cards from Staples, Office Depot, Office Max, Mailbox Etc., PakMail and places like these; the cost may vary.
 - ✓ On your business cards, consider having your field of endeavor listed, i.e. Customer Service Manager, Civil Engineer, Sales Management, etc.
- Establish a work area that is yours, where you can keep your records within reach.

Remember, networking will not necessarily put you in touch with someone for a specific position; however, it may give you an opportunity to present yourself to a key manager at a target company.

Components of the Network Process

- Referral – Make a call only if you can name a person who you can say referred you to the individual you are calling.
- Referral Name – Use the referral's name, e.g. Bill Smith, when you begin your conversation.
- Help – Ask for help, not a job.

- Few Minutes – Tell your contact that you will take only a few minutes of their time to ensure that you will not be long. (This is where you deliver your elevator speech.)
- Two Contacts – Get two contacts from your caller.
- Thank you Note – Send the caller a handwritten thank you note with a copy of your resume.
- Follow-up – In approximately four weeks, follow-up with a phone call to update your caller on your status and to see if he/she has other leads.

Networking: A Three-Step process

Step One: Making Contact with Friends and Associates. Key Principle: You are asking friends or associates for help with contacts – NOT JOBS.

DO: Prepare a brief summary of your experience or objective. It should briefly highlight your competence or experience. You should be able to **read it in 15 seconds**. **DO:** Have your resume and business stationary at the ready. **DO:** Have a notebook in which you log people you’ve spoken with, letters sent, and follow up dates.

DO: Call or see your friends. **SAY:** “Tom, I need your help on a career matter. Can we talk for a few moments? Good. You may know I’ve been in industrial design for 12 years. I love the work – especially new product design -- and want to stay in this field, but I just got laid off over at the Loser Company as part of their consolidation. They will speak very highly of my work there. Now, I am asking you about people you know who could be helpful. I mean, people you know who seem connected to what’s happening in the business community around town. They don’t have to be people who are into industrial design. Now, who comes to mind?”

“Okay, I have these three and I will call them. May I mention you suggested I call? Good. Thank you, Tom. I will keep you posted on progress.”

DO: Immediately sit down and write a thank you note to Tom, confirming the three names and enclosing a resume for his information. As you are in touch with his three people, keep him posted by phone or e-mail on what’s happening with each. This will keep him engaged, and with your situation in mind for other contacts. Log all contacts and correspondence in your notebook.

Step Two: Networking Call. Key Principle: You are calling for names, not a job.

DO: Have your brief summary, resume and business stationary ready.

NETWORKING CALL:

Good morning, Mrs. Smith. This is Fred Schmidt. Your neighbor, Tom Jones, suggested that I call you since he thought you might be of help to me in my networking in the Charlotte area for an HR Manager’s position.

Do you have a few minutes? I have spent my last 20 years in HR with three Fortune 100 Companies and became skilled in all areas of Human Resources. I was recently downsized during the acquisition of Kraft Foods by XYZ Company.

I would appreciate receiving contact information on anyone you might recommend that could provide advice with my networking activity. (Write down names given.) Thank you for this information. Would you mind if I use your name when I contact these people? Thank you for your help. Mrs. Smith, would you mind if I forward my resume to you? Could I have your mailing address?

Action: Forward a handwritten thank you note with resume.

Mark your calendar for 5 weeks from the date you talked with Mrs. Smith and call again, as an update on your networking. Ask if she might have any other networking contacts.

5 Weeks Later: Call Mrs. Smith again

Good morning, Mrs. Smith. This is Fred Schmidt. Your neighbor, Tom Jones, had referred me to you several weeks ago regarding my networking for a new HR position. I just wanted to thank you again for connecting me with Bob Smith and Henry Alexander. They were very helpful to me. I had three interviews and came in second on two of them. Since it has been several weeks since we talked, I was wondering if you might know of anyone else I might contact to assist me with my networking efforts. Thank you.

DO: (repeat DO above on thank you notes and follow-up)

Step Three: Repeat as Often as Necessary. Key Principle: You are building your network and will discover job opportunities in the process!!

Network Call Summary

1. Avoid cold calls. Do not ask for a job.
2. Have a contact/referral.
3. Ask for help and a few moments of their time.
4. Provide a brief summary of your experience, what you are looking for and what market.
5. Control the process.
6. Secure contacts, emails, addresses.
7. Follow-up with a handwritten thank you note and a copy of your resume.
8. Schedule a follow-up call 5 – 6 weeks from initial contact. (An easy way to do this is to log your initial call on a 3 x 5 index card and file in a box under the appropriate follow-up date).

LinkedIn

Background:

LinkedIn is the largest professional networking site. As of January 2021, it had over 750 million registered users, including nearly 180 million in the U.S. Over 90% of hiring managers claim to make some use of LinkedIn during the recruitment process. Some HR managers will reject candidates that are not on LinkedIn.

All job seekers should have an up-to-date account on LinkedIn. Even if you are not currently looking for a job, keep your account up to date.

Best Practices for using LinkedIn:

Your Profile:

There are numerous data fields in LinkedIn. They include a photo, name, headline, current position, education, location, industry, a summary statement, experiences, full education history, volunteer experience, skills, and endorsements, etc. Take the time to do a thorough job in filling in your profile and keep it up to date. (NOTE: turn off the sharing of profile edits under the privacy setting if you are making a large number of changes so you don't spam your connections with a large number of updates – you can turn back on as you make the final change so your connections are aware of your updated profile)

1. Use the name people will search on. If you go by Kim, don't use Kimberly.
2. Use a high-quality head shot for your picture.
A good photo says "attention to detail, professional, etc.). Look at photos of people who work in your industry. Some will be more casual (media, marketing) than others (banking, consulting). Profiles with professional photos get 14X the number of views vs. those that don't.
3. Get a custom URL (under edit public profile and URL)
It is much easier to share your profile with "linkedin.com/SallyWalker" than "linkedin.com/qwru65-gy"
4. Name a role in your Headline (under edit intro)
Most recruiters search on LinkedIn by looking at your current role. Even if you are not currently employed, use a job title in the headline (ok to say "seeking", considering", etc.). Include a brief "what you can do for your next employer" statement.
5. Use keywords in your summary that related to your target job.
6. Keep your summary to 3 to 5 short paragraphs that tell your story – passions, results, unique qualifications, industry experiences, etc. It can be more "personal" than your resume. It should have some personality. Use "I" (I delivered \$4MM in savings). Everyone can see the first 3-4 lines. Lead with your best examples!
7. Use numbers to quantify the scope of your responsibilities or accomplishments, just like you would in a resume.
8. Avoid buzzwords (e.g. responsible, creative, effective, analytical, strategic, patient, expert, driven, innovative).
9. Don't skip language skills, volunteer experiences, project work, etc.
10. Build your recommendations
Ask former colleagues for specific recommendations on results that you delivered for them or with them ("joe led our upgrade from xxxxxx to xxxxx and exceeded expectations by coming in below budget and ahead of schedule).
11. You can hide recommendations that you don't like.
Go to the position the recommendation is linked to and click manage and unclick the box next to the recommendation that you want to hide.

12. Keep your skills up to date (with a focus on the ones that relevant to your current or desired work). Drop outdated skills from your profile. Profiles with at least 5 skills listed get 31X the number of views vs. the ones with under 5 skills listed.
13. You can add multi-media to your summary. If your work is well suited to visuals, this can be a big value add and differentiator to your profile. (at the bottom of edit intro section after the summary)
14. Include your contact information. While LinkedIn has messaging, you don't want that to be the only way for people to reach you. (under contact and personal info section)
15. In the Career Interests section, click the "Open" button to "yes" to let recruiters know that you are looking for a job. Your current employer won't see this information.

So now you have an updated account – what's next.

Be active. Be visible. LinkedIn is about connecting:

1. If it is in your skill set, blog about relevant issues in your industry.
2. Link to any externally published articles.
3. Post updates if you are attending a conference.
4. Post comments on other peoples' updates.

Join Groups:

1. Groups provide industry specific exposure
2. Being in a group allows you to send a message to other group members without otherwise being connected to them.
3. Which groups? Career or industry specific. Geographically specific if possible. Alumni groups.
4. While these are no longer in the updates feed, they are still of value.

Network:

1. Connect with former colleagues.
2. Convert your relevant contact list connections to LinkedIn connections. (don't however just try to link to your entire contact list).
3. Connect to people you know socially that would have relevant professional contacts.
4. Use LinkedIn to follow up on face-to-face networking.

For your job search:

LinkedIn Jobs:

1. Apply for posted positions.
2. Use your network to get info on the role. Look at profiles of people in the roles you are targeting.
3. Many companies have referral bonuses for existing employees that identify a candidate that is hired. Use your network to get referred and bypass the online application pool.

LinkedIn Premium -- Is it worth the \$?

Here's what you get:

1. A full 90-day list of viewers and rich data insights like the keywords that led people to your profile.
2. See how you rank among your industry peers with the How You Rank "Professionals Like You" tool.
3. When you're on the job hunt, get the inside scoop on how you stack up against other job applicants with Applicant Insights.
4. When someone searches for you on LinkedIn, you'll be shown as a standard listing in results.
5. Your job applications will appear above those of non-premium members.
6. Banish writer's block for good with Keyword Suggestions for the Summary section of your profile.
7. Use up to 8 additional filters to fine-tune and expedite your searches.
8. With InMail, you can contact anyone on LinkedIn – from the recruiter who just viewed your profile to that hiring manager.

It certainly isn't a requirement. It might help at the margins. LinkedIn's free service is quite robust.

Other practical tips:

1. Use LinkedIn to find a contact at a company you want to work for, and better yet, the hiring manager. You may not be able to connect with them on LinkedIn, but you will know their location and can try to reach them by phone.
2. LinkedIn Salary – another source of salary information.
3. The LinkedIn Blog provides routine updates on the best way to use LinkedIn.

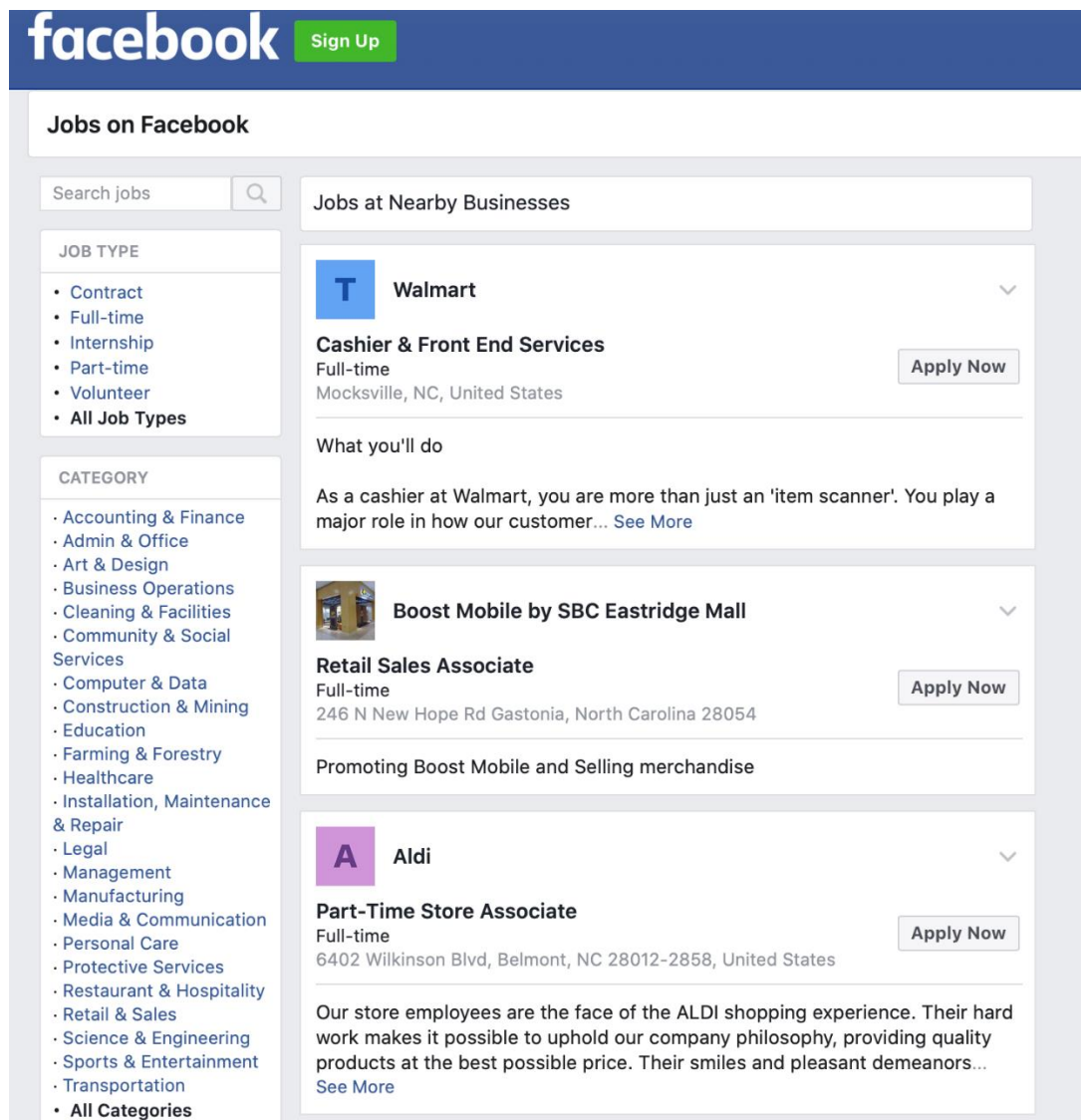
Other Digital Networking Options:

Facebook Jobs:

Facebook has leveraged its huge on-line presence to launch a “jobs” feature. Many companies have Facebook pages and they can post jobs on their profile or they can post jobs on the Facebook Jobs page. These can be sorted by candidates by location, industry, function, etc. Companies that pay for the feature can push job postings to people by their location and other demographic data.

The jobs postings on the job feature skew towards smaller, local companies and hourly roles. The typical job applicant to the roles on the Jobs feature is under 30 years old. Roles posted on company pages will mirror any roles they post on LinkedIn.

The main difference for the job seeker vs. LinkedIn is that most people’s Facebook profiles are not focused on their work. If you apply for a role, the company will supposedly only be able to view your public profile. Facebook does not however have the built in functionality to allow you to easily list skills, job history, etc. Some job seekers choose to create a second Facebook profile to only be used for job applications.



MeetUp

Meetup is a professional networking platform. It is not a job posting board, but it will allow you to identify meetings in your area that you can attend that will offer networking opportunities in your area of interest.

JobCase

Jobcase has historically been the software solution behind other job boards but are now allowing direct use. It is relatively small compared to LinkedIn or Facebook, but still has over 80 million users.

Facebook Groups

Facebook groups, much like meetup, can give you access to people working at companies that you want to work for or people doing the kind of work you are interested in.

SUCCESSFUL INTERVIEWING

Overview

Successful interviewing depends on three things:

1. Meeting or exceeding the interviewer's expectations.
2. Overcoming the interviewer's concerns.
3. Gaining information you will need to make decisions.

During an interview, you are evaluated not only on what you say but also how you conduct yourself before, during and after the interview. In preparing for an interview, you should anticipate the interviewer's expectations and plan to meet or exceed them. Also, make a list of the questions you will ask the interviewer.

Here are some basic guidelines for any interview:

- Arrive early. Plan your trip to consider traffic delays, getting lost, etc.
- Your resume should accurately represent the pertinent facts. Refer to the section on Resumes for additional information.
- Physical appearance should be appropriate to the position you are seeking. Unless specifically instructed otherwise, do not dress casually.
- Be sure you fully understand the questions asked. Do not be afraid to ask for clarification or to take a few seconds to gather your thoughts. A few moments of silence are better than "foot in mouth disease".

Anticipating the interviewer's concerns is more challenging. An employer's biggest concern is hiring the best person for the job the first time around. Therefore, they will choose the person who leaves them feeling the most confident about the hiring decision. Following is a list of possible concerns an employer might have:

- Can this candidate do the job?
- Will he/she be dependable, on time, present every day, honest?
- Will he/she fit in with other associates?
- Will he/she be a hard worker?
- Does he/she have a positive attitude?
- Does he/she have any personal or family problems that may interfere with the job?
- Is he/she a problem solver?
- Can he/she handle confidential information?

On the next pages you will find a step-by-step guide for successful interviewing. Review this information frequently to make sure you are mindful of how important each step is in the overall process.

Preparation:

Before you begin the interview process, here are some steps you should take to prepare for successful interviews:

Compile a self-reference list:

Prepare a list of all pertinent information you may be asked on an employment application such as places and dates of previous employment, previous home addresses, high school and college name and courses of study, contact information for your business and personal references [name, title, business, address, phone number, email address, relationship to you]. Keep this list updated and take it with you on every interview.

Research the company:

Personal knowledge of the company with whom you are interviewing is a quick way to make a favorable impression. Company information may be found on their Website, other web sites [see references section in this manual], from newspapers, and personal acquaintances who work there.

Prepare your references:

Obtain permission of all individuals you plan on using as references. Verify contact information such as: current title and place of business, home address, phone number and email address. Be sure to include their relationship to you. Send all references a copy of your resume and give them advance notice when they might be called. Give them an overview of the position for which you are applying and target the areas of your expertise you would like them to emphasize during the contact so they can answer any questions confidently.

Interview Questions:

Anticipate and practice answers to questions you expect to be the most difficult to answer. Develop strategies for dealing with difficult questions and practice answers until you feel comfortable. Practice handling questions that relate to age, political or religious issues, which are out of bounds, but can be asked anyway. Be prepared to respond to every statement made on your resume. Prepare a list of questions for the interviewer. They should reflect your interest in the company and the position as well as indicate your desire to get the position. Following this section is a list of the most frequently asked interview questions.

Dress Appropriately:

A good rule of thumb is to dress one notch above how you would dress on the job. Remember you only have 30 seconds to make a first good impression. Poor personal appearance was the number one reason given by employers surveyed by a major university for rejecting an applicant. Take the time to prepare your clothing the night before. Get that haircut and attend to personal grooming issues you may have neglected.

Get a good night's sleep:

Prepare yourself for the interview by going to bed at a reasonable hour the night before so you will feel refreshed and alert the next day. Remember, you are "on stage" during an interview and need to be at your brightest and best for the 'performance'.

Conduct a trial run:

Make certain you have exact directions to the location of the interview. Confirm directions given by an individual with MapQuest. This website usually gives accurate, though not the shortest, routes. Do a trial run if you are still unsure of where you are going, especially if you are unfamiliar with the area. Make note of any construction that may cause delays. Try and do the dry run at the same time you will be doing the actual interview to allow for similar traffic patterns.

Arrive early:

Arrive at your destination early; be at the receptionist's desk just a few moments early. Promptness is a very important indicator of a person's sense of responsibility. Also, by arriving just on time, you may avoid filling out an application, which means the interviewer may interview you off your resume which is more advantageous for you as the candidate. If you encounter unexpected delays, let the company know as soon as possible. If the interviewer is running behind, take the opportunity to read any literature which may be available in the lobby or chat with the receptionist if she is not busy.

Checklist for interview:

- Resumes, 6 copies
- Four References (business and personal)
- Sample of work [if appropriate]
- Former employers: names, addresses, dates of employment [month and year], type of business
- Schools attended: names, addresses, degrees or certificates
- Names of former supervisors
 - SS#, special licenses

Types of Interview Questions

Questions generally fall into these categories: 1) “Tell me about yourself (elevator speech); 2) questions about your experience; 3) questions about your technical job skills; 4) questions about your competencies/qualities (these tend to be behavioral questions); and 5) “curve ball” questions, i.e., questions about weaknesses, challenges in your background, off-the-wall type questions that you can’t really prepare for, etc. It is very important to prepare answers for as many questions as you can anticipate as possible. We have provided a list of possible questions in this manual, which might be helpful to review, but it is not advised to try and come up with an answer to every question. Focus on the MOST LIKELY questions related to your background, experience and skills.

Behavioral Interview Questions

Behavioral interview questions are usually geared towards the qualities and competencies that the organization is looking for in a successful candidate. The premise behind behavioral interview questions is that past behavior is the best predictor of future behavior. Thus, instead of asking a candidate how they think they would handle a certain situation, the interviewer is more interested in how the candidate actually has handled that type of situation. Employers like to hear how you made something happen, saved money for a company or achieved a goal, how you overcame a problematic issue or difficult people. These types of questions tend to be challenging because if a candidate is not prepared, they may have difficulty thinking of one particular situation to highlight in response to the question.

How to answer Behavioral Interview questions

Behavioral questions usually start with something like “Can you tell me about a time when you...”, or “Can you give me an example of a time when you...”. While you may have several examples of situations that you have encountered, it is important to select only one, preferably the best example you have with the best outcome. It is important to answer the questions using the STAR acronym approach:

- S** What were the circumstances or context of the situation? Be brief but do paint a picture.
- T** What was the task that required action?
- A** What action did you take?
- R** What was the end result? What was the positive outcome from your actions?

Be sure to use an example that presents you in a positive light and has a good outcome. Some job seekers play true confessions in the interview and reveal qualities that they did not need the interviewer to see [prejudices, bad attitudes, and opinions].

Sample Behavioral Interview Questions

- ◆ Tell me about a time when you made a less than ideal decision. That is, a decision you made had negative consequences. How did you handle this situation?
- ◆ Tell me about a time you were in a situation where deadlines and priorities frequently and rapidly changed and how you handled it.

- ◆ Tell me about a time when your team was successful. What was the situation? What was your role?
- ◆ Describe a time when you took on additional roles or duties and what the outcomes were of this effort.
- ◆ Tell me about a time when a project you were working had many barriers. How did you handle this? What were the outcomes?
- ◆ Describe the toughest challenge you faced on your last job. What were the outcomes?
- ◆ Tell me about a time when you were asked a question you didn't know the answer to at work. How did you respond?
- ◆ Give an example of a time when you could not provide what a customer/client/supervisor wanted, and how you handled the situation.
- ◆ Can you tell me about a time when you had to deal with an upset customer or client and how did you handle it?
- ◆ Can you give me an example of a time when you took the initiative to make a change or improvement in your job or organization?
- ◆ Tell me about a time when a subordinate or coworker wasn't performing up to standard and you had to give them feedback.
- ◆ Tell me about a time when you had to find a solution for an unusual or difficult request/task. How did you approach the problem? What was your solution?
- ◆ Think of a specific problem that you have encountered. How did you identify the cause(s) of the problem? How did you come up with solutions?
- ◆ Tell me about your most memorable on-the-job mistake. What was it? What did you learn from it, and when did you have the opportunity to apply what you learned?
- ◆ Describe a time when you had a conflict with a coworker. What were the circumstances and what steps did you take to set the situation right?
- ◆ Tell me about a time when you had a conflict or disagreement with your boss ... how did you handle it?

Other Commonly Asked Questions at Job Interviews:

Questions about Goals:

- What specific goals have you established for yourself for the next 5 years?
- What do you see yourself doing 5 years from now?
- What are your long-range career objectives? How do you plan to achieve your career goals?

The Strengths/Weakness Question:

- What do you consider to be your greatest strengths? What are your weaknesses?
 Note: For strengths, pick no more than three and support with at least one example. For weaknesses or development needs, try to pick something that can be a strength and a weakness, i.e., results-oriented people can sometimes choose results over relationships, and demonstrate what you have learned and how you have improved. Have at least two.

Questions related to personality, work style, work preferences, etc

- How would you describe yourself? How do you think a friend or a boss who knows you well would describe you? How would the people you work with describe you? If I were to talk to the people you worked for, what would they most likely say about you?
- Describe your management style. What qualities do you have that make you an effective manager/leader?
- Describe your preferred style of working.
- What kind of work environment do you prefer/work best in?
- What two or three things are most important to you in your job?
- How would you describe the ideal job for you?
- Describe your most rewarding position, and why.
- What do you like most about your current/last job? The least?
- Tell me about your greatest accomplishment in your last job. Your greatest frustration?
- What motivates you to put forth your greatest effort?
- Tell me about your best/worst boss.
- What problems would your last supervisor say they had with you?
- Tell me about your hobbies. What do you do in your spare time?

Questions about your educational background

- How has your education prepared you for your career?
- What led you to choose your field of major study?
- If you could do so, would you plan your academic study differently? Your career experiences differently?
- Do you have plans for further education?

Questions related to the company you are interviewing with

- Why did you decide to seek a position with this company?
- What do you know about our company?
- What criteria are you using to evaluate the company for which you hope to work?
- What type of company was your last one to work for?
- Why do you want to work for a company like this?

Other Questions related to work behaviors/challenges/contributions, etc.

- What major problems have you encountered in your last position and how did you deal with them?
- How is your attendance? How many days have you missed in the last 6 months?
- Tell me about your approach to problem-solving.
- How do you work under pressure? Explain.
- What is your greatest failure or disappointment as an employee?
- Tell me about the people you hired in your last job. How long did they stay with you and how did they work out?
- What do you consider the single most important idea you contributed or your single most noteworthy accomplishment in your present job?
- What do you think it takes for a person to be successful in your profession?
- What specific things did you do in your last job to improve your effectiveness?
- Can you tell me about how you make important decisions?
- When you're under pressure to get something done, how do you get the people around you to help?

- What risks did you take in your last few jobs, and what was the result of those risks?
- Think about something you consider a failure in your work life and tell me why you think it occurred.
- What projects did you complete that would make you a better candidate for the job we have?
- If you've been successful at something, tell me why and how.
- How did you solve your problems when you had an overload of assignments?
- How do you determine or evaluate success?

Difficult Questions related to your background

- Why have you changed jobs so often?
- Why did you leave your last job?
- Why are you interested in this position -- you appear overqualified for it.

Summary Type Questions

- Why should I hire you?
- What qualifications do you have that make you think you will be successful in this position?
- In what ways do you think you can make a contribution to our company?
- What do you think it takes to be successful in a company like ours?

Work Requirements and Employment Process Questions

- Will you relocate? Do you have a geographical preference? Are you willing to travel?
- Would you accept a position on a second or third shift?
- How do you feel about working overtime? Long hours?
- When are you available to begin?
- What are your salary expectations for this position?
- Are you considering any other company for employment?
- What will you do if your present company makes you a counteroffer?

During the Interview

Study the following guidelines and follow them. You must feel at home with them and use them naturally. The sooner they become second nature to you, the sooner you will actually enjoy interviewing and look forward to the opportunity to make the interview go the way YOU want it to go. The more practiced and accomplished you become in these skills and techniques, the better your chances of success.

If you do not get the job you want, do not despair. Go over the interview in your own mind. Try and pick out the weaknesses in your presentation and plan to eliminate them the next time. Maintain enthusiasm. Develop persistence. You WILL get the job you want.

- Greet the interviewer with a smile and firm handshake. Women as well as men should shake hands upon making an introduction. A smile can act like a ray of sunshine when an interviewer is having a dismal day.
- Be friendly and pleasant. Make yourself the type of person the interviewer would like to meet again and would enjoy working with. This does not mean to come on strong with a "good buddy" routine.
- Do not chew gum or smoke.
- Speak clearly, directly, and politely. Put confidence in your voice.

- Take your time. Think your responses through before answering questions. Present your responses as directly and effectively as you can, using numbers and examples where appropriate. If you cannot answer a question, do not be afraid to admit it. Keep your answers brief and yet as complete as possible. Use the STAR guideline (Situation, Task, Action, and Result). Honesty impresses an interviewer far more than a feeble and long-winded attempt at a snow job.
- Look the interviewer in the eye.
- Express enthusiasm.
- Sit up. Lean forward. Body language is important. It should say that you are confident and interested. Display an interest in the interviewer as well as the job.
- Be positive. Find good things to say about your last employer. People who speak ill of others seldom change their habits upon assuming a new job. What company would consider hiring such an employee.
- Point out pertinent experience. It is unnecessary, even undesirable, to relate an experience for each question asked. But when it does seem appropriate, seize the initiative and use this as an opportunity to further establish your qualifications.
- Take notes. There is nothing wrong with taking a few notes. It is indicative of your thoroughness. It will refresh your memory for any follow-up interviews. Just make sure you are not slowing the pace of the interview or spending too much time looking at your lap.
- If in doubt...ask. If you do not understand exactly what the interviewer is saying or asking, ask politely for clarification. After you have answered a question, do not be afraid to inquire as to whether or not your answer was satisfactory.

Dealing with Different Interview Situations

Interviewing in a group situation

The main point to remember in this situation is eye contact. When interviewing with more than one (1) person, begin answering the question by looking directly at the person who asked the question, then scan the room while answering, quickly looking directly at each person. This brings everyone into the conversation and encourages participation.

Phone Interviews

Treat like a regular interview. The most important thing to watch is your tone of voice -- keep it upbeat, smile when you are talking, make sure you pause to give the interviewer a chance to interject, and make sure there are no distractions around.

Video Interviewing

The key to a successful video interview is to ensure that you come across in the video as well as you would in person. As follows in a checklist of things to check when you do a dry run (and you should absolutely do a dry run).

1. Lighting - you should be well lit, from the front, and potentially from the sides. You do not want to look like you are in a shadow, or in a dimly lit space.
2. Camera angle - as much as possible you want the camera to be level with your face. You don't want to be looking down or up.
3. Stand up! - while you would not do this in a face-to-face interview, it will help you be alert and focused.
4. Look at the camera, not the screen. If you are not looking at the camera, it will appear that you are not making eye contact.
5. Video buffering - be sensitive to delays so you do not talk over the interviewer.

-
6. Background - you want a backdrop that does not distract the interviewer - ideally a blank wall, but at a minimum you do not want any moving elements (fans, etc.). Do not use a virtual background. Unless you have a green screen, you will likely fade in and out and that is very distracting.
6. Noise level - needless to say you need to do the interview in a quiet space (no dogs, music, street noise, leaf blowers, etc.).

Remember that visuals are a big component of all communications, and even more so in a video environment.

When interviewing with a person who does not use English very well

(For example, when interviewing with someone whose primary language is not English.) Speak slowly when answering and then ask, “Did I answer your question fully”? This allows the interviewer the opportunity to clarify.

What to say to buy yourself some time before answering

If you are asked a question that really stumps you, it is okay to say, “That is a really good question. I need a minute to think about it.” Because there is certain information the company needs before deciding whether to consider you for the job, it is important that you attempt to answer every question with a relevant example. Giving an answer like “I really don’t have an answer” could jeopardize your chances of being hired.

Getting the interviewer out from behind the desk

This technique can effectively lead to a successful interview, so it deserves special attention. Establish rapport so that you can draw the interviewer out from behind that symbolic authority barrier- the desk. To be successful, you want to relate to the interviewer one-on-one, not two-on-one. Probe, tactfully, for areas of common interest: hobbies, sports, mutual acquaintances, common schooling, service organizations you might both belong to, etc. The interviewer still hasn’t budged? Ask questions to lure the interviewer away from the desk. Would it be possible to see the area where you would be working? Could you meet the person who would be your immediate supervisor? You might even ask about the pictures hanging on the far wall. Get the interviewer out from behind the desk and you’re halfway home.

Interview Techniques

There are probably as many types of interviews as there are interviewers. Each person has his/her own style, and to compound it, each job may require a different type of interview. Here’s a quick overview of some interview types:

- Point out pertinent experience. It is unnecessary, even undesirable, to relate an experience for each question asked. But when it does seem appropriate, seize the initiative and use this as an opportunity to further establish your qualifications.
- Take notes. There is nothing wrong with taking a few notes. It is indicative of your thoroughness. It will refresh your memory for any follow-up interviews. Just make sure you are not slowing the pace of the interview or spending too much time looking at your lap.
- If in doubt...ask. If you do not understand exactly what the interviewer is saying or asking, ask politely for clarification. After you have answered a question, do not be afraid to inquire as to whether or not your answer was satisfactory.

Prescreening: You know and hate these. Someone is working hard to screen out the candidates most unlikely to fit the organization’s need or culture. This is often done in 15 to 20 minutes, via telephone by someone who may not really understand what you do. Make sure you can clearly and concisely say what

would make you an asset to the organization. Have your resume and accomplishments readily available. Remember this is like an open book test!

Unstructured: This type of interview is like having a conversation with someone you just met. Interviewers typically do not have any set questions prepared and ask whatever comes to mind. These can be difficult to prepare for and respond to because any topic is fair game. Be careful, just because you can share more about yourself, doesn't mean you should. The interviewer is trying to elicit job-related information, not personal information, so try to work in your previous job experiences and why you are the best person for the job.

Structured: Everyone gets asked the same questions. Interviewers can get bored conducting these. Don't take it personally and remember to remain upbeat, positive and enthusiastic. You want to be interesting to the interviewer. There are two types of structured interviews, which are mentioned below.

Behavioral: The interviewer will ask about specific challenges, situations or tasks that you've met in your career. Your job is to provide a response indicating your action and what the results of this action were. There may be a variety of questions asked covering the functions of the position for which you are interviewing. In some ways, if you are prepared, this is the easiest type of interview to prepare for. Its premise is that past performance is an indicator of future success.

Situational: While behavioral interviews focus on the past, situational interviews are future oriented. Instead of asking how you have handled a particular issue, you will be asked how you would handle a situation if faced with it. Interviewers typically use situational versus behavioral when the applicant is not likely to have much work experience (e.g., recent college graduate).

Patterned: Everyone is asked questions that apply to the same knowledge, skill or ability area, but perhaps worded or organized differently. You will need to be prepared to demonstrate what experience you have which is relevant to the position. Try to gather as much information about the organization, its culture and the department as you can in advance to best prepare.

Stress: The interviewer takes on an aggressive posture to see how you deal with stressful situations. It may indicate the stress you can expect on the job or as part of the company's culture. If you find yourself in this kind of interview, think carefully about the job, the company and why they might use this approach.

Questions you should ask

Too many job searchers go begging for jobs, arriving at the interviewer's desk, eyes downcast, hat in hand. Before the interview even begins, they have determined themselves to be lucky to be one of the chosen few. An interview is no time to be modest. If you don't demonstrate your character to the interviewer who will? Who else is better qualified to represent your talents than you? Don't confuse obnoxious, blow-hard conceit with enthusiastic self-competence. Don't be loud, be proud.

Shop the company even if they are dying to hire you. Are you sure this is the place for you? Don't be afraid to ask questions. Before accepting any position, get answers you need to make an intelligent decision. Jot down the questions you want to ask and take them to the interview. Exercise discretion. Don't start out with, "So how much do you pay around here?"

Questions for you to ask:

1. What are the specific duties and responsibilities of this position?
2. How will I be evaluated? How are reviews handled? How often are they given?
3. What will be the expectations of the position in the first 6 months to a year?
4. To whom would I report?
5. What are the qualities that would make someone successful in this position? At this company?
6. What opportunities are available after I've proven myself in this job?
7. Does this position require travel? How much?
8. What plans does the company have for expansion, relocation, etc.?
9. What is the company's management philosophy?
10. How would you describe your management style? (if talking to the hiring manager)
11. How would you describe the culture here?
12. May I have a tour of the area?
13. How is the department structured?
14. If I am offered this position, what will the major challenges or objectives be?

Ending the Interview

At the end of your interview, you will often be given a chance to summarize why you are right for the position. Start with adjectives that describe the positive traits and skills illustrated by your answers to the types of questions listed above. These adjectives answer the question, "Why should we hire you?" Also, be sure to ask a few questions to show interest in the company and job and that you did your research. Ask what the next steps in the process are and thank the interviewer.

Thank you notes

When drafting your thank you note, you want to have answers to the following questions:

- What did you learn about each person during the "small talk" portion of the conversation? Did you discover you had anything in common, such as a school you attended, a team you root for, or a hobby you enjoy?
- What about your qualifications were they most interested in or excited about?
- Were they skeptical about anything on your résumé? Did they seem concerned about a particular skill gap or type of experience you lacked?
- Did you confirm each interviewer's email address and (if necessary) the spelling of their name?

TIMING COUNTS

With so many people working remotely, there's little point in sending a physical thank-you note to the headquarters. And let's be honest: you'll come across as creepy if you ask for your interviewers' home addresses. Stick to emailing a thank-you message to each person. Since your communication will be digital, it's important to send your email in a timely manner. The rule of thumb is to send it within 24 hours of your interview.

BE GRATEFUL

The best way to start off any interview follow-up note is to thank the person for their time and consideration. Ideally, your conversation with this individual helped you learn more about the

opportunity and decide whether it's the right move for you. Even if you plan to withdraw from consideration for the position, it's good form to follow up and thank your interviewer. You never know when you may cross paths with these people again.

REITERATE YOUR INTEREST

Assuming you like what you learned during the interview, be sure to communicate your ongoing interest in the role. While this sentiment doesn't have to take up much space in your thank-you, your intentions should be crystal clear to the reader. If there was something in particular about the job opportunity that really resonated with you, include that detail in your message. It will make your overall note sound more genuine.

REMIND THEM OF YOUR RAPPORT

Remember, your post-interview follow-up is your chance to reconnect with your interviewer and remind them of the connection you made during your conversation. Use the little details you learned about the person during the small talk portion of your interview—especially any shared interests you discovered—to further personalize your message and make it more memorable.

REFRESH THEIR MEMORY

You don't need to summarize all of your qualifications in your follow-up, but you should hone in on whatever parts of your résumé each interviewer seemed most interested in. Often, when you're interviewed by numerous people at the company, they will care about different qualifications based on how their role will interact with the one you're vying for. Take note of what each person gets excited about so you can reiterate this information in your thank-you message and remind them why you're the candidate they want for the job.

OVERCOME THEIR OBJECTIONS

If you got a vibe during the interview that there were concerns about your candidacy—perhaps they were worried you were “too qualified” for the position or you lacked experience in a particular area of the role—this interview follow-up is your opportunity to abate such fears.

Avoid what is referred to as the “trust me” approach: “Trust me, if I get the job, I'll figure out what I need to do to get the job done.” While employers are all about a candidate's potential, they also want some proof of your abilities. Instead, aim to explain why this role makes sense for you or show them what steps you've taken to fill the gap.

For example, if the hiring manager expressed concern that you don't have any experience writing press releases, mention in your note that you've drafted a press release for a data story they could produce, and you'd love the opportunity to share it with them. Of course, you'll actually need to write the press release for this to be effective, so only make such a claim if you can follow through with it.

ADD SOMETHING NEW

If you forget to mention something during the interview that could improve your chances of landing the job, include it in your interview thank-you note. You don't want to write paragraphs listing all the things you forgot to say, but you can incorporate a line about an additional qualification when you're reiterating your interest and highlighting the qualifications your interviewer cared most about.

WRITE TO INFLUENCE

Your interview follow-up note is one of the many marketing tools you'll use during the job search to advertise your candidacy. When proofreading each thank-you, make sure the note is "on brand." In other words, your choice of language conveys the same person and personality you presented during the interview.

While you want to show gratitude in this message, you also want to influence the hiring team and advance your position. Look for the opportunities to demonstrate why you're the right person for the job by reminding your interviewer of your qualifications, the connection you established with them, and your fit within the company culture. Take a few extra minutes to properly customize each interview follow-up, and your little thank-you note can make a big difference as to whether you land the job.

"A Final Thought"

A good strategy to get a sense for "how it went" can be used at the end of the interview. Consider saying the following, "Before I leave, please let me say how much I have appreciated our time together today. You have given me a good picture of the job and the company and there is no question in my mind that I can do the job. But, also very important is that I have enjoyed getting to know you. It seems to me we connected and began building a relationship. What do you think?"

Don't say this if the interview went poorly. It will come across as phony. But if you can, try it out. If the interviewer says that they have more candidates to screen and they will let you know, then you get a hint it didn't go so well. If you hear, "Thank you for saying that. I enjoyed it myself and things look pretty good. We'll be in touch!" It's a nice thing to hear.

May 8, 2015

16214 Hollingbourne Road
Huntersville, NC 28078

DSC Logistics
12801 Jamesburg Road
Huntersville, NC 28078

THANK
YOU
LETTER

Dear Chip,

I enjoyed our conversation yesterday and want to thank you for providing me with quite a comprehensive overview of the facility, the management team and the Operations Manager position. After talking with all of you I realize how strongly my background does match your needs.

My previous experience in supply management with its heavy emphasis on distribution and operations would provide you with most of the technical skills you need for this position. As usual, the human resource skills, such as team building, motivation, conflict resolution and leadership, are always the more critical factors in accomplishing the goal of getting the product out the door correctly, undamaged and on time. I believe that my background, especially at Marshalls and most recently at Michaels, has provided an opportunity for me to refine and perfect those competencies. Moreover, at both organizations, whatever we needed done, the underlying goal was always to avoid union activity and all of management owned a piece of that objective. Therefore, I would be extremely sensitive to working in a non-union environment.

Kevin indicated that he would be making a final decision by the end of the month. Hopefully, it will be a positive one for me. I look forward to being a part of your organization and working with Matt and Kevin in continuing to keep Phillip Morris as your most satisfied customer and making the Huntersville facility “the best of the best” in the DSC organization.

I will be in touch to confirm next steps by the end of the week.

Sincerely,

Nancy Wilson

Additional Pointers

Body Language Speaks Volumes

We say a lot about who we are and what we think about ourselves in our carriage, expressions and posture. We can also learn a good deal about how others are reacting to us by understanding these nonverbal clues. You can use this information to help transform what might begin as a negative interaction into a positive. Most seasoned recruiters are well aware of these nuances and good managers often intuitively pick up on these clues.

Eye Contact: The most important key to sending our subliminal message of confidence in ourselves is our ability to look someone in the eye. You do this upon introduction, during and at the end of the interview, but not 100% of the time. *(If you really have difficulty looking them in the eye directly, focus on their nose. They can't tell the difference, but it may help you get over your initial stage fright. Just don't let a funny looking nose distract you.)*

Try to notice and remember the color of the person's eyes. It not only forces you towards direct eye contact, but it creates an interest in your eyes, which will be clear and focused on them. At the very least, failure to achieve eye contact shows a lack of confidence, interest, or a short attention span.

Facial and body expressions

Here are some examples of how we convey our feelings, often unintentionally:

Openness and warmth: open-lipped smiling, open hands – palms visible, unbuttoning coat upon being seated.

Confidence: Leaning forward in the chair, chin up, tips of fingers on one hand against the tips of the fingers on the other hand (AKA “stepling”).

Nervousness: Smoking, fidgeting, whistling, jiggling pocket change, pinching skin, clearing throat, running tongue along front of teeth, wringing hands, touching face or covering part of face, biting on pens or other objects, pulling at skin or ear, twiddling thumbs, running fingers through hair, tongue clicking, biting nails (action of or evidence of).

Untrustworthy/

Defensive: Frowning, squinting eyes, arms crossed in front of chest, chin down, tight lipped grin, darting eyes, pulling away, clenched hands, touching nose or face, looking down while speaking,.

Arrogant: Gestures with fists, pointing with fingers, rubbing back of neck, chopping one hand into the open palm of the other, hands behind head while leaning back in the chair.

Your first task is to identify and correct your own habits. They may not really be reflective of the traits indicated, but perception is 9/10ths of the law! If you have a negative habit, practice subduing it and adding something as simple as a smile. Use a mirror, friends, or strangers in line at the supermarket for practice. You might want to watch interviews on TV to see how others handle themselves and watch for positive and negative traits – attractors and distracters.

During an interview, be aware of the interviewer's nonverbal clues, but don't become obsessed or let it distract you from what you are saying. Don't over read clues, he might smile with his mouth closed because he's embarrassed about his teeth, he might touch his nose because it itches! But do try to get a sense as to whether you are connecting. If when you smile, it causes your interviewer to smile, you've made a connection! Then you work on keeping it!

Tips on Posture, Gestures and Space

Posture: Yes, mom was right. It indicates confidence and power potential. Be tall, stand straight and sit at the front edge of the chair, leaning slightly forward. Typically, you would lean forward to reflect interest in what is being discussed and back a bit in thoughtfulness as you consider your response.

Gestures and expressions: Keep them limited, not theatrical. Don't use artificial gestures. Use your hands and face naturally, which is far more meaningful than dramatically (which doesn't impress anyone and can scare off a potential employer).

Personal Space: Often overlooked and misunderstood, personal space boundaries may be critical in creating a comfort zone for the interviewer and the interviewee. In North America, the typical individual needs a personal space of 2 ½ to 3 feet. If you invade that space, they feel intimidated. However, this is based on combinations of culture, upbringing and national origin. Be careful of invading an interviewer's space. You will invariably notice them pulling away. *(If you want to have fun with this one, start circling at a party of friends and "invade" their space. See how long it takes them to reposition themselves.)*

Dress for Success

Remember that you should be doing the talking, not your clothes. Go for simple quality over quantity. One or two well-chosen business suits will serve you all the way to the first day on the job and beyond. Then, when you are making some money, you can begin to round out your wardrobe based on your new workplace. In the beginning, you can vary your shirt/blouse/ tie/accessories to easily change your look without breaking your wallet. While many work environments have shifted to business casual as the work standard, business suits are still the interview standard. When in doubt, it is almost always better to err on the side of conservatism unless the person inviting you stipulates otherwise.

For those who need a quick review of the basics, follow these guidelines for successful interview dress. Keep it simple and, unless you are told otherwise by the person conducting the interview, you cannot go wrong with these tips:

Men and Women:

- Conservative two-piece business suit
- Conservative long-sleeved shirt/blouse (traditionally, white or pale pastels are best)
- Clean, polished conservative shoes
- Well-groomed hairstyle
- Clean, trimmed fingernails
- Minimal cologne or perfume (too much is a real turn-off)
- Empty pockets - no bulges or tinkling coins
- No gum, candy or cigarettes
- Light briefcase or portfolio case
- No visible body piercing jewelry (nose rings, eyebrow rings, etc.)
- Turn off your phone (or turn off your interviewer)

Men:

- Necktie should be silk with a conservative pattern
- Dark shoes and socks (black is usually best for both) and your belt should match the shoes.
- Avoid beards and be aware that mustaches are a possible negative, But, if you have facial hair, be sure it is neat and trimmed
- No rings other than wedding ring or college ring
- No earrings (if you normally wear one, take it out)

Women:

- Always wear a suit with a jacket; no dresses
- Shoes with conservative heels, no open-toe shoes
- Conservative hosiery at or near skin color (and no runs!)
- If you wear nail polish (not required), use clear or a conservative color
- Minimal use of makeup (it should not be too noticeable)
- No more than one ring on each hand
- One set of earrings only

Eyewear: If you have contacts, wear them. If you are most comfortable in glasses, be aware of the message they send and do your best to contradict the negatives in your verbal and nonverbal presentation.

- Positives: It carries a subliminal message of attention to detail, focus and intelligence.
- Negatives: It carries a subliminal message of awkwardness, shyness and lack of human interaction.

Negotiating Your Job Offer

Caveat: All situations are specific to the individual and company and nothing in this section should be taken as applying to every offer. These are some very general guidelines. Please speak with one of the volunteers about your specific situation. The following comments apply to full time employment offers. There is a section about contract employment/1099 role offers at the end of this section.

Congratulations! You have an offer...what's next?

Some things to consider:

1. How long do you have to accept, decline, or counteroffer?

This is something you should clarify as soon as you get the offer. Normally you will have a week or so to decide. Regardless of you should express your interest in the position and thank the company for the offer. In most cases you will get an offer in writing. You should ask for this if you don't. If you need additional time for some reason, it is ok to ask. How much time you will get will likely be directly related to the seniority of the position. In most cases you should have a week or more, but you will need to judge this based on tone of the person making the offer, your situation, etc.

2. Can my offer be negotiated?

It is estimated that well over half of employers make salary offers to new employees with the expectation that there will be negotiation. Averages however can be deceptive. Entry level position offers are the least likely to be negotiable, particularly if the company hires a number of entry level candidates each year. Higher level position offers are more likely to be negotiable as there is less risk for internal comparison and it is more likely the company will have invested more in identifying the right candidate. Certain industries and functions have higher probability of being negotiable (line roles are typically more likely to be negotiable than staff roles for example). Researching the company on the various compensation sites (noted in section 6) may provide some insight.

Generally, it is a good idea to simply ask if there is any room for negotiation, assuming you believe the offer is below market or that you have something unique to offer that warrants higher compensation.

Note to female candidates: Research shows that females are much less likely than their male counterparts to attempt to negotiate regardless of the situation. Please be aware as you consider your options.

3. What are the offer components that might be negotiable?

Possibilities include salary, commissions, bonus, signing bonus, deferred compensation (401K, Pension, restricted shares, stock options), employment contract terms (start date, severance provisions, title, non-compete/non-solicitation restrictions), vacation, benefits, relocation payments, flex time or flex location policies, company car, tuition reimbursement, or other points which may be relevant to your situation.

Most companies are looking at the total value (cost) of your compensation package. As you compare the offer to what you think is competitive, you will need to compare the full value of the offer. For example, some companies will put more of your compensation at risk linked to performance measures (very common for sales roles for example). For any at risk compensation you will want to get a clear understanding of what the performance metrics are to achieve the at-risk portion and the range of the at-risk compensation. Others will have richer benefit packages or deferred compensation. Start-ups will have a much different approach to compensation and will not be covered in this guide.

Benefits (other than vacation) are often not negotiated as they are part of company- wide plans.

More and more companies are open to remote roles, so if the job can be done remotely, and that is something that would benefit you, it is worth raising. There can be trade-offs in these remote roles however (access to peers, visibility, etc.).

4. How do you make a counteroffer?

Be likeable. Remember if this goes well you will work for the company. That and the person you are negotiating with is much more likely to fight to get you a higher salary if they like you. The counteroffer is a request, not a demand.

Focus on your value. The negotiation isn't about your wants, it is about your market value. Doing your homework is key as well as understanding how you can contribute to the success of the company if you are hired. In many cases the person you are negotiating with will need someone else to approve the terms, so give them solid reasons.

Make it clear that you are serious about working for them and not just trying to get a higher offer you can use to negotiate with another company.

Know who the person you are negotiating with. You can likely be a bit tougher with the HR manager than your future boss. The HR manager will move on but you will be working for your boss.

Be prepared for tough questions. Do you have another offer? Are we your top choice? You need to reply honestly without being defensive. Sometimes the intent of the question isn't a yes or no answer, but to find out if you are excited about their offer or to better understand your job search to understand if they have a good chance at landing you.

Don't negotiate salary, then benefits, then location, then etc. Put your full counteroffer on the table up front. First, you will be seen as disingenuous if you aren't upfront. Second, you are not likely to get much sympathy on the second or third items you raise. If you have more than one point you are counter offering on, make your priorities clear. You won't likely get everything.

You will want to support your counteroffer with a clear rationale (e.g. similar roles in the industry in the same geography have higher total compensation; with my level of experience I would normally get 3 vs. 2 weeks of vacation; etc.). In some instances, the company may simply not be up to date on market compensation. In others they may be making a choice to pay differently based on the belief they offer more career upside,

You should be very cautious in taking a below market offer. It is often much more difficult to “catch-up” once you are in the role. You may well find that you have to change jobs / companies in the future to be paid competitively.

There can be fear that a company will withdraw an offer if you attempt to make a counteroffer. This is highly unlikely, particularly if your counteroffer is vaguely close to the initial offer. They have already decided they would like to hire you. Only if you behave in some unreasonable manner would there be much chance of the offer being withdrawn.

Additional reading:

<https://www.glassdoor.com/blog/words-phrases-to-use-salary-negotiations/>

<https://www.best-job-interview.com/job-offer-negotiation-letter.html>

5. What do I say if they ask me about compensation before making the offer?

You generally don’t want to offer up a compensation number before hearing from the employer what they are offering. If put in a situation where you have to provide information, provide a range. Your current or previous employer is not going to confirm your past salary, so you should focus not on what you are currently making, but the level of compensation you are expecting at the new company.

6. Hopefully before this point you have already done your homework and have a clear expectation of what would be a competitive compensation and benefits package. There are a number of sources to help you with this information. None are likely to be exact, so you will need to triangulate across them.

- a. Peers (via networking).
- b. Recruiters
- c. Career websites (Glassdoor.com, LinkedIn Professional, payscale.com, salary.com, SalaryList.com, Salaryexpert.com, etc.)
- d. Government information sources (from the local library)

Compensation varies by geography, by industry (higher margin industries typically pay better – e.g. see Oil and Gas), and obviously by level of responsibility.

7. How to decline an offer?

Needless to say, you don’t want to burn any bridges. Be polite and thank them for the offer and wish them well moving forward. If you are accepting another position elsewhere you can let them know. This would likely be the most common reason for declining. You don’t need to be highly specific as to why. Don’t get into a negotiation by accident.

8. Added Perspective on Compensation.

The most common compensation model is a base salary. This is fortunately the one for which you are most likely to find fairly accurate third-party data as to what other companies are paying for similar positions. It is worth noting that most larger companies will subscribe or participate in salary benchmarking surveys, giving them very good data about the salary market. These surveys are based on job descriptions, not just titles, and so do a pretty good job of getting to like to like comparisons. Smaller companies will more likely be getting information from peers or the chamber of commerce. You should recognize that your current salary might be above or below market and not the best benchmark. If you started out at a much lower level at your current employer, it is very possible that despite what have seemed like a good rate of salary increase you are currently being paid below market. If your work has been impacted by offshoring you may find it very hard to match your current salary elsewhere. How companies administer their salary targets can also vary widely. Some give wide latitude to individual managers within a broad range and others have very regimented approaches with literally dozens of pay levels.

Many sales roles are at least partially commission based. For these roles you will want to understand the commission rate and payout structure. Some are one-time commissions on a sale. Others may come with an ongoing payment based on customer contract renewals or other recurring revenue streams. The good news is that there is often a good bit of information available about commission structures and rates, particularly for industries where this is the prevalent form of compensation. A key question to understand for these models is “when” do you get paid, and how much of your compensation is at risk if you leave the company.

Higher level positions often include bonus opportunities. These can vary dramatically by job level and as for the basis for the bonus. Generally, companies expect compensation to become more variable at higher levels of management, based on some measure of performance. At the CEO level this may well exceed 90% of compensation. Even for the top 5% of the organization, this can be 40-70% of compensation. Often the bonus is stated as a target bonus, either in \$ or % of salary. The key things you want to find out are 1) what is the range around the target (it is not uncommon for it to be 0-200% of the target), 2) what is the bonus based on (individual results, business unit results, total company results, a combination – e.g. bonus pool based on business results and individual results controlling the share of the pool, and if calculated mechanically, how so), 3) if based on business results what has been the recent payout performance vs. target. You need to keep in mind that you can’t just add the target bonus to the salary to understand your compensation. The variable component will likely be fairly variable and in most cases, you are going to want to meet all your normal living expenses (housing, food, etc) from your base salary.

Some companies also provide various forms of deferred compensation. The most common form is by way of a matching contribution to a 401K account. These are often stated as a percent match but will sometimes have \$ limits. Some companies provide equity-based compensation for their more senior managers. These might include restricted shares (shares that vest at some future date) or stock options (the right to buy shares, usually at the price of the stock on the date they are granted) for public companies or phantom stock for a private company. These might have vesting periods of 3-5 years before you could exercise them, as their intent is to focus employees on building longer term results. Options are much harder to value, but usually considered on an expected value basis vs. the salary. For example, an option grant might be for 2X your base salary, but the value is based on the change in price of the stock over the life of the grant with an expected gain of only 50% of your salary. The range can be zero (the price goes down) or dramatically higher (500% or more if the stock soars).

Restricted shares are much less volatile (the stock will almost always have some value at vesting). If you are working at a start up, you might receive a significant amount of your potential compensation in shares of the not yet public company. If you find yourself in this situation you will want to seek out professional advice.

9. Contract Employment.

Many companies are making much wider use of contract employees in their staffing model. These can be truly temporary positions, or they can be used as a “trial period” to evaluate potential employees or roles. You will be aware up front if you are being considered for a contact role. Sometimes these are managed directly by the company but often they are managed via a third party that will act as your employer of record and you will be contacted to the company that you do the work for. If you are working directly for the company, you are working at you will be paid on a 1099 basis - as a third party. This will have tax costs to you as you will need to pay FICA (self-employment tax) and be responsible for all your other benefits (critically health insurance). As such you will need to gross up your salary expectations to cover this added cost - often +30% or more. If you are being paid via the third-party company it is more likely you will be paid a salary, but still likely with limited to no benefits. So, in both cases your negotiations will need to focus on your gross compensation.

APPENDIX

Resource is defined by Webster's dictionary as "a new or a reserve source of supply or support." Your resources can be found in many places, you just have to determine for what purpose you are utilizing that specific resource. A few examples of resources are:

- Professional organizations for the purpose of networking or learning more about specific industries.
- Church membership for the purpose of networking, either as an introduction or to learn of new opportunities that may exist.
- Chamber of Commerce to learn of new businesses in the community, a directory of businesses or to learn about specific groups of companies and opportunities (i.e. Call Center Companies in the area for Call Center Management opportunities).
- The Public Library has a career development center to help you in organizing your search, to help you with your resume or to help you find resources.
- Central Piedmont Community College Career Center to help you find direction.
- NC Employment Security Commission to look for jobs and to apply for unemployment compensation.
- Various Web Sites to help with resume building, job search or networking.
- The Charlotte Observer Business Sections on Sundays and Mondays for new business and business expansion information.
- The Charlotte Business Journal

Internet Resources

My Perfect Resume

www.myperfectresume.com

Central Piedmont Community College Career Services

<https://www.cpcc.edu/student-experience/career-services/career-guide>

Job Hunters Bible by the author of "What Color is your Parachute?"

www.jobhuntersbible.com

www.jobs.charlotteobserver.com/

www.dice.com

www.headhunter.com

www.jobsinlogistics.com

www.monster.com

www.careernet.com

www.lnedc.com/businessassistance/local-job-openings/

Networking Resources

Free Area Career Transition Resources

Christians in Career Transition <http://stmatthewministries.org/cict/>

St. Matthew Catholic Church

8015 Ballantyne Commons Pkwy., Charlotte, NC 28277 P 704.543.7677

1st and 3rd Mondays 7 – 9 pm in the New Life Center

Davidson Career Transition Program www.davidsonumc.org/care/ and www.dcpcc.org/community

Davidson United Methodist Church
233 South Main Street, Davidson, NC 28036
P 704-892-8277
1st Wednesdays Room 216/218
9:30 – 10:00 am (Coffee/Networking)
10:00 am – noon (Meeting)

NCWorks Career Center www.ncworks-charlotte.com/

8601 McAlpine Park Dr. Suite 110, Charlotte, NC 28211
704-566-2870
Monday – Friday 8:00 am – 4:30 pm; Closed the 3rd Friday of each month

Jens Schmidt – Career Center Leader
532 Patterson Ave, Suite 170, Mooresville, NC 28115
704-360-8067

Jens.schmidt@equusworks.com

Iredell.Mooresville@NCWorks.gov

Monday - Friday 8:00 am - 4:30 pm; Closed the 3rd Friday of each month at noon

Veterans Job Support Program: <https://www.commerce.nc.gov/jobs-training/resources-job-seekers/veterans-seeking-jobs-north-carolina>

NCWorks Career Center – Statesville

133 Island Ford Road, Statesville, NC 28625
704-878-4241

Email: Iredell.Statesville@NCWorks.gov

Monday - Friday 8:00 am-4:30 pm; Closed the 2nd Friday of each month at noon

Charlotte in Transition Support <https://cltjobssupport.wixsite.com/cits>

Potential Networking opportunities (some may not be free):

Charlotte Chamber <https://www.charlotteareachamber.com>

Lake Norman Chamber of Commerce <https://www.lakenormanchamber.org>

Lake Norman Economic Development <http://www.lnedc.com/>

Mooresville-South Iredell Chamber of Commerce <http://www.mooresvillenc.org/>

University City Partners <https://universitycitypartners.org/>

Business Executives Networking Group <https://greatcareers.org/beng/>

Launch Charlotte <https://launchclt.org/>

Additions/Corrections/Suggestions

jeichorn@davidsonumc.org

Suggested Books

What Color Is Your Parachute?; The What Color is Your Parachute Workbook and The New Quick Job-Hunting Map. Richard Nelson Bolles

Through the Brick Wall; Targeting The Job You Want; Building A Great Resume; Getting Interviews; and Interviewing and Salary Negotiation. Kate Wendleton

The New Rites of Passage at \$100,000+. John Lucht

The Overnight Resume. Donald Asher

Cover Letters that Will Get you the Job You Want. Stanley Wynett

201 Killer Cover Letters. Sandra Podesta and Andres Paxton

Cash Copy. Jeffrey Lant

Interview Power: Selling Yourself Face to Face. Tom Washington

Sweaty Palms. H. Anthony Medley

How to Prepare for an Employment Interview. Gary Will

Job-Hunting on the Internet. Richard Nelson Bolles

Job Searching Online for Dummies Pam Dixon

Who Moved My Cheese? Spencer Johnson

The Job Hunter's Spiritual Companion. William Carver

Cover Letters That Knock 'em Dead Martin Yate

Electronic resumes & Online Networking Rebecca Smith

The Resume Handbook Arthur D. Rosenberg & David Hizer

Great Connections Small Talk and Networking for Businesspeople Anne Baber, Lynne Waymon

The Secrets of Executive Search Robert M. Melancon

Professional Resources / Job Openings

Charlotte Mecklenburg Public Library – Job Help Centers

Job Help Centers are available at Allegra Westbrooks Regional and Sugar Creek Library. West Boulevard is an upcoming Job Help Center. <https://www.cmlibrary.org/services/job-help>

Lake Norman Chamber <https://www.localjobs.com/jobs/lake-norman-north-carolina-jobs>

The chamber has networking events listed each month on the calendar on their website.

Meetup <https://www.meetup.com/> Meetup is a web-based tool to find meetings in the area that might be of interest for networking, skill sharing, or personal development.

JobHub <https://www.jobhubbub.com/> Their mission is to provide affordable, but highly advanced job fulfillment software that is easy to use. They bring local employers together with local job seekers and leverage the power of business organizations to be the bridge.

Axios Charlotte <https://charlotte.axios.com/jobs/> They publish a daily newsletter with job postings from local companies.

Emotional/Spiritual Resources

All the clinics below provide individual counseling for individuals and families, plus referrals to more traditional therapy and psychiatric services as needed.

United Way Central Carolinas www.uwcentralcarolinas.org

NC 211 is an information and referral service provided by United Way of North Carolina. Families and individuals can call 2-1-1 or 1-888-892-1162 to receive free and confidential information on health and human services within their community.

Presbyterian Samaritan Counseling Center

5203 Sharon Road, Charlotte, NC 28210

Phone: 704-554-9900

www.presbypsych.org

Sanctuary Counseling Group

<https://www.sanctuarycounselinggroup.org/>

704-375-5354

info@scgnc.org

NAMI Charlotte/Mecklenburg County Mobile Crisis Team: 704-566-3410, select option 1

NAMI National Helpline: 1-800-950-NAMI (6264)

The NAMI Helpline can be reached Monday through Friday, 10 a.m.–10 p.m., ET.

Financial Resources

Ascend Nonprofit Solutions (formerly Children and Family Services)

601 East 5th Street, Ste. 450, Charlotte, NC 28202

<https://www.ascendnps.org/>

Davidson Housing Coalition

220 Sloan Street, Suite A, Davidson, NC 28036

704-892-4486

<http://davidsonhousing.org/>

Charlotte Center for Legal Advocacy

5535 Albemarle Road, Charlotte, NC 28212

704-376-1600

<https://charlottelegaladvocacy.org/>

Referral Services

United Way of Central Carolinas, Inc.

601 East 5th Street, Suite 350, Charlotte, NC 28202

Phone: 704-372-7170

<https://unitedwaygreaterclt.org/> This agency provides names, addresses and phone numbers for all specific agencies and advocacy groups in the Mecklenburg area.

Local Agencies

Ada Jenkins Center

212 Gamble Street, Davidson, NC 28036

704-896-0471

<http://www.adajenkins.org/>

For residents of Huntersville, Cornelius & Huntersville


Mooresville Christian Mission

266 N. Broad Street, Mooresville, NC 28115

704-664-2357

<http://thechristianmission.org/>

For Iredell County Residents



We all have times when life gets hard.
Walking through those dark times can be
very lonely and often overwhelming.

Stephen Ministers are carefully trained lay people
who serve as Christian Caregivers. They are not
therapists. Stephen Ministers are prepared to listen
and walk with you through life's difficult journeys.

When you are hurting and need someone to talk to,
reach for the caring hand of a Stephen Minister.

For information, contact:

stephenministry@dcpc.org

Davidson College Presbyterian Church

**Non-Judgmental
Confidential**