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THE STORY BEHIND THIS BOOK

GET THE RIGHT JOB, RIGHT NOW!

How to find a great job in the shortest possible time.

by Mike Britner

The recent economic downturn has caused many hardworking people to find themselves in search of a job through no fault of their own. Just a few months ago, I found myself suddenly and unexpectedly unemployed. Friday, December 15, 2008 was my last day of work. The next morning, a Saturday, I made one phone call to a man who I knew could give me a job. Forty five minutes later, he and I were sitting in a local Starbuck's talking over my situation. I did not ask him for a job. That is very important to remember as you read this book. Two days later, Monday, the President of his company called me. On Friday, one week after losing my other job, I received a job offer equal to the one I had just lost.

I began writing down my ideas that eventually became this book in 2001. I have always been able to find good jobs for myself and help other people do the same. I shared what I had written with several people I know and many of them used the techniques I describe and found good jobs.

I had just over two weeks notice that my most recent job would end. After the initial shock, I read what I had written and remembered that the formula for finding jobs really works. Taking my own advice allowed me to find that new job quickly. That experience caused me to finally complete this book.

A technique that I have used to get people who are decision makers to agree to see me when I was searching for a job is the one I used on the phone call Saturday morning. This technique had always worked for me and others with whom I had shared it. It is the most successful method that I know of to get people to schedule a meeting with you. Not only will they meet with you, they will be forced to take note of you talents, abilities, skills and knowledge. In doing so, they often realize that you can help solve a problem that they (or others they know) are facing. There are other techniques you will learn in this book that have an overwhelming power to:

- Find out about jobs that are not advertised.
- Take control of any meeting.
- Be offered a job without a formal interview.
- Anticipate questions and answer them to your best advantage.
- Get referrals to other decision makers.

After securing the new job, I thought about how many times I have seen these techniques work. It was then that I realized that these techniques could help anyone get a REALLY good job. As I did that, I thought about how a friend that I shared these techniques with many years ago has advanced from working as a security guard to being the lead electronic technician for the FBI in setting up computer equipment to assist in identifying victims in New York City following the September 11, 2001 terrorist attacks. I also thought about a young man whom I helped train in cellular telephone engineering. We had gone our separate ways, but kept in touch occasionally via e-mail. He sent me a message saying that he found himself unexpectedly out of work. Just as I had done for others, I sent him a reply with some advice about how to get a job. A few weeks later, he let me know that used just one technique I mentioned and secured a technical position in the wireless industry. This happened during a time in which that industry was letting people go!

Not long after starting my new job, I was sharing what happened with my son. A thoughtful look came over his face. He told me that he knew that I thought he wasn't listening when I had talked about such things when he was growing up, but he assured me he was. Then, he reminded me of how he used a piece of advice I had given about researching material on the company you are approaching. He did this at the last minute, while seated in the waiting room for his interview, to secure a job that led him from a temporary data entry operator to a job as assistant vice-president for a Fortune 100 financial services company.

My son told me that I should take time to get my job finding formula and techniques into as many people's hands as possible. He said that in these times when jobs are being cut people could benefit from my book when they are looking for a job.

As I considered my son's suggestion that I revise and publish this book about getting a job, I thought about my own job searches and how I had used these techniques to find the best job for me. I began to realize that I have many great secrets to share with you as you seek the job that will meet your desires. The job that is the "right fit" for you can be yours. These secrets work no matter what level of job you are looking for. From fast-food services to corporate boardroom, all of these techniques produce results. They are the best that I have ever heard about.

I speak from experience, I have held jobs:

- from gas station clerk to working on the guidance system of the launch vehicle that placed astronauts in orbit
- from door-to-door insurance salesperson to operations supervisor at the world's largest international satellite communications earth station
- from real estate salesperson to bank director
- from TV repairman to economic development officer
- to my current position as sales and marketing executive for engineering services in the wireless telecommunication industry.

Yes, I have walked the walk about which I am going to offer you advice. It is amazing to me that I have done it all without the benefit of a college degree!

As I contemplated all of these experiences, I realized that I have a tremendous responsibility to share these secrets with YOU! You deserve to know these techniques for finding and being offered the job that best fits your talents, abilities, skills and knowledge. A job where you will be able to enjoy what you are doing while earning a better than average income. So, during the next few days, I laid out, step by step, the principles that make this proven system work every time.

You will find this advice about finding a great job in the following pages. Please take the time to understand each principle and then make sure that you apply them to your job search. Happy job hunting!

GETTING STARTED

First Things First

With every adversity comes an equal or greater opportunity.

Napoleon Hill

I will not pretend that I know how you feel as you find yourself looking for a job. However, I certainly do remember how I felt when I was in that position. It's not a good feeling. I also know how great it feels when you find that job and I can say with complete confidence that you have just taken the first step toward that goal. Over many years, thousands of people have used the proven formula that you are about to learn to find a job. Not just any job, but the best job, a job that is customized for you!

I will not tell you that finding a job is easy. It is very hard work! Some of the longest, most stressful, tense hours and days that I have ever spent have been when looking for a job. I know without question that, if you take time to learn and apply the lessons I am about to present, you will be able to relieve a lot of that anxiety. Some of the important revelations that will be made clear to you in the following pages are:

- There is a hidden job market, but it is not what most people think it is.
- The secret to exposing this hidden job market.
- Tested and proven steps to get decision makers to read and think about your talents, abilities, skills and knowledge.
- How to get the job without going through a formal interview.
- If you do have to interview, how to take control of the situation.
- The use of non-verbal techniques to achieve your goals.
- How to maximize your salary and benefit package.

But, as this chapter's sub-title says, "FIRST THINGS FIRST". You can really learn how to master the art of finding the right job very quickly. In order to do that you must commit to yourself that you will work harder than you have ever worked before. I promise you that the rewards will be worth more than the effort. To begin, you must make a commitment to yourself to read and, then review EVERY

DAY, the parts of this book that apply to your action plans for that day. You must also promise to begin each day's reading and review by repeating OUT LOUD the Creed for Success below, then study, take action, and achieve you goal.

CREED FOR SUCCESS

Successful people rely on a Personal Belief System that includes the following truths:

- 1. You can and must learn how to be a winner, it is not something you are born with.**
- 2. You are what you think you are. The way you think is the most powerful force in your existence.**
- 3. Your own reality can be created by you.**
- 4. Every adversity brings with it an equal or greater opportunity.**
- 5. Every one of your beliefs is chosen by you.**
- 6. If you NEVER accept defeat as a reality, and instead keep trying, you will never be defeated.**
- 7. What you can accomplish is limited only by obstacles that you impose on yourself.**
- 8. The ability to excel in at least one key area of your life already exists within you.**
- 9. Only great commitment will produce great success.**
- 10. The support and cooperation of other people is essential to the achievement of any worthwhile goal.**

Chapter 1

The BIG Secret - The Hidden Job Market

The secret of success is to know something nobody else knows.

Aristotle Onassis

Introduction

The real secret about the job market is that there are really two job markets. The first job market is the one that most job seekers look to for a job. Let's call it the "Open Job Market".

The other job market is the one that most people actually find jobs through. We will refer to this one as the "Hidden Job Market".

The open job market is the one that most people who are looking for jobs turn to. This market includes the use of advertisements, recruiters, agencies, personnel departments and mass mailings. While this is the preferred choice for the majority of job seekers, studies have demonstrated that only about 30% of jobs are found by these methods.

The hidden job market is the one on which you should concentrate your efforts. You will learn how to do that in this book. As you will see in Chapter 2, about 70% of jobs are found through the hidden job market. Not only that, but nearly 100% of the best jobs that suit the talents, abilities, skills and knowledge of the applicant are found this way. That means not only do you increase your chances of finding a job in this market, but that job will be the one that is right for you.

As you read through this book, you will see certain ideas, concepts and instructions labeled as "KEY POINT". When you see a "KEY POINT". you should make sure that you do not move on until you completely understand what is being said. Re-read these chapters, read them out loud, write them down, re-phrase them in your own words, print them and tape them on your bathroom mirror. Whatever works for you. You'll be cheating yourself if you don't take the extra time to really understand them.

What is the “hidden job market”?

What is the “hidden job market”? Some may say that it is the list of jobs that are kept hidden by the good-old-boy (or good-old-girl) network so that they can make sure their friends get those jobs. That is NOT the hidden job market that we are speaking about here. Does that happen? Of course, but as you’ll soon realize, these are really “open market” jobs by our definition.

We have already noted above that help wanted classified advertisements are part of the open job market. Use of these ads usually results in a low percentage chance of success. One reason is because there is a lot of competition for these jobs. Another may surprise you. Investigations have shown that many of the help wanted/employment ads do not represent any job at all. Some ads are placed by companies who want to accumulate a list of candidates just in case they may need them in the future. There are no immediate jobs associated with these ads and may never be.

Some ads are placed by human resources departments and used as a research tool to find out what salary amounts other companies are paying for certain level positions. You can usually spot these ads because they will have a very specific description of the position and will always demand that a salary history be presented with your resume.

Similarly, some ads are placed by individuals who want to find out what other people in similar positions to their own are making. These will usually have a phony company name, or no company name, and a P.O. box or are routed through the newspaper in which they appear. Like those above, they will have a very specific job description and require a salary history for consideration.

Another category of classified ads that is deceptive is when a

requirement exists, either by law or by corporate policy, that the job must be advertised. Often, even after everyone knows that the decision has already been made to hire the president's nephew (or whoever), an ad must be placed to meet the requirement.

Ok, now that we have a few examples of what the hidden job market is not, let's find out what it really is, where it exists and how to access it.

Where is it?

KEY POINT – The hidden job market, that has the absolute best jobs, exists in only one place. The sole place where the hidden job market resides is in the mind of the decision maker who has the power and authority to hire you.

I know that right now the statement above may seem to you to be vague and difficult for you to “get your arms around”. As we discuss this further, you will understand exactly what it means. For now, all that I ask is that you accept it as true. In order to accept it, you have to understand what is being said, even if you do not understand all that it means.

So, as instructed above regarding a “**KEY POINT**”, do whatever it takes to make yourself understand the meaning of what was said enough to accept it on faith.

Now that you have done that, let's get on to a deeper understanding of that somewhat mysterious statement. One of the best ways to begin thinking about this is to take a map of your city or town. From the center, draw a circle with a radius of 25 miles (50 miles across the circle). Then draw another circle with a radius of 50 miles (100 miles across). Try to estimate how many businesses are within each circle. Maybe, take the Yellow Pages and count the number of businesses on about four pages. Look at the page numbers to find out how many

there are. Divide the total number of pages by 4 and multiply by the number of businesses you counted. This will not be exact, but should be a close approximation. There are thousands, in a large city, maybe tens of thousands!

Now, what percentage of those businesses do you think have problems? Twenty-five percent? Fifty percent? Less.....More?

I am telling you that 100% of those businesses have problems! During good economic times, businesses have problems keeping up with orders, supplying their goods and services to more and more customers. In bad times, businesses have problems keeping costs down, becoming more efficient, and capturing a larger percentage of the declining market from their competitors.

What's more, is that within every one of those businesses is a decision maker who is very much aware of those problems. They may be causing him to lose sleep at night. These problems will certainly be putting pressure on that person.

Now, let's go back to that hard-to-understand statement. The hidden job market exists only within the mind of the decision maker who has the power and authority to hire you. The jobs that flow from this market are not in the employment ads in the paper or on the web-site. They are not on the company's personnel department lists. The decision maker has most likely not mentioned these jobs to anyone.

If you thought that the first "KEY POINT" was deep, this next statement may really knock your socks off. **KEY POINT** - Sometimes, and actually more often than you might expect, **EVEN THE DECISION MAKER DOESN'T KNOW THAT THE JOB EXISTS!** Wow! What a way to cut down on your competition for a job. You may be the only one, including the person able to hire you, who knows that a job might exist.

That doesn't seem possible, does it? I mean, how can someone offer you the job, if they don't know that there is a job to offer? To understand this, you must remember what we learned about problems within companies. Every company has problems. The skills you will learn in this book will place you in front of decision makers who, even if they don't realize that they need to hire someone, do realize that they are under great stress and pressure because of these problems. Remember, as well, that these decision makers have the power and authority to CREATE THAT JOB as a solution to a problem.

Using this secret to your advantage...

KEY POINT - You will be learning how to make these decision makers want to read, consider and even comment on your background and experiences. You will also learn how to present your talents, abilities, skills and knowledge in such a way that during one of your meetings, the decision maker will recognize that you can help solve at least one of his problems. Even in meetings where this doesn't happen, the decision maker may recognize that you can solve a problem for someone else he knows. You will learn how to get that information later in this book.

At this point, you do not need to know how this will happen. Just believe that it will. It has happened for me and many other people. It will happen for you. It may sound complicated, but I assure you, the techniques that allow you to do these things work because they are simple and based on human nature.

I was explaining this concept to a person I know who is in a fairly high level management position with a large, household-name international corporation. At first, he was a bit skeptical; however, as I continued, it was as if a light bulb went on. He said, "You know, you are right. Executives and managers at our company are given a 'bucket of money', commonly called a budget. With that budget they

are expected to achieve goals. Achieving goals means overcoming problems.” If a person appears who can solve a problem, then you spend some of that money to hire them. He said that he had never thought about it in precisely that way, but after I explained it in those terms, he knows he has seen it happen many times.

Chapter 2

How People REALLY Get Jobs

The secret of success in life is for a man to be ready for his opportunity when it comes. *Benjamin Disraeli*

STATISTICAL ANALYSES OF HOW PEOPLE GET JOBS

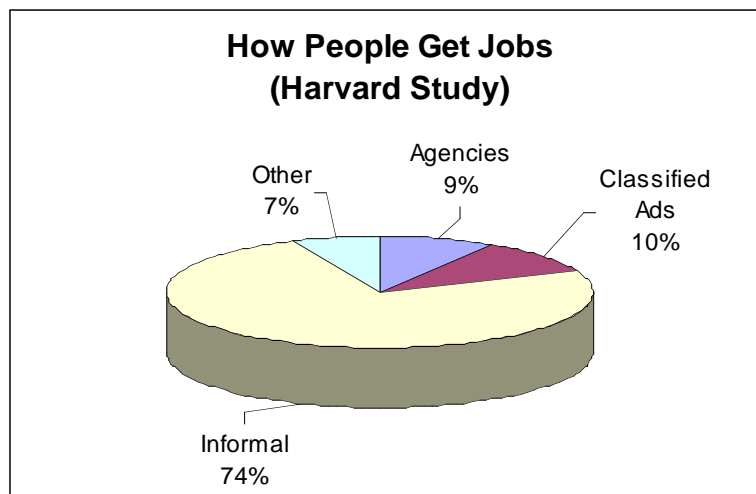
Granovetter (Harvard) Study:

Agencies = 8.9%

Informal* = 74.5%

Advertisements = 9.9%

Other** = 6.7%



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

Granovetter's data also indicate that of the people who found jobs through personal contact, 43.8% had new positions created for them.

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

Granovetter, *Getting a Job: A study of Contacts and Careers*, Harvard University Press, Cambridge, 1974.

Job Finding Formula

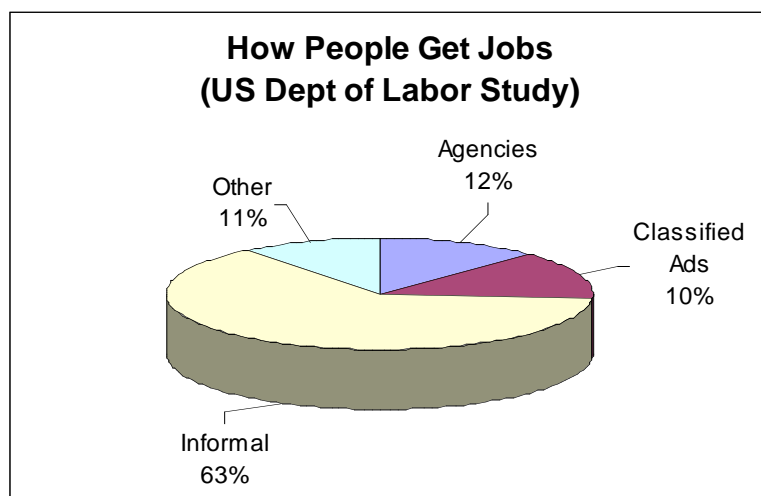
U. S. Department of Labor Study:

Agencies = 12.2%

Informal* = 63.4%

Advertisements = 13.9%

Other** = 10.5%



The United States government conducted a comprehensive survey in 1973 to determine how American workers find jobs.

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

The sample consisted of 10.4 million men and women who had found new jobs. The chart at the top of this page shows the method by which their jobs had been obtained.

Jobseeking Methods Used by American Workers. U.S. Department of Labor, Bureau of Labor Statistics, Bulletin #1886, 1075.

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

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

Approaching the job market

In approaching the open job market, most people use a targeted method or general method. The targeted method consists of responding to advertisements, using recruiters, employment agencies or personnel departments. The general method uses broadcast mail techniques. Of the 20% of jobs secured from this market, studies have shown the results of these methods to be as follows:

1. Targeted	Advertisements	6.0%
	Recruiters	9.5%
	Agencies	2.5%
	Personnel	1.5%
2. General	Broadcast Mail	0.5%

KEY POINT - People who find jobs in the hidden job market rely on one approach. They concentrate on BUILDING RELATIONSHIPS. Rather than relying on the above resources, these people seek out specific decision makers in identified organizations. If you are thinking, right now, that you don't know any decision makers, at least not any that can give you a job, probably none that would even want to talk to you, RELAX. When you apply the techniques you'll learn here, you will be pleasantly surprised at how you will be able to do this with ease.

But for now, let's look on the next page to compare and contrast these methods.

Job Finding Formula

Open Job Market	Hidden Job Market
1. Targeted Approach	Relationship Building Approach
Advertisements – There is a high level of competition. Many people see the same ad.	Has a low competition level because fewer people know about and really try this method.
Recruiters – These are usually no more than candidate screeners for companies.	You will be dealing directly with decision makers who have the authority to hire you.
Agencies – Positions are established usually with a rigid job description	Hidden jobs can, by definition, be customized to suit your skills
Personnel Departments – Are always concerned with forms, relying on a “fill in the box” mentality.	Relationship building is concerned with people, relying on talents, abilities, skills and knowledge even if they do not fit neatly within the box.
2. General Approach	Relationship Building Approach
Broadcast Mail – Immediately identifies you as just one more person looking for a job.	Positions you as a business minded person, knowledgeable about how business is conducted.

Chapter 3

The Scientific Basis for the Secrets this Book

Think. Believe. Dream. Dare.

Walt Disney's "Four Most Important Words."

Human behavior is your advantage

KEY POINT – Human behavioral science has proven that we are all driven to act based on certain principles. Some of these principles are listed below. These are very important concepts. They are essential for you to understand in order to be successful in finding the best job. As with every “**KEY POINT**“, you should take as much time as you need to absorb their meaning. If you think about your own feelings, you will probably agree that they are true. Then as we progress through this book, you will understand how you can use these principles to your advantage.

- People enjoy and even seek out situations where they can say, “Yes.”
- People are uncomfortable and try to avoid situations where they have to say, “No.”
- People like to give advice to others, especially when they are asked to do that.
- People respond more favorably to others who approach them gradually.
- People are influenced by the opinions and judgments of their friends and acquaintances.

These principles of human behavior are the basis for the relationship building approach. People who use them always get the best jobs.

Let's examine how we can use these principles to help us in finding the best job. In chapter 1 we learned that every company has problems. The executives and managers in those companies feel pressured to solve those problems.

We also learned that the hidden job market exists solely in the minds of these decision makers and that many times even they do not know that the solution to a problem may be to create a new job or to replace a current employee who is not performing satisfactorily. Even if they have considered creating a job opening, they may not have made the final decision to do that. Therefore, they have not told anyone else that a job may become available. Indeed, they do not know for sure that a job exists.

Applying these principles to your job search

If you approach a decision maker with a request for a meeting to discuss a job for you, the second principle of human behavior listed above will take control.

- **People are uncomfortable and try to avoid situations where they have to say, “No.”**

If you sent a letter, e-mail or left a voice message for this person, he may just avoid responding to you because he doesn't want to say “No”. If he does respond and says, “No, I do not have a job for you”, then you have made him uncomfortable. He will probably avoid seeing you in the future.

This why the direct, semi-direct and general approaches, that are most commonly used by job seekers (see chapter 1), do not work in the hidden job market where the best jobs are found and the competition for those jobs is lowest.

By contrast, the relationship building approach is successful because it uses three very powerful principles of human behavior:

- **People enjoy and even seek out situations where they can say, “Yes.”**

- **People like to give advice to others, especially when they are asked to do that.**
- **People respond more favorably to others who approach them gradually.**

In later chapters of this book, you will learn exactly how to take the steps required and approach people in this way. However, at this point, it is essential that you understand the concepts and principles on which the secrets in this book are based. You will learn how to gradually approach decision makers and ask them for advice. This will give them the opportunity to say “Yes”, a comfortable and enjoyable situation.

The best way to get a job

KEY POINT – The best way to get a job is NOT to ask for one. Ask for advice instead. This does not mean that you should try to hide the fact that you are looking for a job. In fact, the decision maker must know that you are seeking a job if he is to be able to give you advice. The difference is that you are not asking HIM for a job.

You will learn how to phrase your request for advice and information in such a way that the decision maker will understand why you have a need for that assistance. This is very important because helping someone in need is a psychologically rewarding experience. Therefore, the decision maker must be able to recognize that you really need the advice.

KEY POINT – Not only will you not ask the decision maker for a job during the relationship building phase of your campaign, you will directly state to him that you DO NOT EXPECT that he will know of a position suitable for you at this time. This powerful statement has the effect of relaxing the decision maker, puts him completely at ease, and allows him to concentrate on the good feelings he will generate within himself by helping you.

The final human behavior principle above,

- **People are influenced by the opinions and judgments of their friends and acquaintances.**

will be used during future relationship building meetings with people to whom you will be referred during the earlier meetings.

It is not important at this time for you to understand HOW all of this will be accomplished. That will be made clear later. What is important now, is that you understand WHY you will be doing these things.

The importance of understanding “WHY” was made clear to me several years ago when the following incident happened. We had a small refrigerator in our office kitchen area. It was badly iced up and one of my fellow workers decided to defrost it. In an effort to help the process along, she used a screwdriver to chip away the ice. We heard her yell as gas escaped from one of the coolant lines. The screwdriver had punctured it. When asked if she didn’t know that you are not supposed to use a sharp object when defrosting, she replied, “Of course I knew that.” “It says so right on every freezer compartment I have ever seen.” “I knew you are not supposed to use a sharp object, I just didn’t know WHY!”

It is important for us to understand why. You will provide yourself a great benefit by reading chapters 1, 2, and 3 repeatedly until you are comfortable with the concepts and principles presented.

Chapter 4

Developing Your Resume

We are what we repeatedly do. Excellence, then, is not an act, but a habit. *Aristotle*

Your ultimate goal is to get the best job. Thousands of job seekers have done that by using the techniques and methods taught here. Your success in doing the same depends on how well you understand and incorporate the ideas that are presented here into your job search program.

The strategy that successful job seekers use to get the best jobs is to get in front of decision makers in a way that is not only non-threatening to the decision maker, but also makes them want to help you. One of the tactics that allows you to do that is the proper development and effective use of your resume.

You may already have a resume that will serve you well for this purpose. This chapter will show you how to evaluate your existing resume. If you do not have a resume, or if the resume you are currently using is deficient, this chapter will help you to develop a resume that you will use to get the best job. In chapter 8, you will learn how to use your resume in a way that is dramatically different from what you may have been taught in the past.

Your most important T-A-S-K

KEY POINT – Your TASK in developing and using your resume can be remembered by the letters in the word “TASK”. Your resume must clearly display your:

Talents – Those traits that are a part of your basic nature and represent a particular aptitude for a special activity.

Abilities – Those aspects that demonstrate that you are able to identify what must be accomplished to solve a particular problem.

Skills – The “on-the-job” and “real world” experiences that show how you have succeeded in solving problems.

Knowledge – Your formal and informal educational background.

In this chapter and chapter 8, you will learn how to develop your resume and use it to get the best job. The best job will be revealed to you as you develop and carry out the action plan you will establish. This action plan will be based on the information you have learned about how people get jobs and the principles of human behavior that were presented earlier.

It is rare, but occasionally you will find an advertisement for the best job. More often, you will find an advertisement for a job that is acceptable to you. There is nothing wrong with applying for and accepting a job that is less than the best job for you. We all have to earn enough to pay our bills. However, if you know within your heart and mind that the job you accept in order to get by is not the best job for you, then keep applying the steps you have learned here until you find the best job. That job may be within the same organization or for another employer. If the job advertised is different from the description of the best job, you may want to modify your resume to more closely match the requirements of that job.

The first rule of resume writing is that it should contain only those things that decision makers are interested in.

The second rule is that your resume must be truthful.

The third rule is that your resume must deal with all aspects of your background and experience in a positive way.

I am often asked how the second and third rule can be reconciled. It is certainly a valid question to ask, since all of our lives have some

negative elements. Most experiences can be described in positive ways if given some thought. Those that cannot should be omitted.

The fourth rule is that your resume should be two printed pages, no more, no less.

Don't confuse developing your resume with writing your life story. Remember, your TASK is to present your talents, abilities, skills and knowledge. You must present them in a way that shows decision makers that you are capable of meeting your objective. In later chapters about relationship building meetings and job interviews, you will learn how to use your resume to get the best job. However, right now, you need to understand that the primary use of your resume will be as a "track to run on" during those meetings. Unlike what you may have heard about the purpose of a resume being to "get your foot in the door", the people who get the best jobs use their resumes quite differently.

Traditional job seekers will submit their resume in response to an advertisement for a position. The employer who has advertised the job will be inundated with resume submissions and they are faced with weeding out the good from the bad. If you are responding to an ad, the best way to get the attention of the decision maker and make the initial cut is with a well-written cover letter that lists your qualifications to match the stated requirements. You will see an example in chapter 5.

Those who get the best jobs use their resumes as a guide for discussions and a prompt for asking questions during meetings with decision makers. As mentioned earlier, you will learn exactly how to do that in chapter 8. Before you begin to put your resume together, you should perform a self assessment. This will not only help you to identify your talents, abilities, skills and knowledge, but will also assist you in identifying the type of job that best suits your characteristics and desires.

Self Assessment

You can significantly increase your ability to get the Best Job by looking closely at yourself before asking others to consider your qualifications.

One of the most important steps you can take as you begin to search for the best job is to make a checklist that will help you discover your strengths and weaknesses. Keep in mind that this list will not be seen by anyone but you and those few close advisors, if any, with whom you decide to share it. You may make several versions of this list, revising the content as you think of new items that you had overlooked earlier and as you look at the existing items in light of new knowledge you may gain.

It has been my experience, in dealing with many people, that we all tend to look at the things we have done and knowledge we possess as being inferior. Nothing could be further from the truth. This fact was made clear to me back in the 1980's. I found myself out of work for seven months. My unemployment was about to expire and I was very concerned about my financial future. An acquaintance suggested that I try offering my services as a consultant to large companies. I thought that I really didn't have a chance of doing that because I assumed that everyone in those companies already knew what I knew and wouldn't pay for that knowledge. However, in desperation, I gave it a try. I was completely amazed when my first contact offered me \$300 per day plus expenses. This was really a lot of money in those days!

Don't let the same type of thinking stop you from putting forth all of your experience and background to employers. You may be similarly surprised.

List your talents, abilities, skills and knowledge carefully. Once again, remember you are not going to share this evaluation with the whole

world. However, this initial list will help you to decide what you will present and even who you decide to present it to. So, it is best to be completely honest, find out now how you truly feel before you end up in another job situation where you are unhappy. This may be a bit painful, but well worth it. The list should include:

- Physical traits such as the attire you feel most comfortable in, your general physical fitness, and your tolerance of various physical requirements
- Psychological factors, are you naturally an extrovert or an introvert, do you share responsibilities well with others or work better alone, what is your maturity level, how well do you accept criticism, for example, can you accept criticism from supervisory level personnel in a constructive manner
- Social activities such as organizations of which you are a member, community service activities to which you have contributed, and recreational activities that you enjoy
- Vocational aspects such as job skills, responsibilities you have undertaken at home or school, on the job experience, and vocational training
- Educational experience, courses you have taken related to your work, your attendance record, whether you have an interest in continuing education, and are willing to meet educational requirements of the job

Be brutally honest in this evaluation and use it to consider your strengths and weaknesses. Work hard to emphasize those strengths and overcome your weaknesses. Then, think about where you can present yourself in order to get the best job.

KEY POINT – Keep in mind that you will be using your resume in a non-traditional manner. You will learn exactly how to use your resume in chapter 8. It will be your “track to run on”, a guide that you will use during your conversations with decision makers in order to stay focused on your talents, abilities, skills and knowledge. As you will learn, the proper use of this tactic will force decision

makers to read and remember the points you want them to.

Many guides will instruct you to make a chronological list of previous jobs and to provide a description of each. This can be very dry reading. It's no surprise that most resumes end up in "the round file #13". Instead, your resume should be based around your talents, abilities, skills and knowledge. By focusing on the achievements that you have attained by using these, you will infer to the decision maker that you can do the same for them.

However, a list of jobs you have held in the past will be helpful in two ways. You will, naturally, include at least some of these jobs on page two of your resume. Remember, you will highlight your achievements first. That is the second way the list will help you. So, take out a blank sheet of paper, with no lines, and make a list of jobs you have held.

After you have done that, take another blank sheet of paper, it's even more important that this one does not have lines on it. Find a quiet place where you can relax and not be disturbed by noise or other distractions. If this is not the right time to do that, then stop. Do not proceed further into this chapter until this can be done. You can go back and read again the previous chapters, or move ahead and read the later chapters.

Now that you are in that place where you can relax without being disturbed, think about each job that you listed. Try to recall the events that happened when you were in each job that you are really proud of. The word "you" is underlined because that is what is really important here. If other people were proud also, that is even better. However, for example, if you received an award for something that you were not really proud of, then don't list it unless you cannot come up with something else.

List as many events that you can think of for each job. Then, put that list aside for at least one day. When you come back to the list, find that quiet place again where you will not be disturbed. Read

Job Finding Formula

each event carefully. Recreate it in your mind. Think of ways you can describe it better. Force yourself to stay with this until you have at least 5 specific events listed.

Use action verbs to begin each event. If you start with:

“I was given supervisory responsibility over the maintenance department.”

Change that to:

“**Supervised** the maintenance department.”

Show an achievement in each event:

“**Supervised** the maintenance department and established work procedures including feedback to the operations managers that reduced maintenance costs.”

Use numbers whenever you can:

“**Supervised** the maintenance department of 6 people and established work procedures including feedback to the operations managers that reduced maintenance costs by \$3,000 per month, a 20% savings.”

Keep working and re-working, changing and editing your events until you have at least 5 that you are satisfied with. Remember, start each event with an action word:

Led the sales team. **Managed** the accounting department. **Solved** a problem with.... **Instituted** a new method of storing tools that increased mechanics' time spent on actual diagnosis and repair. **Designed**, tested and implemented a new process to.....

KEY POINT – This is really important. Read it as many times as you have to. There are two things that I have seen hold people back in this effort to write down achievement events. First, as mentioned elsewhere, most of us do not realize the knowledge that we have. We assume that because we know something, everybody

else must know it as well. Nothing could be farther from the truth. Second, even after you admit that maybe you do know some things that others don't, you feel like you are making too much of it or bragging if you point it out.

I have found these two things to be the most difficult roadblocks to overcome in my own job search campaigns and those of others with whom I have worked. The knowledge that you have accumulated is significant. For example, if you are a student just graduating from a program, you have been exposed to the latest developments that others out in the workforce have not yet heard of or do not want to accept. Likewise, if you are experienced in your field, you have both classroom knowledge and "real world" experience.

As for any concerns about lying or bragging, first of all, always write a completely honest resume. Never lie, either in any letter you write, in your resume or in person. Second, as the old saying goes, if you did it, it's not bragging. You will now learn how to enhance your achievement events.

Selling yourself

A job search is really a sales effort. I know most people cringe when they hear that, but you may as well admit that it is true. Many things in life are sales efforts. Convincing your children to help with chores is sales. Talking your spouse into going to a movie that you want to see is sales. Presenting yourself to a decision maker in such a way as to have them offer you a job, or refer you to someone else who might, is sales.

Closely related to sales is marketing. You might look at your relationship building letter and resume as marketing, your relationship building meeting as a hybrid of marketing and sales, and your job interview as pure sales. Since we are looking at the resume, at least for this example, as marketing, let me present an example of a well known marketing campaign that might appear to be dishonest at first glance, but actually is very truthful.

Which brand of coffee is “Mountain Grown”? Folger’s, right? Everybody know that! Folgers has used that slogan and images of mountains to sell a lot of coffee. Did you know that ALL coffee is grown in the mountains? Well, it is! Is that dishonest? Not at all, Folger’s is “Mountain Grown”. If they said that Folger’s was the only mountain grown coffee, that would be lying. It’s not their fault if coffee drinkers don’t know that everyone else’s coffee is also grown there.

I am not necessarily trying to get you to develop an achievement event that is something that everyone else in your position has done and make a big deal out of it. I just wanted to demonstrate that even when “all things are equal” there are ways to make yourself stand out. Think how much more you can be noticed by presenting your achievements in a proper way.

Let’s look at some examples of how this might apply to job searches. Remember, these same techniques will work for jobs at all levels. These examples are used for illustration purposes only. Suppose that you are a sales representative in a retail electronics outlet. Because of the economic slowdown, you have been notified that your job will end in 30 days. Your previous experience has been as a night manager at a fast food restaurant and a pizza delivery driver. Both jobs were during college, but the fast food manager position was held for 18 months after graduation until you found the retail electronics sales job. What you would really like is to find a job as a corporate account sales executive.

As you complete the exercise to develop your achievement events, you remember that most of the accounts that you service are corporate accounts, that your closing percentage is very high and that you have also performed extensive research on competitors. Additionally, you had developed relationships and negotiated contracts with suppliers of electronic products.

It is easy to see that you can market your achievements in the electronics sales job, but you are not sure how to handle the pizza

delivery and fast food jobs. It's clear that you will have to account for the 18 months between graduation and your present job.

You read the instructions to try to come up with something from each job that you are proud of and then narrow the list down to 5 achievement events. As you relax in your quiet place, you remember that the fast food store owner was absent most of the time and you were in charge of all sales. You completed the accounting worksheets relating to sales and participated in discussions with the owner about how to increase sales. Since you were the manager, you also had to handle customer complaints that the staff could not.

Further contemplation brought back the fact that while you were delivering pizzas, you had to train new employees. The owner of the business wanted all employees to be exposed to the entire process, from taking orders to baking, packaging and delivering the product. Since you were the most experienced driver, it became part of your job to take each new driver through the entire process.

Your first attempt to define achievement events might look something like this:

Made sales to customers on a personal basis and at a corporate level with a high closing ratio. Worked with vendors, including preparation of contracts.

In absence of store owner, oversaw sales, handled complaints, completed sales worksheets and reported to owner.

Employee training and coordinating their work schedules.

After contemplation and re-work the events may look like this:

Job Finding Formula

Closed a high percentage of sales to personal and corporate accounts.

Selected vendors and prepared contracts.

Oversaw sales, handled customer complaints, completed sales worksheets, and reported to owner.

Trained new employees and coordinated their work schedules.

After another pass, the description of achievement events may be:

Developed a sales style that resulted in a high closing percentage of corporate accounts. Followed up and maintained relationship with corporate personnel.

Coordinated vendor selection process. Researched various vendors, presented the information gathered to management personnel, led decision making group to facilitate final selection and prepared contracts.

Oversaw sales, managed customer service functions, completed sales worksheets, and reported to owner.

Trained new employees and coordinated their work schedules.

The final result should look something like this:

Developed a sales style that resulted in a closing percentage of 75% for corporate accounts. This was the highest percentage at my location and fourth in the southeast region. To facilitate future sales, I followed up and maintained relationship with corporate personnel.

Coordinated vendor selection process for 6 product lines. Researched various vendors, presented the information gathered to management personnel, led decision making group to facilitate final selection and prepared contracts.

Oversaw sales, managed customer service functions, completed accounting reports, presented results and discussed strategy with owner to increase sales.

Trained staff and performed workload analysis and coordination.

All of these describe the same work experience. Which would you rather place in front of decision makers?

Now you need to get your achievements events to that stage. Remember:

- Use action verbs to begin each event.
- Show an achievement in each event.
- Use numbers whenever you can.

Keep working, editing and re-working until you are satisfied.

Please do not rush the process. You will be much better served if you spend the time it takes to really create an achievement event list that you are satisfied with. If you try to move forward with a list that you do not really believe in, then you will come off as phony and insecure in your personal meetings with decision makers. At the same time, do not sell yourself short. You know many things and possess many skills that others do not have. You owe it to yourself and the people who are important to you. So, present yourself to decision makers in the best possible way. Be truthful, be creative, remember Folger's.

Establishing your objective

Once that is completed and you are satisfied with the result, take your self assessment list and your achievement event list and study them carefully. What you are looking for is a pattern or a combination that points to your objective, your “best job”, your ideal situation. Find two to four words that describe the position that you are seeking, in the context of who you really are, and based on your past achievements. This is important, it is the first thing that decision makers reading your resume will see after your name and contact information. Examples are:

TECHNICAL MANAGEMENT EXECUTIVE, LEAD AUTOMOTIVE MECHANIC, ACCOUNT EXECUTIVE, CHIEF EMERGENCY RESPONSE OFFICER, SENIOR SOFTWARE DEVELOPER.....

The following is what may have resulted from the example given above for the retail electronics salesperson with fast food management and pizza delivery experience. Their objective might be:

CORPORATE ACCOUNT SALES EXECUTIVE

Emphasize your experience

Next, write a description of your background, for example:

5 years of diversified experience in the retail electronics and food service management industries.

Define your strengths

Then, list your strengths, such as:

Managing and directing people in diverse functions, service staffs and support personnel;

Formulating, developing and implementing sales plans;

Conceptualizing and initiating innovative methods for responding to customer service inquiries.

Developing a personal training style to motivate newly hired personnel.

Describe yourself

Next, write a two or three sentence description of yourself, such as:

Goal oriented professional with the ability to adapt quickly to changing environments and priorities. Readily accepts challenging situations and is self-motivated toward the achievement of organizational objectives. Communicates effectively with management, clients and employees at all levels.

List your achievements

Next, select the best 4 to 6 achievement events and list them.

Once you reach this point, you have enough information to complete page one of your resume. This is the most important page and the one which you will be spending more than 70% of your time using when meeting with decision makers.

The format for page 1 of your resume is shown on the next page.

John W. Smith
123 First Street
Anytown, USA 1X2X3
Phone (2X1) 555-9X8X

CORPORATE ACCOUNT SALES EXECUTIVE with 5 years of diversified experience in the retail electronics and food service management industries.

Managing and directing people in diverse functions, service staffs and support personnel;

Formulating, developing and implementing sales plans;

Conceiving and initiating innovative methods for responding to customer service inquiries.

Developing and delivering training programs that increase the productivity of personnel.

Goal oriented professional with the ability to adapt quickly to changing environments and priorities. Readily accepts challenging situations and is self-motivated toward the achievement of organizational objectives. Communicates effectively with management, clients, and employees at all levels.

SELECTED ACHIEVEMENTS

Developed a sales style that resulted in a closing percentage of 75% for corporate accounts. This was the highest percentage at my location and fourth in the southeast region. To facilitate future sales, I followed up and maintained relationship with corporate personnel.

Coordinated vendor selection process for 6 product lines. Researched various vendors, presented the information gathered to management personnel, led decision making group to facilitate final selection and prepared contracts.

Oversaw sales, managed customer service functions, completed accounting reports, presented results and discussed strategy with owner to increase sales.

Trained staff and performed workload analysis and coordination.

Try various font sizes (use only 12, 13 or 14) and margins to fit your own resume on the page. If it is too short, go back through the steps and write more about each achievement or add more achievements. If it is too long, edit words from each achievement or delete achievements.

As you can see, even the background of the fictional person used in developing the above resume can be worded in such a way to emphasize the best points of their experience. Think how much better you can make yours look. Try using some of the same action words to describe your achievements.

If you think you are close to the result you want and cannot seem to move forward, don't be overly concerned. In chapter 8, you will learn how to get decision makers to want to help you improve your resume.

On to page 2

Page 2 of your resume should list your jobs. List them under the heading "Work Experience" or "Professional Experience" whichever fits best for you. List the jobs you have held starting with the most recent. When you list job titles, you can use either the actual job title or a functional job title. For example, if your title was Sales Representative, but you handled corporate accounts on a national level, you might want to use National Corporate Account Executive or National Account Sales Representative.

Again, this is not lying and you should be completely honest in doing this. You should not use the word "Title" if you are only listing the company name and the functional position:

XYZ, Inc. – Anytown, USA
National Account Sales Representative, 1999 –
2002

After your work or professional experience, list your education. Again, begin with the most recent and work back. Include technical and job related training that is applicable whether provided by employers or that you paid for yourself.

Last, list other activities that you have participated in that are relevant. You should not use personal activities, hobbies, sports (unless they related to the job you are seeking, such as a sports related job). Likewise, do not include social security number, marital status, health, citizenship, or age. Do not mention awards, associations and memberships, or publications unless they are relevant. Do not include a second mailing address. Never include references and do not state "available upon request". Stay away from listing travel history, salary rates, previous supervisor names, and reasons for leaving previous jobs.

Again work with wording and margins to fit the page. The format is shown on the next page.

PROFESSIONAL EXPERIENCE

XYZ, Inc. – Anytown, USA

National Account Sales Representative, 1999 - 2002

Acme Hamburgers – Anytown, USA

Senior Manager, 1998 – 1999

Speedy Delivery Pizza – Anytown, USA

Lead Driver Trainer, 1997 – 1998

EDUCATION

List all formal and informal training you have completed.

OTHER ACTIVITIES

List social, community, volunteer and service activities that you have performed.

Chapter 5

Using Letters to Get the Best Job

No one can give you better advice than yourself.

Cicero

Writing letters is the primary method that you will use to initiate contact with decision makers during your job search. Additionally, you will use letters as a powerful tool in developing follow-up, referral contacts. Letters will also provide continuity for your efforts to maintain your relationship group contacts. A job search campaign is very demanding on your time. Therefore, it will be of great benefit if you have letters already prepared that you can use, either as they now stand or with some modification, to support any phase of your job search.

KEY POINT – While I have emphasized the benefits of seeking jobs in the hidden job market, you should not abandon the traditional open job market completely. The techniques learned in this course will provide you with great advantages that will help you overcome the higher levels of competition that exist in that market. By using them, you will greatly increase your odds of getting those jobs. Instructions about letters that you can use to do that are included here.

The letters presented as examples here should not be used word-for-word. Each of us is an individual and we have our own personality. If you just take one of the sample letters here and copy in the address of the person you are approaching and sign it, chances are you will not be as successful as you will be by rewriting it in your own style and in a manner compatible with your relationship with the recipient. You should use the model letters as examples and combine the portions of each that seem to suit you best. You can also add your own sections to the letters to see how that works for you. Be cautious and do not apply more pressure to the recipient of the letter than is necessary.

The proper use of letters is a fundamental part of your job search. They are the primary means by which you announce your availability

and make known that you are seeking employment. They are the initial step in your relationship building effort. You can use letters to send resumes to recruiters and employment agencies, as well as to respond to advertisements for jobs.

The impressions that you make during meetings can be reinforced and amplified by letters. You should use letters to thank others for assisting you in your job search efforts. Another powerful use of letters is to express and confirm your understanding of the job requirements. Often the best first step in negotiating salary and benefits is the use of a letter. Sometimes, after receiving an offer, you may want to use a letter to keep that offer alive while seeking to leverage it into a better job with the company that made the offer or elsewhere.

Of course, you will want to use a letter to accept an offer. That letter should include a synopsis of your understanding of the offer, including all terms such as compensation, benefits and other arrangements. Often overlooked is the need to write a letter notifying all the appropriate people that you have accepted a new position, thanking them for their assistance and looking forward to continuing your relationship with them.

You can place yourself above common job applicants by writing a good letter. If you consider the message that you want to convey and precisely state it, the reader will view you seriously.

KEY POINT – You should follow up every relationship building meeting and interview with one or more letters.

The relationship building approach letter should be tailored to the individual that you are approaching. In a later chapter, we will discuss who you should send relationship building letters to. The style and wording should reflect the existing relationship that you have with that person. For example, you will not use the same style

and words in a letter to a close friend or relative that you will when approaching someone whom you met because you belong to the same club or organization. However, all relationship building approach letters must contain the following:

- Begin by recognizing the person's importance. If appropriate, comment on their status within their industry or community. Mention anything that you may have in common or what you may know regarding each other. The introduction should be brief and it should capture the interest of the reader and encourage them to read further.
- Next, get to the point of why you are writing the letter. State that you are seeking a new position. Depending on the situation, you may or may not wish to explain why at this time. I recommend saying why IF that can be done clearly in just a couple of sentences AND without mentioning any negative factors.
- Ask for advice, guidance or opinions. This might be advice about or reaction to your enclosed resume. It could be a request for information regarding the job market in general or within a specific industry.
- Put the reader at ease. State clearly and directly that you do not expect that the reader will know of a specific position for you at this time.
- Close by letting the reader know the next step in your action plan. For example, state that you plan to call on a specific day (next Tuesday morning, October, 24) and the purpose of the call. This could be to arrange a meeting if you will be in the same area as the contact. It may be to set up a further telephone call or to establish another means of correspondence, such as letters or e-mail.

The initial letter should be sent by regular mail and the follow up made by telephone if possible. Later interaction might be handled via e-mail depending on the person you are dealing with.

KEY POINT – The objective of the relationship building approach letter is to schedule a relationship building meeting.

That's all! The objective is not to get a job, not to get referrals, not to schedule a job interview. The sole purpose is to schedule a relationship building meeting.

The rest will come in due course.

It is important to remember while you are writing the letter that you will be following up with a telephone call. The letter and telephone call are a “one-two punch”, the objective of which is to schedule and set up the relationship building meeting. You should give enough time for your approach letter to arrive and allow adequate time for the recipient to read it before making the telephone call. A good rule of thumb is to estimate when the letter will arrive and then wait two days before calling. This is the date that you should include in your letter.

KEY POINT - Your letters should never be hand-written except in very special situations. Use a good quality computer printer or typewriter. Always use high quality bond paper, letter size, 8 ½” by 11”, with a No. 10 envelope or equal quality. Never address your letter to a position, i.e. “Dear Human Resources” or “Dear Manager”. Always use the name of the person whom you are approaching.

Sample Letters

Following are some sample letters that you can use in crafting the letters that you actually send. As noted above, you should not use these letters word-for-word. Rather, you should take the meaning of each sentence and put it into your own words. This is especially important when writing to people with whom you already have some relationship. You should approach them in a style that they will recognize as natural for you.

To find more remarkably effective letters and advice about how to use them, look for "**The 12 Most Powerful Job-Finding Letters of All Time**" at <http://www.jobfindingformula.com/>.

On the next page is a sample relationship building approach letter is to someone you already know.

Job Finding Formula

Your Name
Your Street Address
Your Town, State, ZIP

Date

Mr. John Jones
Operations Manager
ABC Production Company
1234 Main Street
Anytown, Anystate, 98765

Dear _____:

It is well known that you have extensive experience in the _____ industry. I find myself in a situation where I need the benefit of your knowledge. Your help will be very much appreciated.

As you may recall, I have enjoyed twelve successful years as Production Manager for XYZ Corporation. The recent economic downturn has caused XYZ to reduce staff across the board. Therefore, I am seeking a similar position in the industry. To assist me in targeting the proper companies, I have taken an assessment of my past accomplishments and summarized them in the enclosed resume.

May I ask you to critically evaluate the enclosed summary from the perspective of your knowledge of my operating style? Perhaps you might be able to suggest companies and key executives to whom I might present it.

Let me state that I do not expect that you would know of a position for me at the present time. However, I would like the opportunity to discuss with you several ideas that I have and get your comments.

I will call you next Tuesday, October 10 to see when we can set a mutually agreeable time to meet.

Sincerely,

Your name

Enclosure:

Job Finding Formula

Example of a letter to someone you have not met, at a distant location where you wish to relocate:

January 24, 2002

Ms. Nancy Smith
President
LMK Company
1234 Main Street
Anytown, Anystate ZIP

Dear Ms. Smith:

From _____ industry magazines and newsletters, I have learned about your success in leading LMK Company to remarkable growth. From speaking with various people in our industry, I understand that your advice and counsel is highly respected. I know that whatever advice you may share will be of great value to me in making decisions about relocating to the Anytown area.

As with any move, I want to be well informed about employment opportunities that are available for a person with my experience and education. From the enclosed resume, you will note that I have over 12 years of successful supervisory experience with RST Services, Inc. In addition to managing the operations department, I have also contributed extensively in developing quality assurance procedures.

Please understand that I am under no illusion that you would know of a suitable position for me at this time. What I am asking and sincerely need is information and any suggestions about whether such opportunities may exist in the Anytown area. I know that any information you may share with me will be very reliable and assist me in making decisions about this move. I look to hearing from you.

Sincerely,

Your Name

Job Finding Formula

If you receive a response to the above letter that indicates a willingness to be of assistance, follow up with something like this:

Dear Ms. Smith:

Thank you very much for taking time from your busy schedule to answer my letter. Your recommendations were exactly what I needed.

I will keep you informed as I use the information you have given me to continue and explore the possibility of moving to the Anytown area.

Your help is deeply appreciated.

Sincerely,

Wait for 20 days and then send something like this:

Dear Ms. Smith:

The helpful suggestions that you sent me in your letter of February 6, have encouraged me to further examine the possibility of moving to Anytown. Using your recommendations as guidance, I have investigated the situation there more closely. It appears that there are excellent opportunities for someone with my background in your area.

Right now, I am planning to visit the area and personally investigate these. I have been able to schedule a few appointments with executives in the area and expect to be able to arrange several more. I wanted to let you know that I will be staying at _____ hotel from March 3 through March 9.

A additional copy of my resume is enclosed, in case you happen to learn about an opening where you think I might fit.

Again, I want to thank you very much for your advice and assistance. I really appreciate your helpfulness and hope that you will permit me to thank you in person while I am in Anytown.

I look forward to meeting you.

Sincerely,

Job Finding Formula

As mentioned earlier, you should not abandon looking for a job via advertisements. The key when responding to ads is to rise above the numerous replies that will be sent. The best way to increase the chances of your letter being selected is to clearly show that you understand the requirements that are being sought and that you have the experience and background to meet those requirements. You should create a response letter that looks different from the average letter. The best way to do that is to use columns to list their requirements and detail your qualifications. Something like this:

June 4, 2002

Response name in ad
address
city, state ZIP

Re: Project Manager

The specified background for a Project Manager listed in your advertisement in the May 30 edition of the Sunday Times Dominion are a remarkable match to my experience as the following comparison demonstrates:

<u>Your Requirements</u>	<u>My Experience</u>
1. _____	_____
2. _____	_____
3. _____	_____

The enclosed resume emphasizes other areas of my background that may also be of interest to you. I look forward to a personal meeting where we might discuss these.

Sincerely,

Your Name
Enclosure:

Sometimes an advertisement will state that salary requirements must be included. As mentioned elsewhere, many of these types of ads are not for real jobs. However, if you find such an ad that you know or believe to be real, and you want to respond, first decide on a “ballpark” amount that you would accept. Then, in your response letter use a range of salary, such as “in the mid \$30,000’s” or “\$42,500 - \$52,500”.

If this looks like a job that you really want, you should follow up by sending another copy of the same letter 4 days later. Print across the top of the letter with a red pen, “The original copy of this letter is somewhere in your office. I am very eager to meet you.” You can repeat this one more time in another 4 days. If you can find an e-mail address follow up that way and ask for a meeting.

As you will learn in a later chapter, one of the goals of the relationship building meeting is “Network Generation”. This is accomplished by directly asking the person you are meeting with for the names of others with whom they think would be beneficial for you to meet. When that happens, you should follow up with a letter similar to that on the next page:

Dear _____:

Thank you very much for taking time from your busy schedule to speak with me yesterday. I deeply appreciate the ideas that you shared with me about my job search, especially the time you took to read and comment on my resume.

As you suggested, I have already written to Mary Smith, John Jones, and Ralph Green. I plan to follow up by calling each of them next week to arrange to meetings. Of course, I approached each of them as I did you, not expecting that they would know of a position suitable for me at this time. I will keep you informed about the results of those meetings.

Your comments during our meeting generated several thoughts about other people who might be appropriate for me to meet. You mentioned that there might be other contacts that you might suggest to me. I would very much appreciate that, especially in Atlas Company, Baker Industry, Inc., and Courtney Associates.

Your referrals are certain to be valuable contacts; therefore, I plan to call you Wednesday morning.

Sincerely,

Your Name

On the following page is an example of a relationship building approach letter to someone to whom you have been referred by another person.

Job Finding Formula

(Date)

Name

Address

City, State, ZIP

Dear _____:

In a recent discussion with _____, Senior Operations Manager with ABC Corporation, about my plans to leave my present position with United Manufacturing Company, it was suggested that you would quite likely be able to give me valuable advice.

(He/She) did not imply that you knew of an opening, but rather that you might wish to help me in a personal way. Since I am seeking a rather special kind of opportunity, I would like to discuss my situation with several key individuals in related industries. _____ felt that among your many associates and business acquaintances are some with whom you feel it would make sense for me to meet - - even though they might not be aware of a suitable opening for me just at this time.

So that you will know something about my background in _____, I am enclosing my resume. Your suggestions and comments on my presentation would be greatly appreciated.

I plan to call you next Tuesday morning in the hope that we can arrange a mutually convenient time to meet.

Sincerely,

Your Name

Enclosure:

Again, you should only use these sample letters as guides. Use the points outlined to develop and write a letter in your own style. Other letters will be presented in later chapters. Our special publication, ***The 12 Most Powerful Job-Finding Letters of All Time***, is available by visiting <http://www.jobfindingformula.com/>.

Chapter 6

Whom Should You Send Letters To

No bird soars too high, if he soars on his own wings.

William Blake

One of the most frequently asked questions is, “Whom should I send letters to?” The short answer is start with EVERYBODY you know and some people you don’t know on the list. Before you make a quick judgment about that answer, consider this. An executive was seeking a job and had exhausted all the means he could think of to find a job. Then he learned about the secret of writing letters and asking for advice instead of a job. Even though he really didn’t think it would be helpful to him, he wrote a letter describing his situation to a waitress that he knew.

Now, here is a man who is accustomed to earning a six-figure salary. How in the world could a waitress help him find any job, let alone the best job? Well, he was desperate and without any other recourse left, he wrote letters to everyone he could think of including the waitress. It so happened that she had overheard a conversation among some high level executives that indicated to her they had a serious problem that she thought the man might be able to solve. The man took her advice, contacted the executives and landed a job as an assistant vice president.

I cannot emphasize this too much, start out by listing everyone that you know. Aunt Marie, Uncle George, all of the teachers who you remember, classmates, former co-workers, etc. While you may think that Uncle George does not have the influence to get you a job, you may not know all the people that he knows. Maybe his neighbor, one of his former co-workers or bosses, or someone he knows from church or a social organization may turn out to be your link to the best job. Remember the waitress!

It is estimated that each of us knows at least 250 people who know us by our name. Each of these people also know at least 250 people. Of course, there will be some overlap because some of our 250 will

be the same as theirs. However, this is still a large group of contacts.

You can also do some research and find the names and addresses of people you do not know, but you believe may be able to help you. Combine those people with the list of people you know. Your list will grow as you think of people you have omitted or learn of new people that you want to add.

You should narrow your initial list to those whom you think will produce the quickest results. Then begin sending letters. Most likely, you will not get through the entire list before you find a job, but you should write and send letters to as many people as possible.

Your letter to Aunt Marie will not be written in the same tone as your letter to someone you only know through some social club or organization. Likewise, your letter to a person you do not know, but you feel can be of help to you will be written differently. You might feel awkward sending a formal letter to someone who is very close to you. In those cases, you might want to attach a personal note. The note might say something like, "As I begin my search for a new job, I wanted to test some ideas for letters. Please let me know your thoughts about the enclosed letter and your suggestions for how I might improve it."

If you see the person you are sending the letter to on a regular basis, you should inquire of them if they received it. At any rate, you should follow up with them. Ask them for their help in assessing the letter and seek their suggested improvements and who they think you should send similar letters to.

While you may be reluctant to do this, once you try it you will be pleasantly surprised. I guarantee it. Now, if your list is extremely long or if you really do not want to include certain people, you should make that choice. However, you should begin by sending letters to at least 12 people.

Chapter 7

Using the Telephone

Everything that irritates us about others can lead us to an understanding of ourselves. *Carl Jung*

You should follow the guidelines in Chapter 4 regarding writing letters to set up relationship building meetings. Pay special attention to the instructions about stating in the letter that you will call on a certain day. Then make sure that you place that call and use the tips in this chapter to improve your chances of success.

KEY POINT – It is very natural to be hesitant to pick up the phone and make that call. If that happens to you, consider the following. What is the worst thing that can happen if you make the call? The person will not want to speak with you or not want to meet with you. Well, what will happen if you DON'T make the call. You will be guaranteed that you will not speak with or meet with that person. There is no way you can be better off by not making the call. Besides, remember the principles of human behavior. People don't like to say no. People like to say yes. People love to give advice. If you have written your letter properly and the person has taken time to read it, they will speak with you. Even if they don't understand that you are not expecting them to have a job for you, but rather to share their advice, you will learn here how to get that through to them during the call.

If you did not make a detailed study of the person you plan to see and the company that he is with before you wrote your letter, then you should make sure you do it before you call. Make notes about any items you discover that you think are important, such as how long the company has been in business, the person's position in the organization, their superior's name and title, etc. You can often find this information by searching on the internet for news articles about the company. Often the company's website will have a "What's New" section or press releases. Local newspapers, libraries, and company annual reports are other good sources of information.

You should have these notes, a copy of your letter to this person, a calendar, and the telephone script/question and answer sheet we are about to prepare.

Preparing your script/Q & A sheet

First, write down the introduction you will use when you make the call. Below is a sample that you can use as a guideline. As with the letters you wrote, it is best if what you say on the telephone sounds natural and not planned. If you feel comfortable with the words below, by all means, use them. However, you would be doing yourself a great disservice if you do not experiment with some variations and then settle on what you decide is most natural for you. Otherwise, you will sound phony or awkward.

Sample introduction: “Hello, Mr. Jones? This is _____ . I am calling to follow-up on the letter that I sent you last week. Did you receive my letter? Well, as I stated in that letter, I am beginning to research and gather information about a few different industries prior to looking into career opportunities. Mr. Jones, I want to make it quite clear that I do not in any way expect that you would have current job openings, nor do I expect that you would know of suitable openings in other companies. As I stated in my letter, I am asking for your advice and guidance. Basically, I am seeking thoughts and ideas from successful people such as yourself, to guide me in making some important career decisions. Would Thursday, day after tomorrow, be a convenient time for a meeting, or would Friday be better?”

Answering objections

Now, you should think of all the different objections that you might hear and write your responses. These objections may be everything from saying he did not receive your letter, that he passed it on to the personnel department, he's too busy to meet with you, or that his

company is not hiring.

Your response to any objection will come easy if you use this two-step approach. First, acknowledge that you understand the objection. Second, turn attention back to your purpose, as stated in the letter, to seek advice.

Just think about how politicians answer questions or how really good salespeople handle objections. If you will notice, the really good ones always quickly pay “lip service” to the question that was raised and then get on to what they want to say. By doing that, they always deliver the message that they want heard. In your case, your message is that you are not asking for a job, but for advice.

For example, if you hear, “I don’t remember receiving your letter.” Respond with something like, “Well the postal service strikes again! Anyway, what my letter stated was.....”

If the attempt is to shuffle you off to personnel, say, “I certainly would contact the personnel department if I was ready to begin applying for jobs; however, as I stated in my letter....”

If the contact is too busy, offer to meet him for breakfast, lunch, or dinner. Of course, you will buy at the restaurant of his choice.

Getting past the receptionist

Another hurdle you may encounter is the secretary or receptionist. Here you will usually be faced with two challenges. The receptionist may ask why you are calling, what company are you with, etc. In these cases, remember this is not a business call, you are not asking for a job, this is a personal call. All of these are true. You are seeking the contact’s personal advice. Of course, you do not want to say that to the receptionist. Just say, “This is a personal call. Could you put me through please?”

Another tactic of call screeners is to say that the person you asked for is not available. If that happens, you should try to get the name of the receptionist. Simply saying, "This is _____, and your name?" will usually work. The reason you want to do this is so you can speak with the receptionist on a more personal level. Such as, "John, I promised Mr. Jones that I would call him today. Can you tell me what would be the best time to do that?"

Work up your responses to objections and practice them by yourself or with a family member or friend. You will be surprised at how quickly you can begin to answer any objection. For additional help, visit <http://www.jobfindingformula.com/> to find out how to receive our special report "**Telephone Techniques that Really Work**".

Chapter 8

The Relationship Building Meeting

Maturity begins to grow when you can sense your concern for others outweighing your concern for yourself. John MacNaughton

Now we are getting to the fun part! With the exception of an actual job interview, the relationship building meeting is the most important personal interaction you will have on your way to the best job.

You have made the list of all the people you know, prepared and sent relationship building letters to all of them, made follow-up telephone calls and some of those will result in scheduling meetings. Don't be discouraged if some of the contacts do not result in meetings. As you stick with the plan and keep working you will get results. Don't forget the promise you made to yourself to read the CREED FOR SUCCESS each day. Item 6 of that creed says, **“If you NEVER accept defeat as a reality, and instead keep trying, you will never be defeated.”**

In fact, like anything else in life, the more you work at it, the better you will become at succeeding. I can't remember which famous golfer made the statement, but after a reporter asked some question that referred to a “lucky putt”, he replied, “You know it's a funny thing, but I notice that the more I practice, the luckier I get!” Keep practicing. Every contact that doesn't work out is just one more place where you can stop looking. Thomas Edison was encouraged by his failures to find the best metal for the light bulb, because he knew that with each failure the possibilities for success were being narrowed.

The human behavioral principles again

Let's review the human behavioral principles that are the basis of the relationship building approach:

- People enjoy and even seek out situations where they can say, “Yes.”

- People are uncomfortable and try to avoid situations where they have to say, “No.”
- People like to give advice to others, especially when they are asked to do that.
- People respond more favorably to others who approach them gradually.
- People are influenced by the opinions and judgments of their friends and acquaintances.

Keep these in mind, along with what we learned earlier about the hidden job market. **THE HIDDEN JOB MARKET EXISTS SOLELY WITHIN THE MIND OF THE DECISION MAKER WHO HAS THE POWER AND AUTHORITY TO HIRE YOU.** I have emphasized this point so much because it is key to understanding how you will get the best job. If you do not understand what is meant by the above statement, go back and read chapter 1, as many times as you have to, until it becomes clear.

Their problems are your opportunity

What percentage of companies did we learn have problems? 10%, 25%, half? No, 100%! All companies have problems. You will be meeting with a decision maker who has the power and authority to hire you. That decision maker has problems, his company has problems, he knows other people in his company and in other companies who have problems. Do you have the talents, abilities, skills and knowledge to solve those problems? Maybe, maybe not, but you are on the right track.

Please understand that you will not be directly pointing out problems to the person you are meeting with. You will be asking for advice and guidance on your resume and your career plans. It is quite common that during such discussions the decision maker will reflect on his present and future requirements and plans.

Understanding the relationship building meeting

Remember, too, that one of the goals of the meeting is to obtain assistance from the decision maker in your research. It is important for you to state clearly why you have a compelling need for the person's advice. You should present some background and let the person know why you are investigating a career change. When doing this, avoid any negative statements about anything. Do not indicate anything negative about your former company or boss. If you are looking to change jobs because you don't like your employer, that is negative. If you are looking at a different position because of a cutback due to a slow economy or other reason beyond your control, that is completely logical.

It is important to recognize the difference between a relationship building meeting and a job interview. A job interview may result from a relationship building meeting. Sometimes this transition happens during the meeting. Occasionally, but less often, a relationship building meeting will result directly in a job offer, skipping the job interview.

We define a job interview as a meeting where a specific job or position is being discussed. Your goal in a job interview is to be offered the job. A relationship building meeting is a meeting with a decision maker about your career decisions. You are seeking their advice without any specific job under discussion. Your goal in a relationship building meeting is to gather information, make contacts, and get referrals that will lead to uncovering opportunities and job interviews. I cannot emphasize enough how important it is to understand the difference between these two types of meetings. The way you will conduct yourself in each is different and the goals to be achieved in each must be kept clearly in mind.

The key to accessing the hidden job market

The hidden job market is most easily accessed by using the relationship building approach. Remember, the hidden job market is where 80% of the jobs presently available are, and these are the best jobs. They are not in the classified ads, not on the personnel department openings lists, not available to agencies or recruiters. They are only in the minds of decision makers, the people with the power and authority to create new positions and decide who to place in them.

In the relationship building meeting, your approach should be just like it was in your letter. The best way to get a job is not to ask for one. So, ask for advice instead. Again, just like in your letters, do not hide the fact that you are looking for a job. The person cannot advise you unless they know you are seeking a new position. However, make it very clear to them that you do not expect them to know of a job for you. Emphasizing this will put them at ease and promote an attitude of desiring to help you.

There are three goals you are seeking in these meetings. These three goals are what you should **BRING** out of the meeting. You can remember them by the word “**BRING**”.

BR stands for **B**uilding **R**elationships

I stands for **I**nformation

NG stands for **N**etwork **G**eneration

Building relationships

Goal #1 – Building Relationships. The working world is made up of people. Your relationships with those people are key to finding the

best jobs. In the meeting you want to be remembered favorably by the decision maker you are meeting with. Being remembered is important, being remembered favorably is essential. Leo Burnett, founder of a leading advertising agency, has been quoted as saying, "If you want to draw attention to yourself, just come downstairs with your socks in your mouth." When you see someone with his socks in his mouth, there is no question that you will remember him. Would you hire him? Probably not.

A key to getting the person you are meeting with to understand your objective clearly is getting to know them and making sure they know you. This cannot be accomplished by using tricks, techniques or gimmicks. People, especially successful people, seem to have a built in "truth detector". If you try to trick people, they will see through your deception, probably be cordial, end the meeting as soon as possible and never see you again. The great thing is that you don't have to use tricks. Just take a genuine interest in the person you are meeting. If possible find out all you can about them before the meeting. One of the best ways to show a real interest is to emphasize how important their advice will be to you.

Make sure that they understand your situation. Again, avoid all negatives. Try to establish firmly in the mind of the person you are meeting a strong positive remembrance of who you are and clearly identify your present objective. Develop a clear identification of your talents, abilities, skills and knowledge by concentrating on your achievements.

A very important way to be favorably remembered and to continue reinforcing that remembrance is to ask permission to keep the person updated on how you are progressing in your search. You may think this is to forward or that you are imposing on them, but nothing could be further from the truth. Ask and permission will not only be given, your request will be appreciated.

Remember the foundation on which you have built your campaign. You have not asked for a job, but for advice, information and assistance in making a career decision. This is not some trick. The person you are meeting with probably is an excellent source of knowledge about these things. Make sure you write down everything they tell you about how to improve your resume, presentation, etc.

Most of us do not have to look for a job very often. This is good from the standpoint of stability in our lives, but bad from the standpoint of knowing what to do and how to do it when we have to. Suggestions from the people you meet with can help you improve your resume and interviewing skills.

You should ask about how you can best apply and transfer your talents, abilities, skills and knowledge to different jobs. Again, be sincere and they will be happy to be looked upon as an expert and enjoy helping you. If you properly establish a relationship with them, they will continue to provide you with additional thoughts that may come to them after the meeting.

Gathering information

Goal #2 – Information. The information you are seeking is how you should plot your course to find the best job. The questions that you ask should be targeted toward this. What companies have a need for someone with your experience and background? What other information might the person give you about the industry in which you are searching? Do other industries come to mind where your talents, abilities, skills and knowledge might be transferable?

You might mention some industry publications and websites of which you are aware and ask if they can recommend others. Are there other means of finding information about the latest developments in your industry, such as professional associations? Does he know about problems areas in segments of the industry that your

experience might help solve?

The old saying is true, knowledge is power. The more knowledge and information that you have the easier will be your path to the best job.

Network generation

Goal #3 – Network Generation. Network generation is using the existing contacts that you have made to generate other contacts so that a network of people is available to you. By getting the person you are meeting with to provide you with names and contact information of other people is so you can make use of the last human behavioral science principal listed in chapter 3. **“People are influenced by the opinions and judgments of their friends and acquaintances.”**

Ask for referrals. This is very important. Do not be shy about this. If you do not ask for referrals, you will not get referrals. Without referrals, you will have to make “cold call” appointments. When you walk into a meeting where you have been referred by someone else, your chance of success is increased by a factor of at least 2.

When you ask for referrals, you should put the person at ease by stating that in no way do you expect the people that he refers to know of a job for you. Make it clear that you will approach them in the same gradual, low key way that you approached him. State that you know anyone he recommends will be of great help to you.

Problem solving is key

Now, let's see what happens during the meeting. One reason that I think relationship building meetings work so well is that successful business people are problem solvers. They love a challenge and feel

defeated if they can't successfully solve the problem. Once you have gained their ear, they will find themselves in a comfortable and familiar environment, a problem solving meeting.

You should plan what you are going to say in advance and practice until it comes naturally to you. You should not have a script, but ideas about what to say. You should have a "30 second commercial" that describes your objectives in seeking a job.

Begin with an enthusiastic introduction. There is no need to do cartwheels or jump up and down, but you should demonstrate from the beginning how happy you are that the person allowed you to meet with them. Thank him and immediately reassure them that you do not expect them to have, or even know of, an appropriate position for you at this time. State clearly why you are there. If this is a meeting with someone to whom you were referred, make sure to bring up the name of the person who suggested that you should meet this contact. State that they said that because of the experience of the person you are meeting, he would be able to provide excellent information.

Give a short explanation of why you are seeking advice. Avoid all negative statements. Give your "30 second commercial" about your objectives. You should have already sent the person you are meeting with a copy of your resume. Of course, you will also bring two copies of your resume with you to the meeting. This is very important because your resume will provide a "track to run on" during the meeting.

Begin by asking for comments about your resume. Avoid asking questions like, "Did you get a chance to read my resume?" They may say no. Instead, ask a question like you assume that they have read it, such as, "I'm experimenting with different resume formats. What do you think of the layout I've used in this one?"

Then, continue to force them to read your resume by asking

something like, “What do you think about the way I have listed my career objective? Is it clear enough? Is it too long (short)?” Questions like these will get them talking and in order to answer, they have to read it. They may criticize your resume. If they do, you know you are on the right track. Be ready for that and do not be defensive or argumentative. Think about it. It’s easy for someone to say, “Yes, it looks very good,” without really reading what is there. If they are critical, it means they are reading it. That is what you want.

KEY POINT – Keep in mind what we learned about successful business people being problem solvers. Use this to your advantage by asking something like, “How can we improve it?” Now you’ve really got them working with you.

If the person is overly complimentary about the format, not the content, of your resume you should not move on past the section you are discussing until you make sure they understand what you are trying to convey there. Ask questions that relate to the content, such as, “Is there a better way that I can showcase my achievement of receiving the Top Dog Award?” Keep doing this until you either are satisfied that they have digested the content or that they are showing signs of impatience with your persistence.

Continue to move through the entire resume this way. Ask questions, but be brief. When you can get the person responding to you, you have got them thinking and actively participating in your job search. You should think about questions to ask in advance of the meeting. Consider what you know about the person with whom you are meeting as you design the questions.

As you move through the resume, other areas may arise where it is appropriate to ask the person to work with you in solving the problem. Sometimes, no solution may come. If that happens, it is an excellent opportunity to ask for referrals. “Can you suggest someone else that I might talk with about this?” Successful business people know that

we all solve problems and achieve goals by working with other people. So, they will not be offended when you ask this.

Closing the meeting

After reviewing your resume, you should always ask for referrals. Most people will be happy to provide these. Some may need more time to think about and gather contact information for referrals. Offer them a few days to do that and set a specific date and time when you will call back for that information. Again, make sure that they understand that you will approach these referrals in the same manner you did with them. That you do not expect these referrals to know of a job for you now.

As you close the meeting, tell the person that you plan a very intensive job search campaign and that you would appreciate them keeping you in mind in case they may become aware of something that may be helpful to you. Thank them again for their time and tell them you will keep them informed of your progress.

Once you understand the concepts described here and have a few relationship building meetings under your belt, you will be head and shoulders above the average job seeker. You will find that you will be able to schedule meetings with people that you never would have expected to meet you. If you properly carry out relationship building meetings, every person you meet will become part of your network. They will have a clear understanding of your position, your objective, and your background and experience. They will feel like they have a stake in seeing that you are successful.

Chapter 9

Powerful Interview Techniques

A man's greatest strength develops at the point where he overcomes his greatest weakness. Elmer G. Letterman

A job interview is different from a relationship building meeting. Therefore, it is important that you know how to determine which type of meeting you are involved in. The best way to do this is to ask yourself this question, “Is the topic of this meeting a specific job opportunity?”

If the answer is yes, then you are in a job interview. If the answer is no, then you are in a relationship building meeting. Remember, your goal in a relationship building meeting is to **BRING** out three things. First, **B**uilding **R**elationships. Second, **I**nformation. Third, **N**etwork **G**eneration. You also might think of another “sub-goal”, that is to get the next meeting. That next meeting may be with the same person or a referral.

Your primary goal in a job interview should be to get the job. The secondary goal, if it becomes clear that you will not get the job during this meeting, is to get the next meeting, again either with the interviewer or another decision maker.

In the perfect world, you will move from relationship building meetings to a job interview with a decision maker. In the real world, you may find yourself meeting with someone from the personnel department. If this happens and you are convinced that this person cannot offer you the job, you should use a combination of the relationship building meeting and the job interview approaches. Your emphasis will be on the relationship building approach, because you will want to build a relationship with this person, gain information about the ultimate decision maker and any other relevant information, and generate a network of other people who might assist you.

KEY POINT – The interviewing process is one that must be learned. A job interview is a formal, structured procedure that is thought out in

advance. What most people who are being interviewed for a job do not realize is that the person who is conducting the interview has probably not been trained in how to conduct an interview. Most decision making executives have not taken time to develop interviewing skills.

Likewise, most people being interviewed for jobs have not been trained in these skills. However, since you are reading this and if you take to heart and follow what you learn here, you will be able to control the interview. You may think that this will offend the interviewer and lessen your chances to get the job. However, if you properly manage the interview, you will make the interviewer's job easier, make the interview process more satisfying to the interviewer, and increase the chances of your being offered the job.

Establishing objectives is important to this process. A commitment to ensuring that the objectives are accomplished is essential. The responsibility of making a job interview successful is entirely yours. Getting the best job quickly is vital. Failure is not an option.

Your most important job interview T-A-S-K

During a job interview, concentrate on your **TASK**. The word TASK will help you remember that you want to present your **Talents, Abilities, Skills and Knowledge**. The interviewer will be attempting to learn all that he can about you. Often, this will include not only your abilities, but also your personality. After all, he must know if you will fit into the organization.

You will want to help him do this. The best way to do this is to engage in a thorough, honest evaluation of yourself. Chinese philosopher Tao Te Ching said "Knowing others is intelligence; knowing yourself is true wisdom." You would do well to repeat the self assessment exercise described in chapter 4. How can you present yourself to someone else unless you truly understand

yourself? If you try to present some phony personality, you will probably be seen as a phony. Even if you would succeed in deceiving the interviewer and get the job, you would end up in a miserable position because it doesn't fit your personal tastes.

Keeping that in mind, you should not feel that you have to share all of your life experiences with the interviewer. In fact, you should not reveal any negative aspect of your background in any way even if the interviewer asks directly. You will learn how to handle such questions later in this chapter. The interviewer may attempt by direct questions or by indirect means to get you to reveal negative facts. You should always be on guard for this so that you can recognize what is happening and avoid it.

Listen carefully to everything the interviewer says. Make notes, either mentally or on a pad that you will bring with you, of important aspects of the job. Especially be attuned to and pick up on the words that the interviewer uses to describe the requirements and responsibilities of the job. The exact words are important because, at some point in the interview, you will want to repeat those words back to the interviewer. You will do this to show that you understand the requirements and responsibilities of the job. At the same time, you should mention your experience and background that relate to each of those.

You will use your resume to do this. For example, if the job requires that you supervise production workers, you might point to the relevant sections of your resume and say, "As you saw in my resume, at my last two positions, I supervised production teams of more than 20 workers. During both tenures, the people who I managed exceeded the company's production and quality goals. Would you like me to provide further details of these jobs?"

How to control the job interview

KEY POINT – As often as possible, without being annoying, try to

end each of your answers with a question to the interviewer. This is the way that you control the meeting. Keep in mind that you want to be helpful to the interviewer in learning about you. By asking questions, you can steer the meeting toward the positive points about your background that will help you get the job.

One way to think about this process is to remember how politicians handle questions during news interviews. I know, you probably do not want to act like most politicians, but think about who you voted for in the last election. If you really remember how that person handled the questions they are asked, it will be a great example for you. Most skilled candidates have an agenda that they want to talk about and emphasize. No matter what question they are asked, they always manage to work some part of that agenda into the answer. The best politicians always give some type of answer to the question that is asked, even if just “lip service”. Then, they turn the subject to whatever is important to them.

You can do the same thing. For example, if the interviewer asks, “Tell me about your weaknesses.” You don’t want to talk about that! Weaknesses are negatives! So, you answer with one of your strengths and make it sound like a weakness. Such as, “Well, in some of my previous jobs, I have found that not everyone shares my drive to get projects completed. Some of my co-workers have criticized me for staying late to meet a deadline. However, I have learned how to handle this and developed an attitude that lets me perform in the way I believe I should and still maintain good relationships with others.” Very powerful! It sure beats, “Well, sometimes I just like to sleep late and don’t make it to work on time.”

While we are talking about questions, let me make this extremely important **KEY POINT** – You are not in a job interview to answer questions. Let me repeat that, You are NOT in a job interview to answer questions! You are in a job interview to present your **Talents, Abilities, Skills, and Knowledge.**

Of course, you will be asked questions. Of course, you will present answers. However, as stated above, just like a skilled politician, you will use those answers as a means to present your story in the strongest, most positive way.

Preparation is important

Before you enter any interview, you should prepare as completely as possible by learning all you can about the company, the position you will be discussing and the interviewer. Anything and everything you can learn will be helpful. You may not be given much time to prepare, but here's a real world example of how important it might be. My son was interviewing for a job. While he was waiting in the reception area, he picked up a company monthly publication and read about a new program that was being rolled out in the area where he was seeking employment. During the interview, he mentioned to the interviewer that he had heard about the new program. The interviewer looked surprised because he did not know about the program. He picked up the phone and called a co-worker who confirmed that the new program was being initiated. Of course, we will never know how much this helped, but my son got the job.

Your relationship building meetings are great opportunities to learn about the industry you are pursuing. Stay alert for the latest happenings, names of important people, trends, etc. Then, use them as appropriate.

While preparing for the interview try to put yourself in the position of the person on the other side of the desk. Imagine what questions you would want to ask in order to find out about someone like yourself who is seeking the position. Try to imagine the most sensitive and difficult questions that you could ask. Then, go back to the technique above and create answers (like a politician would) for each of those questions.

Several typical interview questions will be presented here. You can also learn more about how to specifically answer interview questions in our special publication, ***How to Answer Every Interview Question***. You can find this at <http://www.jobfindingformula.com/>.

Physical and mental preparation

On the day of the interview, make sure you are well rested. Get a good night's sleep. Don't worry about being nervous, that is perfectly normal. Many experienced actors have stated that some of their worst performances came when they were too confident. At the time of the interview you should prepare yourself to be as attentive and perceptive of everything that is happening. At the same time, you should remain as relaxed and calm as you can. If that sounds like a contradiction, it's really not. Proper relaxation techniques can actually increase your mental perception and physical abilities. If you already have developed a technique that works for you, make sure you use it. If you do not have a technique, you may want to try the breathing technique described below. The exercise described below is not part of the breathing technique, but is presented here to demonstrate how breathing can help in relaxing.

This is not a trick or an attempt to get you to buy into some relaxation program, but just an example of how relaxing can actually benefit your mental and physical abilities to perform beyond the normal level. Stand erect about 4 feet away from a wall. Separate your feet at about the same width as your shoulders. Lift your arms until they are straight in front of you and parallel to the floor. Now, turn towards the wall as far as you can. Make sure you push yourself as far as you can. Make an imaginary mark on the wall (maybe use something there) so you can remember how far you were able to turn.

Now, return to the starting position and lower your arms. Place your hands over your stomach in a crossed position. Close your eyes and

breathe in as far as you can. Bring as much air into your lungs as possible. Hold your breath, keep your eyes closed, and try to feel your heart beat in some part of your body. It might appear in your hand, foot or head. Count as many beats as you comfortably can and then slowly release the air from your lungs. Breathe out as much air as you can. Gently, use your hands to press on your abdomen. Try to completely empty your lungs and when they are empty hold it as long as you can. Then, repeat the process two more times.

After you have done that, breathe normally, open your eyes, raise your arms again as before and turn toward the wall as far as you can. Just like before, push yourself as far as you can. I think you will see the remarkable results.

How can you apply this to a job interview situation? Arrive at the location for the interview at least 20 minutes early. Before entering the meeting place, sit in your car or find a safe place where you can relax. That may be in the lobby of the building, in a hallway or restroom. Do not close your eyes, but perform the breathing exercise described above. Not the arm movement, just the breathing. This should put you in a relaxed, but highly attuned physical and mental state.

Gather information by watching while you wait

From the moment that you enter the premises of the company you are interviewing with, use all of your senses and your intuition to observe and evaluate the surroundings. Remember, you are not here merely to have them determine if they want you as an employee, you are also here to evaluate them as to whether you want to work here.

While you are waiting to be interviewed, listen carefully to any telephone conversations or “small talk” you may overhear. Be alert to

body language of people in the office.

Controlling the interview by waiting while you watch

KEY POINT – The best way for you to control the meeting is to observe the interviewer and wait for him to lead.

I know that some of these key points sound contradictory. Just like in the early chapters, where you learned that the best way to get the best job is not to ask for one. Well, here we go again!

The best way for you to control the meeting is to observe the interviewer and wait for him to lead. Some martial arts disciplines teach you to control and defeat your opponent by using his movements against him. I am not suggesting that you should develop an adversarial attitude toward your interviewer and attempt to “defeat” him. You are seeking a fair win/win arrangement where both you and the employer will benefit. The best way to accomplish this, however, is for you to listen to him and watch his body language to determine how you can steer the meeting in the direction that you want.

As stated above, the way you guide and steer the meeting in the direction you want is by using questions. That direction should focus on the areas of your background and experience that match up with the requirements for the job. You must strive to do this without becoming annoying to the interviewer. The best way to achieve this is to spend a lot of preparation time in developing a list of questions that you think may be asked and preparing and rehearsing your answers to those questions. Certain questions can be answered directly and quickly without expounding on your background. Others will fall into the category where you want to give some answer that turns the emphasis back to your strengths.

KEY POINT – Prepare and practice a “30 second commercial” describing yourself and your objective. This can usually be the objective that is listed on your resume with any amplifying factors that you believe will contribute.

Questions you should be ready for

One of the questions that you should anticipate is, “Tell me about yourself.”

Most people being interviewed respond with something like this, “Well, I was born in Iowa, but grew up in lots of different places because my father was in the military. I got married after college to John, who I met in high school. We have two kids, a boy, Joey, and a girl, Nancy. They both love the water. John is a policeman and can usually find a job anywhere we go. We want to move to this area because we will be near the beach. My brothers and sisters are all really close to me and we vacation together every year. And on.....and on.....and on!”

What does any of that have to do with the job you are trying to get?
NOTHING!

You should respond with something like this, “I am a marketing executive, with over 7 years experience in the pharmaceutical packaging industry. During that time, I have led marketing and sales teams that consistently exceeded the goals set for them. In my last position, I was able to achieve an increase in sales over 200% from the previous year. That was in spite of the downturn of the economy in general and our industry in particular. As you may have noted in my resume, there are other positions that I have held where I surpassed the expectations of my employer. Are there any of those that you wish me to expound upon?”

See the difference???!?

Here is another example, “I am an expert automotive repair mechanic, with over 7 years experience in diagnosing and repairing various domestic and foreign automobiles. While still in high school, the team I led captured top honors in the state vocational competition for evaluating automotive problems and providing correct solutions. I graduated with a Master Mechanics Certification from the ABC school. As you may have noticed on my resume, I have been a leader in all the positions in which I have worked. Are there any of those that you would like to know more about?”

The point is, talk about factors related to the job, not about personal information. If the opening question is anything of a general nature, you can use the “commercial”.

One reason for preparing the “30 second commercial” about yourself is so you can control the meeting. Be very careful not to give too much information too quickly. While the “commercial” should highlight your accomplishments, it should not give away all that you have. Instead, as the interview progresses, you will want to be very attentive to the interviewer’s interests. You should review in your mind all of your prepared talents, abilities, skills and knowledge, and respond with the most relevant parts of each.

Remember what you learned in chapter 1 about how many companies have problems? They all do. While being interviewed, you should be alert, look and listen for the problems. When you hear and can define a specific problem, begin thinking about your background and how you can help solve that problem.

The best way to handle this is to clearly express yourself as to how you think you can help solve the problem and then ask, “Is this the kind of information that you are looking for?” Or “Should I expound more on my experience in _____?”

You are also interviewing them

A good way to think about the interview is that it is not just an opportunity for you to give information to the interviewer. You should also be ready to ask for and receive information from the interviewer about the company and the job.

Don't do anything during the interview that might be considered to be bad manners. Don't fidget, don't touch objects on the interviewers desk, don't stare at papers on the desk, etc.

It is alright to engage in some small talk if the interviewer brings it up. Some examples may be current events, news or sports. Avoid any discussion of politics or religion. They have nothing to do with the job. If this happens, try to be polite and participate to the degree that you can; however, keep it short and steer the meeting back to its purpose.

Anytime that the conversation drifts away from the job, you should steer it back on course by saying something like, "Can you tell me more about how this position fits into the company's long range plans?" or "Would you like to know more about my experience in _____?"

Try to answer all questions as briefly as possible, yet still convey the information that you want to. The best way to avoid being seen as giving answers that contradict each other is to be totally honest. Be brief. There is no need to say any more than is necessary to respond to a particular question.

Stand and sit erect but not stiff. Always convey confidence, dedication to your work, sincerity in presenting yourself, and vitality in getting the job done.

As stated earlier, avoid all negatives, including any negative comments about a previous employer.

Never lose your composure. Even if the interviewer becomes offensive, keep your cool. This may be a ruse to test your personality.

Ask a lot of intelligent questions about the job. Is there opportunity for advancement if you perform well? What about opportunities to receive training?

While you should control the meeting by asking questions to steer the discussion, never become overbearing. Do not use any “hard sell” techniques.

Know when the interview is over

Watch for an indication by the interviewer that the meeting is over. Do not overstay your welcome. If no job offer has been made, try to set the date and time for the next meeting. Ask what the next step in the decision making process will be and whether you can provide additional information about yourself that might help.

The day after the interview, send a thank you letter that stresses your qualifications that meet their requirements.

The mindset that lets you answer any interview question

Interview questions are designed to let the interviewer learn about your experience, background and personality. Because you are a unique individual, there is no scripted answer to any particular question that will work for everyone. There is, however, a method of answering questions that will work for everyone. The method that

you should follow consists of the following:

- Be honest.
- Never reveal any negative aspect of your past.
- Never speak in a negative way about a former employer.
- Recognize questions that you should answer quickly and directly.
- Recognize questions that you should “sidestep” or answer obliquely.
- Recognize questions that you should use to emphasize your qualifications for the job.

The first three are fairly obvious. The last three require some explanation. There are some questions that you should answer as quickly and directly as possible and then move on. An example is, “How do you spend your spare time?” Now, let me say that this is the type of question that, in my opinion, the interviewer has no right to ask. If the company was willing to pay you during your spare time, then maybe they have a right to know what you’re doing. Otherwise, it’s none of their business.

However, as a practical matter, you have to give some answer. Keep it positive and in the main stream, such as, “I like to golf.” “I fish.” “I spend as much time as I can with my family at the beach.” “I read.” Whatever, just respond and move on.

The interviewer may try to let your answer lead down a path away from your intended route. For example, if you say, “I like to golf.” He may ask, “What is your handicap?” or “What is your favorite course?” If this happens, you should again respond quickly and then ask your own question, such as, “Well, I really just play to relax. You know, it’s funny, but some of my best ideas for solving problems at work come to me when I’m relaxed. Like the time I came up with that new way to evaluate the effectiveness of our marketing campaigns. Right here in my resume (point to it). Would you like to hear how that worked out?”

Of course, you can adapt this concept to your own situation.

Questions that you should sidestep fall even more clearly into the category of those that the interviewer has no right to ask. An example might be, "Tell me about your health." That is why you take an employment physical! You could become upset at such a question, walk out of the interview and call your lawyer to see if it is legal. But, if you really want the job, the best way to handle it is to say, "Really good, I've never felt better!" Let the physical examination take care of any problem that may exist.

Questions that you should use to emphasize your qualifications might be on the order of, "Why did you leave your last position?" Your answer might be something like, "I felt that I had outgrown the position. There was nowhere in the structure of the organization for me to move ahead. The company was great and had a business plan that worked well for them. They told me they were happy with my performance: however, we both agreed that if I stayed, there was no room for advancement."

These are examples of the types of question that you may encounter. To learn more about how to specifically answer interview questions, see our special publication, ***How to Answer Every Interview Question***. You can find this at <http://www.jobfindingformula.com/>. The answers that you will find there are really great tools to use in preparing yourself. However, you should beware any thoughts that you may have or advice that comes from others that learning rote, "pat" answers to question will succeed. First, we can never be sure exactly what questions will be asked. Second, most of us find it difficult, if not impossible, to memorize that many answers. Third, developing an attitude that will let you answer any question that is asked produces much better results without all the stress.

Again, the most powerful tactic you can use in answering interview

questions is to concentrate on your TASK. Your TASK is to present your Talents, Abilities, Skills and Knowledge to the interviewer in such a way that he will recognize that you can help him solve a problem. The best way to do this is to firmly establish in your mind the message that you want to deliver before you get to the meeting. Then work that message into your answers to the interviewer's questions as often as possible without becoming annoying. Ask questions, usually at the end of your answers, to steer the meeting in the direction that you want it to go.

Chapter 10

Salary and Benefit Negotiation

Don't compromise yourself. You're all you've got.

Betty Ford

Unless they happen very early or at what seems to be an inappropriate time, there is good news and bad news about salary and benefit discussions. The good news is that if you reach that point, it usually means that the person you are dealing with is serious. The bad news is that talking about salary and benefits is usually the most uncomfortable and difficult part of getting the best job.

KEY POINT – You should investigate the salary range for the type of position that you are seeking. If you know other people in a similar job that you feel comfortable asking, you should do so. Industry publications and financial media often publish surveys of salaries for certain job classifications. Often these can be found by searching on the internet.

If you are in a job interview and have reached the stage where salary and benefits are being discussed, then you know that the decision maker wants you for the position. Before you even enter into salary and benefit negotiations, you must know that you want to accept the position. If there is any doubt in your mind, then go back and ask the decision maker questions to help you decide if you want the job or not. If you decide that you want the job, assuming you can reach agreement on salary and benefits, then approach the discussions with common sense. Whenever you are discussing salary and benefits, do not become aggressive to the point that all communications breaks down.

When to try not to discuss salary

Salary and benefits sometimes come up early in a discussion, occasionally even during the telephone call to set up the meeting. If that happens, it is usually an attempt on the part of the interviewer to see if you are over-qualified. Your best response to this type of

question is to try to avoid giving a number. Instead, be quite honest with the interviewer and state that you really do not want to over-price or under-price yourself. Tell them that you are more interested in what the job would entail, what are the challenges of the job, is there chance for advancement, the overall compensation package, etc. As soon as you say this, do not give the interviewer a chance to respond; rather, ask them how your talents, abilities, skills and knowledge fit into their plans. Then, immediately, try to schedule a meeting.

If the interviewer insists on your providing a salary range, then do so. At the same time, state that your requirements are flexible.

Another occasion where salary may be brought up is in a relationship building meeting. This usually is because the person you are meeting wants to be helpful to you. The danger is that, while you want referrals to other decision makers, you do not want anyone else negotiating salary for you or to prejudice others with whom you might meet. If you get the question, "What salary are you looking for?", you should stress other factors besides salary that are important to you. You might say something like, "Well, salary certainly is important; however, there are other factors that are equally important to me. The potential for advancement, the challenge of the position, and the type of organization are important."

This interaction also provides a wonderful opportunity for you to ask the person you are speaking with about what the average salary might be for someone with your background and qualifications. You certainly know what you were making in your last job, but how can you be sure that you were not under or over-paid?

You should be on guard if a salary question is asked early in a job interview. If you respond with a figure that is too high or too low, you may jeopardize your chances. You should use the same tactic as above and try to shift the discussion to other factors. If the

interviewer persists, you should respond with the salary range that your research indicates is consistent with the opportunity. This usually will allow the interview to proceed. If the interviewer is still not satisfied, you can ask what range they have in mind.

The proper time to discuss salary

The examples above are primarily designed to delay any discussion about salary and benefits. However, there will come a point where these matters will have to be talked about and negotiated. This usually presents a problem for job seekers because most do not have a lot of experience in these types of negotiations. They may also feel at a disadvantage because of the intense pressure to find a job. You should keep in mind that if you are successful in getting the job, it will hopefully be the beginning of a long relationship. Reaching a fair agreement regarding salary and benefits is important because any relationship that based on an unfair agreement usually breaks down.

Whether negotiating treaties between countries or salary and benefits, unless a fair agreement is reached, history shows that there will trouble in the future. This is true whether you accept the job at a salary less than you are worth or if you manage to force the employer to pay more than they should. Of course the immediate danger of trying to force a high salary is that you will not get the job. However, you are not really doing the employer a favor if you accept the job for less than you know is fair, because your attitude will suffer, you may not be as productive as you could be or you may continue to seek a job with more pay.

This is why it is extremely important that you research to find out what other similar positions are paying. Whatever method you use to do that, you should establish a salary range that you really believe is fair and that you are comfortable with. The amount you settle on should be as high as you can reasonably expect, but not less than what you believe you are worth to the employer. You should try to establish a

starting salary and benefits level that you want. If the job level warrants, you should think about what additional benefits you might want, such as additional vacation or personal leave days or company vehicle.

During any discussion about salary and benefits, you should maintain a positive attitude. Do not become defensive. Keep in mind the fact stated above that only an agreement that is fair to both you and the employer will result in a satisfactory and lasting relationship. If you can find an appropriate time, state that you are interviewing with other companies. This can be an especially good tactic to use in a first interview, if you will have to have more than one meeting.

Listen very carefully to what the interviewer says are the job requirements and the additional qualifications that will be a plus. Try to emphasize your talents, abilities, skills and knowledge that match these. Be creative, but always be truthful. For example, if you have been an active part of running a family farm, chances are you have experience as an office manager, inventory control specialist, accounts payable/receivable manager. In that position you probably can honestly state that you developed and carried out short-range and long-range plans, negotiated company financing, and supervised a labor force.

You should never be the first to bring up the subject of compensation. Wait for the interviewer to mention it. You should know that most jobs do not have a fixed salary. Rather, they have a salary range. There is an old saying that whoever mentions the first figure loses. While this may not always be true, it is almost a certainty that if you mention a salary figure first, the interviewer will either accept it or try to reduce it. If they mention a number first, you can usually negotiate an increase.

If the interviewer presses you to name a salary first, you should use the avoidance tactics discussed earlier. "Salary is certainly important,

but there are many other important factors in my decision. Please tell me again about....” or “I would be interest to know what salary I could expect in 3 years if I perform above average.” or “What salary range do you have in mind?”

A very important reason to get the interviewer to mention the first figure is that, when that happens, your roles become reversed. Up until that point, you have been trying to convince the interviewer to offer you the job. After that point, the offer has been made and the interviewer is trying to convince you to accept it. You should be very aware of this role reversal and take advantage of it. A good way to do that is to use non-verbal communication, also known as body language.

I used this technique once in an interview and got the interviewer to increase his initial offer by \$12,000 per year. In this case, I had done my research and had a salary range in mind. I also had made up my mind in advance that, if we got to salary negotiations, I was going to use the following tactic unless the salary they offered was at least 20% above the middle of the range that I had in mind. My research was proven out when the interviewer offered a figure that was right in the middle of the range I had selected. I did not say anything, placed my hand on my chin, got a very thoughtful look on my face and exhaled deeply while casting my eyes toward the floor. I had planned in advance to remain totally silent for 25 seconds. I was counting these off in my mind as I looked at the floor. When I got to 15 seconds, the interviewer said, “Well, maybe we could make that \$_____.”

This tactic has some advantages. First, I did not reject his offer. I could have waited the 25 seconds and accepted or asked if there was any room for increasing the original number. Second, I gave the impression that I was not happy with the offer. After the normal back and forth talking of an interview, 25 seconds of silence seems like forever. Just try it. Look at a watch or clock that counts seconds and

remain silent for 25 seconds! The third advantage is that I did not become defensive, just thoughtful.

KEY POINT – NEVER talk about what you need to live on. ALWAYS talk about what you are worth based on your research.

If at all possible, you should try to get the interviewer to allow you time to consider the offer. This is especially true if you are seeking a higher level position. It is also beneficial if you have other opportunities that you are being interviewed for. You can often use the offer to leverage another offer for a different job. After all, if you have a bona fide offer in hand, that demonstrates your worth.

As with everything that has been presented here, you should feel free to adapt these techniques to fit your situation. You may be in a position where you are interviewing for a job with the company that you are currently working for. In that case, they know what you are making and you probably know the range that they are going to offer.

In a case like that, the interviewer will probably offer you something in the lower half of the range. You can use the 25 second method above and if he does not respond you can say with enthusiasm how happy you are that he wants you for the job, but that you are a little disappointed with the initial offer. You can say that you were hoping that the offer might be closer to \$____. Then ask if that is possible.

Again, you should attempt to be allowed some time to think it over. End the discussion on a positive note with an agreement of when you will get back in touch with the interviewer.

Message For Success

The lessons taught here are worth their weight in gold. They will lift the weight of the world from your shoulders. All you need to do is understand them and apply them to you situation.

They are built upon solid, proven scientific principles of human behavior and real world facts about problems that companies have.

I have seen them work so many times, in my own job searches and those of people with whom I have shared them. I know, without a doubt, that they will work for you also.

Good luck, good hunting!

Mike Britner