

The **1** Day Career Workshop

A No-Nonsense Guide to making a successful career transition

From

Frank Laux* Strategic Search Partners

About the Author

Frank Laux is the President of Strategic Search Partners, an executive search firm based in Keller, Texas. He is originally from Fort Worth, Texas and graduated from TCU with a BBA in 1976 and later earned his MBA at University of Texas – Arlington in 1979. Frank started his career in Sales and Marketing with M&M/Mars and was promoted five times over thirteen years and led sales forces in Texas and New York for the company. He moved to the Uncle Ben's division of Mars, Inc. in 1991 and was in charge of Marketing for New Products. In 1992, Frank and another Uncle Ben's colleague started Frank & Bryan Foods, Inc., a salsa company. The company was successful and was sold to a local competitor in 1994.

Facing his first career transition and first time to be unemployed, he read **Rites of Passage at \$100,000** by John Lucht and other books to assist in making a change. Upon completing his job search, he became President of Nestle USA's Kathryn Beich Division. Kathryn Beich, based in Bloomington, Illinois is a fund-raising candy company with 700 employees, \$130,000,000 in production with a sales force of 200.

In late 1997, Frank decided to make another career transition and started a new career as an executive recruiter. Initially, he joined one of the leading retained search firms and a year later started his own firm, Strategic Search Partners. Strategic Search Partners has been very successful since 1998 in conducting searches in the consumer and industrial products industries. He has successfully competed searches at the CEO, Vice-President, Director and Manager level for Fortune 50 companies as well as mid-sized and start-up companies.

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1 DAY WORK SHOP OBJECTIVES

BY THE END OF THE DAY YOU WILL

- **Build and improve your resume**
- **Develop your networking introduction**
- **Enhance your networking skills**
- **Use the Internet more effectively**
- **Use recruiters, research and others resources more effectively**
- **Make progress toward finding the next job**

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Introduction

Purpose

The **Frank Laux 1 Day Career Workshop** is a workbook written from the perspective of an executive recruiter who has an extensive background in sales, marketing and general management. The goal of this workbook is to provide some common sense solutions to helping you find the right job as quickly as possible.

In writing this workbook, I am drawing on my own experiences in management, recruiting, and career support. But, just as important, I am relating the experiences of hundreds of people that I know and respect who have made successful career changes. While none of us can predict what we will be doing in 5, 10, or 20 years, it is important to be able to make sure we use all the available resources to live up to our potential. It is my hope that in some way, this workbook will be of assistance to you in managing your own career. We all have a story to tell and as we'll discuss later, the way we tell it is important. Here is mine.

After graduating from college and later getting my MBA, I started working in sales with M&M/Mars in 1980 (the world's largest candy company). This was a dream job. I loved the company, I loved my job and the people were wonderful. My career progressed rapidly over twelve years and I was promoted regularly and relocated frequently. In 1987, while working as District Manager for M&M/Mars in San Antonio I met the girl of my dreams, Susan Flynn. Ten months after our wedding, our daughter, Elizabeth, was born. Two weeks later, we moved to New Jersey, where I ran the New York region for M&M/Mars. Life was good.

A few years later, we moved to Houston, where I worked for the Uncle Ben's Rice division of Mars, Inc. and was Marketing Manager-New Products. That's when everything started to change. I had always had a burning desire to start my own food company and Mars was offering the first of many "corporate packages" which have been so popular with many large companies. At the age of 38, after 13 years with a truly great company, I ventured out on my own and started a salsa company with one of my colleagues. After many years of leading a fairly cushy corporate existence, this dramatic change was difficult. While our business was quite successful in many respects, the move from a \$15 billion company to a company with \$0 in sales and no employees was quite frustrating. After two years of building the company, we sold it to a local competitor in Houston and both of the business partners moved on.

That's when I first started learning about making a "Career Transition". The year was 1994 (before Internet job boards) and the one book that helped me the most was **John Lucht's, Rites of Passage at \$100,000+**. Mr. Lucht outlined a very effective strategy and

I followed it closely. He recommended a combination of networking and a resume campaign involving retained search firms. I sent out over 500 resumes, got 3-4 interviews and landed a job as the president of a division of Nestle USA, Kathryn Beich Inc. This was great! Not only did I get back in the mainstream with a world-class company, I was going to be President of a candy company with sales over \$100,000,000! Not bad, and besides, my kids thought that was pretty cool as well.

So we packed up and moved from the Woodlands, Texas to beautiful Bloomington, Illinois on February 1, 1998. The temperature in Texas that day was 70+ versus about -15 in Bloomington, IL.

Without boring you with too many details, the job was very, very difficult. I inherited a mini-Enron with major P&L problems, a disgruntled workforce, an ineffective sales organization and a difficult boss. A few months after we landed in Bloomington, Sue and I started figuring out how and when we were going to get out of here!

So, I pulled out my trusty old John Lucht Book, read numerous others about making another career transition and began to do a “passive job search”. My “passive” job search was just that. I worked on it off and on for three years. My current job was safe, but I was pretty miserable and Sue really wanted out of Bloomington. While the people were great and we had wonderful friends and neighbors, she hated the cold weather and almost all of our family was in or near the Fort Worth, Texas area. In July of 1997, when we came back from vacation (in Texas) and we realized that deep down we didn’t want to come back “home” to Illinois any more, my *passive* search turned into an *active* search.

At this time, I aggressively started to use various resources (books, websites, networking partners, etc.) to accelerate my search. In conducting this search, I soon came to realize that there were no food companies in North Texas that I would ever run, because there weren’t any located in this area. So, I had to consider other industries and possibly another career. As president of Kathryn Beich, I had used numerous search firms and was generally unimpressed with the service and quality they delivered. From my reading about the industry, I also knew that almost all of them made more money as search consultants than I was making as the president of a company with 700 people, four disgruntled unions and 200 whining sales reps. So, I started to develop an interest in becoming a search consultant.

To summarize, I did get in the search business and have loved the independence and the earning potential it provides. But most important, this change has allowed me to be closer to my family than ever and be able to watch my kids grow up without having to relocate and travel extensively. It was the right move for me.

Like most other recruiters, I will review from 100 to over 250 resumes in a single day, usually via email. In addition, I scan hundreds more resumes in my database and other sources. The vast majority of resumes and cover letters I receive see are poorly written

and often do not adequately reflect the skills and abilities of the writer. Every day, when these resumes come across my screen, I am saying to myself, “I wish there was a way to help Joe or Sue get their dream job”, but deep down I know their odds do not look very good. Until now, most of my efforts have been focused only on those candidates my clients feel may be viable for their current critical search.

After the devastating effects of September 11, 2001, several of us in the employment industry were encouraged to develop a program for people in the Dallas-Ft. Worth area who had been laid off from various local industries. This was done with local churches and volunteer groups and the workshops have been offered at no cost to those who need the help. We took what we believed were practical and realistic ways to search for a new opportunity and also to better job in managing our careers on a long-term basis.

In addition to using our own experiences, our research consists of many interviews and conversations with career counselors, employers, articles by experts in Resume Writing, Networking and Using the Internet. At the end of the book, you will find a number of books, articles and websites that can provide you with a wealth of resources to help in your career transition. We have since added new materials to the workshop and the materials is designed to be very user friendly, relevant to the current job-search environment and hopefully will be helpful to you in managing your career.

How To Use This Book

This book is primarily a *Workbook*. We use it in our **1 Day Workshops** with clients here in the Texas area. The narrative is here just to add some insight into why the topics are important. If you prefer to skip through and move to areas of concern, such as Resume Writing, Using Job Boards, etc. that’s fine. There is no POP QUIZ! If you want to start at the end, **Chapter 13 is basically “What I would do if I just got laid off TODAY!”** So move around through the book, take notes and try to pick up some tips that will help you land your next job.

Chapter 1 – Change

If you are reading this book, you either are currently involved in a serious change process in your life or are possibly concerned that a major change may be coming soon. This book does not address in great detail the psychological impact of these changes, however, in making a job change, many of the items listed below are common. One of the keys to your success is understanding where you are in the change process, how you are going to deal with it and take positive steps to move forward. Below is an illustration used by many outplacement firms to describe the overall process.

MANAGING THE CHANGE PROCESS

1. Understand the “Internal Psychological Process” illustrated below

First Stage– Dealing with the LOSS – The ending

You will experience several stages, possibly including: **SHOCK, FEAR, DENIAL, ANGER**

Second Stage – Chaos and Confusion – Dealing with the Ending – Starting to Explore new options

After you have gone through the initial stage, you will probably experience: **STRESS, FRUSTRATION, CONFUSION** in making the transition.

Third Stage – Find the NEW BEGINNING

As you work through these earlier stages, you will probably begin to experience a combination of **ANXIETY, CREATIVITY, IMPATIENCE, HOPE, ENERGY, SKEPTICISM** and **ENTHUSIASM**

Each of us will be dealing with a unique set of circumstances and may handle the change process in different ways. What is so important is to understand that having these feeling and emotions is normal and simply part of how human beings deal with change. Often this process may even be repeated as we review various new opportunities and some of them fall through.

WHERE ARE YOU IN THIS PROCESS? WHAT CAN WE DO TO SPEED THE PROCESS ALONG?

We all progress through this process, however, each of us has our own unique sets of issues and our own rate of speed in getting through it. Here are a few ideas that may be of help:

2. Accelerate the process through a proactive positive approach to dealing with this change. Develop a positive attitude. If you got laid off today, this is not the day to start calling your old friends and singing the blues and cursing the company. Whenever you are ready to begin your networking that will lead to the next job, you need to project a positive outlook and be ready for moving on to the next step. Self-pity is a very unattractive human trait and it will only delay getting the next job, you must be able to “SMILE” even when it may be difficult.

3. Get control of the process

-Develop your action plan and timetable - Make a schedule of what you plan to do for the next several weeks with target dates for making networking contacts, interviews and a range for getting the new job. Be reasonable and stick to your schedule.

-Monitor your progress – Keep written records of your objectives, schedule, follow up activities.

4. Remember what is most important

Faith – Draw strength from your Faith and your family. If you attend church, get support from the local community. Many times larger churches will have career workshops and other free support. Each community also has various outreach programs which may be of help.

Family – Stay committed to your family and be positive. This is an experience which will draw you closer to those you love the most.

Physical and mental well-being. Get/stay in good physical condition, avoid self-pity, avoid alcohol/tobacco and other bad habits .

Practical Matters. Your new job is finding the next job – it is a 40-50 hour a week job. Set up your home office and work setting (computer, phone, fax, etc). Get yourself organized for the job. Set a budget for transition process and stick to it.

BUDGET SUMMARY

Things to consider:

- **Develop a plan and a backup plan with dates and expectations**
- **Look into getting unemployment compensation immediately**
- **Negotiate with employer for extended severance and continuation of benefits**
- **Tap into savings where appropriate**
- **Make sure 401K/ or retirement funds are ‘rolled over’ without penalty**
- **Get help from CPA, CFP with you family finances**

Short term potential changes to consider:

- **Reduce spending wherever possible. These items can include travel, vacations, unnecessary spending for the house, cable TV, other non-essentials**
- **Can spouse assist with part/full time employment?**
- **Liquidate assets where possible and reasonable...extra car, boat, etc.**
- **Borrow from family members where appropriate**
- **Equity loan on home if absolutely necessary**
- **Check out the multitude of websites than can help you reduce costs. Try www.frugalliving.about.com or www.simpleliving.net There are many more sites like these that can help you.**

Things to avoid:

- **Credit card debt with high interest payments**
- **Borrowing against 401K and retirement accounts**
- **Second mortgages**
- **Scam artists that offer things that are too good to be true (i.e. make \$10,000 a month working from home, Multi-level marketing, investment opportunities to be-your-own-boss unless you have truly investigated starting your own business and really know it).**
- **BEWARE OF “CAREER CONSULTANTS” who offer you jobs which are guaranteed for high fees. Avoid spending money for expensive resume writers and other support if you don’t really need it. If you do use outside support, get references and make sure the consultant has a successful track record. Now is the time to conserve resources. Avoid the Internet “Resume Blasters” and other services.**

Chapter 2 – Honest Self-Assessment

Making a Self-Assessment early in the change process is very critical. This is a good time to question what you have done so far in your life and your career and what you want to do next. What are you capable of doing, what do you like to do, and equally as important, what do you have to offer that someone is willing to pay for?

- **WHAT DO I HAVE TO OFFER** – Take a look at your **“Soft Skills”**. These include, your ability to communicate with others, your personality, sensitivity, intuition, judgment, decisiveness, and the many qualities that make you unique and marketable. Then, consider your **“Hard Skills”**. These may include having a CPA, JD or other certification. Maybe you have been an Industrial Engineer for 20 years at Lockheed. Hard Skills can include those tangible and bankable skills that employers are generally willing to pay at a given reasonable rate in the marketplace. The rate can vary from \$10-15 an hour for a substitute teacher to \$500+ an hour for a Lawyers, Consultants, Neurosurgeons and others with specific critical skills (i.e. relief pitchers for the Texas Rangers).
- **WHAT DOES THE EMPLOYER NEED** – As you get deeper into the process, it becomes critical for you to know exactly what the employer needs. Usually, employers and recruiters have a good idea of what the company needs, but it is important for you to be honest with yourself and not try to make a force-fit. I am constantly inundated with resumes of people who think they are a “Perfect Fit” for my client and they are nowhere close to being right for the job.
- **HOW DO WE MAKE A MATCH AND GET A WIN/WIN SITUATION**

WIIFM

Several years ago, when I was with Nestle-Kathryn Beich, our sales force of 200 independent reps were led by our VP-Sales who made a presentation at our National

Meeting. Part of his presentation was placing the letters “WIIFM” on his forehead to make a point. He said “Everyone on the planet wakes up every morning with WIIFM attached to their foreheads, but the words are invisible”. **WIIFM = What’s in it for ME!!** While I am sure there are many altruistic exceptions to his rule, I would agree that most of the world, and **ALL employers** wake up every day with that attitude. So, in your efforts to find the right job, must prove that you are the solution to a problem and can help them solve the problem **RIGHT NOW**.

WHAT IS YOUR IDEAL WORK SITUATION?

KEY CONSIDERATIONS

- **LOCATION** – What is your first, second, third choice? Do you want to be close to family? Is location negotiable or not. If it’s not, that’s fine. Just make sure you are being honest with employers, recruiters and your family when these decisions are made.
- **COMPENSATION** – What is acceptable. You need to figure out a range that will work for you. You also need to know what your skill set is worth in today’s market, not the boom of the 1990’s. We will talk more about websites that can help you make this determination.
- **BENEFITS** – Unfortunately, many companies are now in the process of reducing health, retirement and other benefits. You may need to compromise here somewhat, but you still must know what is acceptable and what is unacceptable in moving forward with a new opportunity.
- **TYPE OF JOB – FIT** – In the world of executive search, it’s all about FIT. Most recruiters can usually identify people who have the hard and the soft skills needed. However, what almost always determines who get the job is “how does this person fit” into our company, our culture and do we like him/her? You must get an idea of what type of company you will fit into and what companies you won’t fit into. You must be honest with yourself and do sufficient research to get a feel for the company culture you are exploring. Talk to employees. Read articles and websites. Do your homework.
- **INDUSTRY** – Is your skill set transferable to any industry? If so, that’s great. You can explore a wide variety of companies. If your skill set is very specialized, (i.e. R&D Scientist for Merck or NASCAR Driver), you will need to do your best to find an opportunity within the industry or make a significant career change.

- **COMPANY** – You must gain an understanding of the company culture that you are exploring. Again, the best way to find out is through extensive research and asking employees, customers and others what they know and what they think about the company.
- **PROMOTABILITY** – What kind of situation do you want? If you are mid-career, how quickly can you get promoted and move up the ladder. If you are later in your career, are you happy to stay in the same role for several years. What does the company expect. Most of the time, companies want people who are upwardly mobile and rarely want someone they see as having “their last job” until retirement. Most companies don’t want to hire “early retirees” with 30+ years of experience. We will talk more about that later.
- **PERSONAL GROWTH** – What type of work environment keeps you stimulated and allows you to gain new skills, have fun and feel good about what you do. What kind of environment will provide opportunity for personal growth and educational opportunities?

Chapter 3 – Your Marketing Plan Communication Strategy Part 1

Your Headline – Soundbite

Everyone remembers the great work of advertisers, communicators, politicians, newspaper writers and others who have been able to capture in a very few words or letters, something very powerful:

...”Maxwell House..Good to the Last Drop”....
“McDonald’s..I’m lovin’ it”
“The Army...Be all that you can be”
“Chevy Trucks...Like a Rock”
“Nike.... Just Do It”

You get the idea. While we are not candy bars or trucks , we still must find our own soundbite, our own Headline to describe who we are and what we can do.

Right now, take a minute and think about describing yourself to your next employer and you have less than 100 bits (characters) to use.....

Okay, I will try it out to get you started. Mine would go like this:

Executive Recruiter-Specialist in Supply Chain/Purchasing-CPG background with 100% Client Repeat Rate.

This is exactly 100 characters and tells you that I am an executive recruiter with some degree of success, most notable that every client I have ever had has had me do more than one search. The CPG stands for “Consumer Package Goods”. Since all my clients know what that means, it doesn’t matter to me that some people may not know it. Doesn’t this sound better than saying, “Headhunter” or “Recruiter”? Keep this thought in mind. It becomes much more important when we move to Chapter 5-6 and discuss the Internet.

If you are an employer looking for a top notch **Sales Manager** and you click on a screen with these two choices, which would you pick:

Sales Manager

OR

Sales Mgt. Exec./Fortune 500 Top Producing Region 5 years straight/Dynamic Driver/People Developer

My guess is that you would choose the latter. You get the point. We will discuss this in more detail later in the book. Work on your *soundbite* and keep perfecting it. It may change depending on your audience, but it is very critical for two reasons: 1. It reminds you of what you have to offer and 2. It helps communicate what you have to offer and

differentiates you from the other people vying for your dream job. This is a competitive situation and you must be in it to **WIN**.

Your 60-90 second radio spot

In addition to your soundbite / headline, you will need to work on your **“Radio Spot”**. This will be used in networking situations and in interviews when you are asked to “Tell me about yourself”. You will also use this when you are networking at an industry event and a potential employer says hello.....You need to know how to break the ice and have them remember you.

Just pretend that for 60 seconds, you are making a radio announcement to all the potential employers in your field. You have no more time, no less. What would you do with your time? Assume that you and ten other people are getting the same opportunity. You must treat this exercise with that type of importance.

This summary of your background can be a little as 60 seconds or go to 90 seconds, however, in a networking situation, (whether on the phone or in person) it is critical for you to be able to communicate how you may be of service to a potential employer. You must not waste time or words, this is where you must be as efficient as possible in your use of words and have a high comfort level in expressing yourself. Here is the best place to start:

YOUR PAST – Your most recent career history, the type of work you do and the companies you have worked for and positions you have held. This should take 30-35 seconds.

RIGHT NOW – Your current situation and your goals – 10 seconds

YOUR FUTURE – Your target industry, company, position.

Interspersed in this 60-90 seconds, obviously you want to communicate key details you are comfortable talking about, such as, your family, children, interests, but this is not the main purpose of the commercial. **The Commercial** is designed to talk about your career and what you have to offer a potential employer.

You should write out your commercial right now in 250 words or less.

Now go practice it in front of a mirror. Tape it on a cassette player and practice it in front of your spouse or friends. At first you will feel like a complete idiot, but as you start you refine it and tailor it for certain occasions, it will become very natural and will help you build confidence.

COMMUNICATING WHAT YOU HAVE TO OFFER

Power Statements

These Power Statements are longer than the soundbite and not as lengthy as the 60 Second Radio Spot. They are very critical in written communications on your resume and Cover Letters. They include details of your experiences, your skills, your achievements.

Example of format in developing Power Statements

COMPANY	JOB	RESPONSIBILITIES	ACTIONS	RESULTS
----------------	------------	-------------------------	----------------	----------------

Sample statement

From 1994-2000, was the Director of Distribution at Nabisco's corporate office, in charge of 15 distribution centers with over 2000 employees where we initiated changes in our pick & pack operation to save \$4,000,000 annually.

As Sales Account Manager for Pitney Bowes, was successful in creating 20% sales growth annually for the Fort Worth area each year from 1996-2000 through aggressive cold calling and aggressive sales techniques leading to my award into the President's Club in 2000.

Use Action Words in making your Power Statement

Words like sold, trained, invented, organized, transformed, won, founded, started, initiated, led, energized.....Words that convey action and results and can be easily comprehended in a matter of seconds.

Words to avoid...facilitate, coordinate, participate, task force,words that do not illustrate tangible results which will apply to employer's needs for the job.

Try out a few of your own "Power Statements". Develop two for your most recent job and one for a previous job.

Dynamic, award winning sales executive with ten years of documented success in B2B services consistently earning 100K+ in commissions.

Efficient and dedicated paralegal with five years of experience providing support in class action litigation for major Dallas law firms.

Go ahead now with your own summary:

BUILDING YOUR RESUME

Your Resume is your personal one to two page “Sales Representative”. It is designed to get you introduced to a potential employer. It never gets you the job. A good resume gets your foot in the door to allow you the opportunity to sell yourself. Don’t expect your resume to accomplish more than that. But make absolutely sure that it does get your foot in the door.

When I was in college, most everything I learned has been long forgotten or abandoned, however, in one of my marketing courses, I learned some very basics of Sales and Marketing one day in class.

It was very simple

A I D

A

Attention

Interest

Desire

Action

For us, we must get **attention** from a potential employer usually through our resume. There are other techniques, such as networking, making phone calls, and sending emails. But usually our resume will be the item that gets attention. The amount of “**Interest**” will depend on how strong your resume is and how well you fit the profile for the job. “**Desire**” comes after you have been seen as a possible candidate and later when we discuss the Interview Process, you will learn some techniques to build Desire”. “**Action**” is getting the employer to make the move to initiate and offer and hire you. We will discuss this part in the Interviewing and Negotiating Chapters. This process is very delicate and needs to be properly managed.

TYPES OF RESUMES

- **REVERSE CHRONOLOGICAL (MOST RECOMMENDED)**
- **FUNCTIONAL**
- **COMBINATION**

Whether you are delivering your resume personally in a hard copy or electronically via the Internet, the basic elements of the resume are the same. Later in the book, we will get into specifics on how to communicate via the Internet and email. For now, let’s build the resume that will get your foot in the door.

I strongly recommend that you use the Reverse Chronological resume. If you use the functional resume, it usually means you have a very unusual and possible a questionable track record. However, the Functional and Combination resumes may also be effective.

RESUME COMPONENTS

- **NAME – ADDRESS – PHONE (HOME, OFFICE, CELL) EMAIL FAX**

We recommend using a type style which is very easy to read (Times New Roman or Arial). Use Bold for your name, employers, dates, job titles only. Try to use 12 point for most of the text and 14 point for items like your name. Using type smaller than 11 point is difficult to read. Make sure you have plenty of “white space” and have your text easy to read with the use of bullet points. Never use odd graphics, colors, or add pictures. The only time this may be appropriate is for Graphic Designers, Models and TV News Anchors, etc.

- **SUMMARY STATEMENT OR OBJECTIVE**

There is a lot of debate about the “Objective” or “Summary Statement” part of the resume. As a recruiter who reviews 300-500 resumes every day, here is how I see it:

Objective – An objective is OK if what you want to do is very clearly defined, such as “Sales Management Position in Software”...OR.... “Purchasing Director in the Automotive Industry”. The downside to an Objective is that you may often talk yourself out of an opportunity. Your background may be broad enough to do more than what your objective states. In my opinion, most objective statements are very weak and too all-encompassing.

Summary – I would encourage you not to have both a “Summary” and Objective”. Pick one or the other. The advantage of a Summary is the ability to communicate in one sentence something about your background that applies specifically to the job the employer is trying to fill. Rather than just saying “*What I Want*” (Objective), you should be communicating “*What Experience I Have That Meets Your Critical Need*”. A summary is also a good place to add special Keywords. We will talk more about Keywords later.

HERE IS HOW I SCAN RESUMES

I will typically devote 3-5 seconds per resume. Here is how the 3-5 seconds goes:

My eyes are immediately fixated on the location of the candidate and most recent job. I look for the name of the company, job title, dates (are you employed or unemployed). Then I go to the previous job and look for a rationale career progression as well as evidence that your background may be a suitable fit for my client’s opening. Immediate disqualifiers are things like: Functional Resumes (I have never placed anyone who has sent me one)...Too many jobs...Very poor logic in career path (six months as an engineer...nine months as insurance salesman, etc.)...No dates on jobs, No-Name companies, Misspelled words, Too long, more than 2-3 pages (unless a senior executive), and most common, “Is this person remotely close to being someone I can place with one of my clients or could I network with this person”. If the answer is “NO” and it is about 99% of the time, unfortunately, the job seeker has wasted his/her time as well as mine.

Clients pay a significant fee (usually \$10-50K) for me to do a search and find them the **PERFECT CANDIDATE**. My candidates must be the best of the best and typically they must be employed with a company they want to recruit from. Most of the time, this means people from Fortune 500 companies who are currently employed and have a stellar track record of success. Obviously, there are some exceptions to this and there are genuine superstars who work for smaller companies.

SOME CRITICAL RESUME RULES

- **TAILOR RESUME TO MEET EMPLOYER REQUIREMENTS**
- **INCLUDE RESULTS AND ACHIEVEMENTS PLUS OVERALL RESPONSIBILITIES**
- **EMPHASIZE MOST RECENT AND RELEVANT JOBS, ESPECIALLY THOSE CLOSEST TO THE JOB YOU WANT**
- **DON'T EMPHASIZE EXPERIENCE THAT IS 10+ YEARS OLD.**
- **ONE-TWO PAGES ONLY** (*in most cases, for senior level jobs, can be longer*)
- **MAKE IT EASY TO READ – GOOD USE OF WHITE SPACE AND MARGINS – USE TIMES NEW ROMAN 11-12 OR EASY FONT TO READ - NO ODD TYPESYLES – NO PICTURES – NO COLOR OR GRAPHICS**

- **AVOID USE OF THE WORD “I” AND “THEY” – USE “WE” AND “OUR”**
- **DEVELOP A WORD DOCUMENT VERSION TO ATTACH TO EMAILS AND AN INTERNET VERSION .** When you store your resume to your disk or hard drive, give it a name. The best name is Jane Smith resume with a date. Don't name it “Resume.doc”. It may be lost in the receiver's system, since many other documents with that name may exist. Don't use provocative or silly names in giving your resume a title, i.e. “CouchPotato's resume.doc”.
- **LEAVE OUT ANYTHING THAT DOES NOT ADD VALUE OR CREATES POTENTIAL CONTROVERSY.** Do not include “references available upon request.” Do not put height, weight, married, children, religious affiliations, karate, little league, etc. Only include extra information if it is relevant to job (i.e. CPA, member of Council of Logistics Mgt., Microsoft Certified, etc., awards and recognition only relevant to job required, etc).
- **USE KEYWORDS EFFECTIVELY**

More About Keywords

The Applicant Tracking Systems (ATS) widely available today to all major employers and recruiting firms have made even critical for you to include those keywords which are applicable to your skill set. These programs will usually rank your resume based on the number of times that certain keywords show up in your resume. It does not matter where in the text they exist. Here are a few simple rules to remember:

- If you are in a profession which has specific words or acronyms that apply directly to your work, use them aggressively. For example, Software programmers may use C++, embedded, Visual basic and other words consistent with their skills. Place the Keywords in a prominent place in your resume (after the summary, with a list to make sure they capture attention quickly in the resume scanning process).
- If your skill set is more general, such as a Sales Manager, use the words consistent with the profession. Examples may be : Commissions, Quota Achievement, President's Club, Awards, Sales Growth, etc.
- If most successful people in your field belong to certain organizations and need various certifications, use them. For example, in the world of Purchasing, a CPM is a Certified Purchasing Manager. Keywords like CPM, CPIM, NAPM, ISM (Institute of Supply Management) are very helpful. Also words like Supply Chain, Logistics, Materials, Warehousing

and Distribution are consistent with this field. Use Keywords both in you regular and Internet versions.

- It is important for you to know the job titles, company names, buzzwords and acronyms that a potential employer is most interested in. Many companies also want to pull people from various competitors or companies related to their industry. Some of the most popular are GE, Proctor and Gamble and other Fortune 500 firms. Even if you have not worked for these Fortune 500 firms, if you have had them as a client or as a competitor's, it may be wise to add them somewhere in the text of your resume.

RESUME OBJECTIVES

- **GET ATTENTION ---REMEMBER A I D A**
- **MUST BE ABLE TO COMMUNICATE EFFECTIVELY IN 3-4 SECONDS WHAT YOU DO AND HOW YOU CAN ADD VALUE**
- **CONCISELY TELLS YOUR BACKGROUND, EXPERIENCE AND ACHIEVEMENTS**
- **GETS YOU PAST THE FIRST HURDLE IN COMPETITION WITH OTHERS FOR THE JOB**
- **COMMUNICATED WITH 100% INTEGRITY AND TRUTHFULNESS**

NOTE: You will be submitting resumes in a variety of ways:

- **Hard copy for friends, networking partners, interviews. These resumes should be tailored for the audience and should be printed on high quality paper. White only 20-25# lb. Cotton/linen paper.**
- **Through the mail after making networking call and follow up. Nice paper, nice envelope with professional look**

- **Through the Internet – Job Boards.** Either using a text version, or if attachments to email are permitted, better to attach a Word document. No Zip files or difficult to receive attachments. Make sure your system is virus free.
- **Through email.** Follow the instructions of the firm making the request. When possible, attach a Word document with brief emailed letter expressing interest.

Note: Always have copies of your resume with you in your car and with you when you attend networking and other functions. You should have tailor made copies for specific opportunities. Do your homework and learn about the employer the job needs.

RESUMES TYPES

Reverse Chronological

This is the recommended format for most people. This resume starts with your most recent job and discusses your work history back to your graduation from college or high school. Most of the time, if you use the other formats, the recruiter will generally be suspicious that you have a dubious track record. However, you may still have a very effective resume using the other formats.

Functional

The Functional Resume will start with your name and contact information and then move to specific skills which may be of interest to the employer. For example, if you are a CPA and have worked in Accounting for the past ten years with eight different firms, because your spouse has moved frequently, rather than listing all the companies in the beginning of the work history, you may be better off to list your skills set and discuss specific accomplishments over the past ten years. Later in the resume, you can list the companies and the dates.

Combination

Again, you will always start with your contact data and your summary, but there are times when the standard resume and the functional can be combined. Some examples

may be: A consultant who has had his/her own practice as well as a corporate career, a husband or wife who has chosen to go back into the workforce after several years of raising their children or taking care of a relative. The main objective is to put your best foot forward while at the same time being up front about your background.

YOUR RESUME - NAME HERE

Your address,
City, State, Zip
emailabc@aol.com

Phone Home: 817-333-4444
Office: 817-444-5555
Cell: 817-999-8888

SUMMARY - Your one–two sentence summary goes here and it should give a split second look at what you do. Also after the summary include a list of keywords which apply to the job you seek. In the IT world, they can be numerous, in other businesses, each industry has its own buzzwords, acronyms and various associations and keywords. Don't overdo it. Just include the ones that may be scanned from your resume. For an internet resume this is even more critical.

WORK EXPERIENCE

YOUR MOST RECENT EMPLOYER – Location

Date-2007

Your Job Title

Power Statements...achievements... mmmm mmmmmm mmmm mmmmm mmm
mm
mm
mm.

Up to three power statements for most significant job which related to the job you want to get next!!!.....
..... mmm
mm.

Summarize previous jobs if they are relevant, if not leave them out.

EDUCATION

UNIVERSITY OF vvvvvvvvvv, degree and date if you wish. Don't mention GPA unless it is relevant or with honors (3.5 or +)

Mention all degrees, plus additional coursework where relevant

PROFESSIONAL AFFILIATIONS

- Don't mention religious affiliations, political organizations, anything that could create controversy. It could cost you the job. Mention relevant trade or industry organizations, affiliations as well as certifications or relevant awards.

Cover Letters

Cover letters should be very simple. You are introducing your qualifications to a prospective employer, recruiter or networking contact. Whether you are communicating via regular mail with a hard copy or using email, there are several key ingredients to a successful cover letter:

1. **Introduction – Opening Statement** – The best case scenario is when you have done some networking within the organization and can say that Mr. John Smith recommended that you contact him/her. Then you would make your opening statement concerning your interest in the company or a certain position. This statement should be concise and powerful. Also, if you are responding to an ad please list the job title and reference number if available.
2. In a complete cover letter (not an emailed response to an online ad) you will want to use some of your **“Power Statements”** discussed earlier which are most applicable to this company or the specific opportunity. The letter must be tailored for the job and the company. For example, if you know that the company is expanding in an area where you have had a great deal of experience, mention the item that has the most relevance to this job opportunity.
3. **Conclusion** – Use words which illustrate your interest and follow up on your part. If you are sending hard copy, you could say that an email will follow and you look forward to talking with them soon. If you are emailing, you can say you are following up with a hard copy. Usually, the less you know the contact, the less wordy the cover letter should be.

Some tips to remember: Save your document both in an ASCII file as well as a Word Document and give them a name that is easy to remember (i.e. JsmithLetter.doc). In a hard copy, you will use a regular business letter format (Address, Block Style, with a salutation such as Ms. Smith, and a closing such as Sincerely or Best Regards). In an emailed version, memo style is acceptable and the emailed version should always be very brief. Many emailed cover letters are never read due to their length and many of the systems in place will not read a cover letter transmitted electronically. Also, often, candidates attach separate documents for the resume and cover letter. Often, the cover letter is never read due to time constraints. That is another reason to make sure your email has a very quick, relevant cover letter that capture attention and builds interest.

The basic rules of Cover Letters are to be brief, project a positive image and communicate the relevant experience which may be of value to the employer. If you are doing a mailing campaign to executive recruiters, it is also important to mention your recent compensation and your ability to relocate if necessary.

Cover Letter Examples

Response to a Typical Internet Posting

Dear Mr. Laux,

I am sending my resume in response to your VP-Supply Chain position (Ref. VPSC) posted on Hotjobs May 7. I believe my background may be an excellent fit for your client.

I look forward to talking with you soon to learn more about this exciting opportunity.

Sincerely,

Betty M. Good

817-555-5555

bmgood@ispsomehwere.net

Begin resume text here

Response to networking request for information

Dear Mr. Laux,

I enjoyed our discussion concerning your search for Vice-President Supply Chain for ABC Company. Attached is my resume as your requested.

As you will see in my resume, I have had a great deal of experience in Supply Chain and Purchasing with GE, Black & Decker and more recently with Lucent Technologies. In our conversation you discussed the importance of IT and Telecom Purchasing. In my

most recent position at Lucent, I was in charge of Global Sourcing for technology and Telecom and managed a \$500M spend. We were successful in implementing programs which generated \$50M in savings per year since 1999.

During my career, I have been recognized as “Purchasing Manager of the Year” in Purchasing Magazine in 1998 and remain very active in industry functions. I am very excited about learning more about the opportunity with ABC Company..

I will call your office tomorrow. Thanks for your interest.

Sincerely,

John A. Star

817-555-0000 Attach Document or other method as discussed in phone conversation
johnstar@aol.com

NETWORKING 101 WHERE TO BEGIN

Start with those who know you the best

- **Family**
- **Friends**
- **Current / previous employer, peers, colleagues**
- **Previous employers past 10 years, former colleagues**
- **Vendors**
- **Competitors**
- **Trade association contacts**
- **Networking groups**
- **All others, make a list**

Then, from this list of people, ask for referrals of those who may lead you to the next job: These people should include

- **Target company HR Directors, managers and other contacts**
- **Executive Recruiters**
- **Former competitors**
- **Former suppliers and industry contacts**
- **Key decision makers**

Right now, make your list of the first 20 people you will contact along with Phone numbers. Document when you call them and develop a contact list using your software (Outlook or other).

Name	Relationship/Company	Phone	Email

HOW TO NETWORK

- Develop your primary network list
- Get phone numbers, email addresses and keep track using a database.
- Prepare the story using your 75 second intro
- Practice what you will say and be prepared to follow up with resumes, calls for appointments and other follow up.
- Develop the ability to get past voicemail, but if you have to leave voicemails, use techniques to guarantee better results.
- Ask questions of the gatekeepers and get them to help you make contact. Be polite, but persistent.
- Plan your schedule for the week and make at least 30-50 phone calls everyday, more if possible.
- Follow up on all phone calls. Call back promptly.
- Keep track using database and schedule callbacks as well as those who did not return phone calls. Call them back again, up to three times.

NETWORKING TIPS – USING THE PHONE

- Prepare a script to use the first few times – This should include, your name, referral name (very, very important), why you are calling, can we talk now?, give them a brief intro 60-75 seconds, thank them, ask how you can be of help to them. You never ask for a job at this stage, you are merely seeking information.
- Try this out on your close friends and associates first
- Record your “scripted” conversations and practice with friends, family
- Relax, be yourself, don’t talk too fast and always, always, allow them the opportunity to talk more than you.
- Smile when you are talking. Standing up may help too.
- Don’t talk too loudly or softly. Use tape recorder to practice.
- Don’t call from your cell phone, use a land line. Try to avoid receiving calls on your cell phone, unless absolutely necessary.
- Never, ever, use foul language of any kind, never be critical of anyone, especially your previous employer.
- Never, sound dejected, depressed, victimized or someone sounding desperate. People never get hired because they need a job, they get hired because they can help a company make money. The greater the perception that you can help them, the better your chances of getting your next job.
- Find out the best time to call. In some companies, key executives, get in at 7am and some can be caught at 8pm. Calling very early or very late is usually most effective. Get the direct number whenever possible. Monday mornings are usually not good, avoid the days after a Holiday or your contact’s first day back from vacation.
- Remember that your goal is to generate interest and to get a face-to-face meeting. Keep the conversation short and businesslike.
- After a good networking call, send an email or a letter to express thanks and get your resume in their hands.

Chapter 5 – Using the Internet Conducting Basic Research

By now, we have made numerous references to using the Internet in your search. In this chapter, we will review some of the topics briefly discussed, provide some of the basic rules for getting the best results out of your efforts online and discuss some of the most useful sites in gaining research on companies and recruiters.

KEY FACTS TO CONSIDER

- **HERE IS A BREAKDOWN OF RECENT ESTIMATES ON HOW PEOPLE ARE FINDING THEIR NEXT JOB :**
 - **70-75% NETWORKING CONTACTS**
 - **12-15% EXECUTIVE RECRUITERS**
 - **5-10% INTERNET POSTINGS AND DATABASES**
 - **2-4% NEWSPAPER ADS**
 - **0-11% ALL OTHER**

These estimates will vary from industry and type of position. For example, in the tech world, the success rate is higher using Internet postings. In other industries, the rate may be lower. There has been a strong trend towards Internet activity, but most career counselors will still admit that most jobs are found through aggressive networking.

- **OF THE CURRENT MAJOR JOB BOARDS – recent estimates**
 - **MONSTER HAS 22,000,000 RESUMES AND 700,000 JOBS**
 - **HOTJOBS HAS 10,000,000 RESUMES AND 400,000 JOBS**
 - **CAREERBUILDER HAS 16,000,000 RESUMES AND 500,000 JOBS.**
 - **TROUBLE IS, THEY ARE THE SAME PEOPLE SEEKING THE SAME JOBS. YOUR CHANCES OF GETTING A JOB OFF THE INTERNET ARE NOT GOOD. INVEST YOUR TIME WHERE YOU WILL GET THE BEST PAYBACK. NETWORK!!!**

Some Basic Rules

To maximize your efficiency online, we strongly recommend that you **get high speed internet access** via a cable modem or DSL line. However, if this is not feasible, a good dial up service will be ok, but will take up more of your valuable time.

Remember, that when you communicate online, it is just like dealing with people in the workplace, you must always be respectful of others. This means using the same rules of etiquette applied to the Net, or “Netiquette”. In regards to doing a job search, some of the basic rules of Netiquette are:

- Have an email address dedicated to your search that looks professional, such as “JoeSmith@aol.com” instead of “wildmanjoe@aol.com”. The same goes for your voicemail as you receive phone calls. Make sure the person at the other end thinks you are a true professional and possibly the right person for the job.
- In your email communications, make sure you use good grammar, spelling is perfect, you have addressed the proper person(s) and that you are always positive and respectful.
- Make sure your system is virus free and use Norton or McAfee or other program to ensure it remains virus free.
- Remember that once you place something in email or on the Internet, it is public information and can be circulated widely.
- Never spam anyone or use “Resume Blasters” to potential employers where you know that your background is not a good fit.
- To protect your system, get a **Firewall** to prevent hackers from getting to your data and destroying your system.

Researching Companies Via the Internet

Your Internet efforts need to be compliment your overall networking strategy. It is easy to be overwhelmed with the vast number of Internet sites. We recommend identifying the top 25-50 companies that best fit your background and checking out their websites. Most large employers will post many of their open positions. Some of the better sites you can use to find these companies are listed below:

To Find Employers

www.google.com	Search Engine – Type in keywords for company
www.hooversonline.com	Great for basic Employer research
www.ceoexpress.com	Excellent search site for companies
www.bigbook.com	Internet version of Yellow Pages
www.verizon.com	Yellow pages
www.yahoo.com	Search Engine
www.altavista.com	Search Engine
www.hotbot.com	Search Engine
www.dogpile.com	

Go to specific company websites. Use stock symbol on financial sites for additional information:

www.bloomberg.com
www.msn.com
www.cnnfn.com

Finding Search Firms on the Web

The best source is the Kennedy Directory of Executive Recruiters. The Kennedy website is www.kennedypub.com. This Directory has the names and contact information for several thousand recruiting firms in the U.S. It is a “Big Red Book”. To save money, go to the local Library or visit a major bookstore and check it out. If you buy the book, you can also use the CD-Rom for an extra fee and do mailing to targeted search firms.

You can also do numerous searches on any of the major search engines. For example, if you are BSME in the Automotive industry and you are looking for an opportunity as a mechanical Engineer in Chicago and you want to find a recruiter, try this: Go to www.google.com, use keywords recruiter, automotive, Chicago. You would find several excellent sites with the names of recruiters in the field as well as complete listing of jobs on numerous. The other technique which is most useful, is using the large national job boards, such as www.monster.com and do searches on the type of job you want and identify the top 3-4 recruiters who work in your field and give them a call to introduce yourself.

For a listing of HUNDREDS of excellent websites, go to pages 75-96 of Chapter 14!

RESEARCH AND TARGETING

- **TARGET EMPLOYERS**
 - Those who are in your industry, local, most desirable employers. Use websites, phone book, contacts and other means to identify.
 - Make a top fifty list for employers and a Top 25 list for recruiters.
 - Initially make calls and follow up correspondence, then focus on top 10 employers which offer the best chance of success.
 - Through networking, identify competitors, suppliers and others related to your field.
 - Use local job boards to find who is hiring in a local market or industry.
 - Use industry organizations to help in functional areas (i.e. ISM or NAPM for Purchasing, CLM for Logistics, SHRM for Human Resources, etc.).
 - Once in the interview process, learn more about hiring managers, company culture, growth, trends via internet and other research. Use Public Libraries effectively. Each library can help you identify top local employers and help you with additional research.

- **IDENTIFYING KEY PLAYERS – Employers**
 - Use Internet, newspapers, industry publications to find who the movers and shakers are and who may be hiring.
 - Contact members of your network to make contact.

- **IDENTIFY THE KEY RECRUITERS IN YOUR FIELD / MARKET**
 - Use the Kennedy (Red Book) to identify recruiters. Go to Barnes & Noble, use website or borrow a copy.
 - Use the Internet (google.com is a great search engine to use).
 - Review job postings and find the recruiters working in your field
 - Ask friends, networking partners who they have worked with in the past.

HOT TIP OFTEN OVERLOOKED – Go to the library or search the web for the top 3-5 trade journals in your industry. Look in the back of the magazines for the recruiters who work in your industry, functional area or specialty. These recruiters will usually be able to help you quickly, since they are usually working this specific industry and are very specialized. Contact them via email and phone if possible.

Chapter 6 – Job Boards

The Internet has helped revolutionize the way people look for jobs and the way that recruiters and employers look for qualified candidates. In the mid 1990's, major sites such as "The MonsterBoard.com" led the way and gained critical mass. Numerous other sites followed to the point that we now have over 40,000 internet sites devoted to online job searching. Later in this chapter, the top jobs boards are listed. Over the past two years, the area of greatest growth has been in the "Specialty" job site which is industry or functional specific (i.e. www.jobsinlogistics.com or www.careersinfood.com). In addition, alumni groups are now very popular and can provide excellent access to good jobs and networking opportunities.

The bottom line is, there is so much information available that **YOU MUST FIND A WAY TO PRIORITIZE ALL THIS STUFF.**

Our recommendation is to spend no more than 1-2 hours a day working on the Internet engaged in your job search. Yes, use the Internet to find some good job leads, apply for the best ones. But most importantly, remember that about **75% of all job seekers get their next job from NETWORKING**, not applying to an online ad. We estimate that 5-15% of jobs are filled via the Internet. For tech jobs the number is much higher, but in fields like Sales & Marketing, Accounting, Human Resources, the number is fairly low.

As a recruiter, I do use several of the services available and spend a significant amount of money on them. However, most of the jobs I have filled have been from networking with people I have known over the years and candidates who I know are truly outstanding. The Internet does provide me with a source of candidates from time to time, but the best ones usually aren't looking for a job. Sometimes they are. These are the "**needles in the haystack**" and I have found a few on the Internet. I have also found a lot of people on the Internet who I got to know as a networking partner and we have stayed in touch. These are people who work for companies which are of greatest interest to my clients (Fortune 500 food companies and top tier Consumer products firms).

Before we get into more depth on using the job boards, here is a list of the most common mistakes job seekers make when using the major job boards:

TOP TEN MISTAKES – USING JOB BOARDS

- **Not being focused – spending too much time on too many sites**
- **Applying for jobs which do not fit background and experience**
- **Failure to follow strict instructions**
- **Trying to beat the system and go around HR Contact or recruiting firm**
- **Applying more than once for a posting**
- **Assuming that the only valid postings are the “freshest”**
Searches often take months, even if a job was posted 60 days ago, apply if you are a fit.
- **Having a poor quality resume and/or cover letter. Usually too long.**
- **Failure to take advantage of communicating your “Soundbite”**
- **Failure to focus on most recent experience (past 10 years)**
- **Missed opportunities to use job board as a research tool to get to know recruiters who specialize in your field.**

There are three key areas we will cover regarding the job boards:

1.Looking for the Jobs Posted that are of interest to you

We recommend using the top 3-5 national job boards to start scooping out the market and then use a few specialized sites which reflect your industry, job or location. To begin, you will need to become tuned in to the concept of keywords. For some of you this is very easy. If you are a CPA looking for a CPA firm in Dallas, Texas, just go to one of the boards and type in “ Accounting and Dallas “ and you will see what is available. If you are a Plant Manager in the Food Industry, type in “Plant or Manufacturing” and Food” and see what come up. You will need to learn how to use the “Boolean” techniques. They are very simple and advice is available on every site.

These are some of the sites with the highest traffic and greatest number of jobs as of August 2002.

www.monster.com
www.careerbuilder.com
www.hotjobs.com
www.nationjob.com
www.recruitersonline.com
www.net-temps.com
www.computerjobs.com
www.careerjournal.com
www.ajb.com
www.dice.com
www.brassring.com
www.employerdirect.com

These are some Specialty Sites for Mid-Senior level managers that I have had great success with.

www.6figurejobs.com (Free to job seekers) For jobs @ \$100K+
www.execunet.com (There is a charge to members for access to high level jobs. Usually a very good selection of real jobs which are usually not posted on most sites.
www.netshare.com (Similar to Execunet)

As I mentioned there are tens of thousands of sites. You will find that 80-90% of all the jobs online are posted on the top-3-5. True specialty sites in your field are worth pursuing, but be selective about them and do not spend too much time on sites which have very little traffic. In the appendix, you will find a comprehensive list of many more sites.

So go ahead and get online and look around. Let's say you are online right now and up pops the screen with two pages of jobs (20 jobs per page) that look very good in your home town. What will you do?

Hint: This is a pop quiz!

- A. Apply to all of them immediately and attach your word document resume
- B. Read the first 10 and apply to them only since they are the newest ones.
- C. Review all of the jobs and pick the best 3-5 and apply to them
- D. Study all the jobs, narrow down to a few that look good, check out the websites of the recruiters and the companies that posted the jobs and then apply to all the jobs you are truly qualified for and are truly interested in (whether it is 1 or all 40).

The right answer is on the next page

The right answer is D.

You can learn a great deal about the local job market for your skills by figuring out who is hiring and what is available. We will talk more about networking later, but always remember that the **Internet is a more effective NETWORKING TOOL than a job hunting tool, for you it should be BOTH.**

2. Applying Online

The main rule here is : **FOLLOW INSTRUCTIONS**

As you navigate through numerous sites such as Monster and Hotjobs, you will find some variation in what is required. It is very critical to read each posting and if you 1. **ARE TRULY INTERESTED** and 2. **TRULY QUALIFIED** Be sure you read what the employer or the recruiter ask. If you answered one of my postings, I would ask that you send me a “Word Document” attachment of your resume to my email address: info@searchssp.com. I ask that you send no zipped files (they are a lot of work for me to unzip) and that you do not call. Also, I truly hate getting faxes, since they cost me money and time and they do not allow me to email the resume to my client.

PET PEEVES FROM A RECRUITER

As mentioned above in the “Top Ten Mistakes”, some of these issues have caused both job seekers and recruiters to become less efficient. One of the biggest problems today in the world of recruiting and job hunting is that people are not being honest with themselves. Every day, I literally get hundreds of resumes from people are not even remotely qualified for the job which was posted. I don’t mind if someone sends a resume if they may be qualified for a related job, but at least sometimes, they have the decency to say, “I am not a good fit for the Plant Manager job, but if you ever have a need for a great Quality Manager, please give me a call”.

Another problem: Sending your resume over and over again. I have had candidates send me over 50 resumes during a 2-3 month period after I told them they were not a good fit for the posted job.

More grief: Sending emails and calling repeatedly to check the status of a search when I have shown no interest in their candidacy.

Trust me, if your resume looks good and can be a possible fit and the recruiter and the other end of cyberspace can make \$10-40K placing you in a job, you are going to hear from him or her! Otherwise, you probably will be kept on file for a future opportunity.

3. Posting Your Resume Online

There are some very important rules here:

1. If you have a job and you are concerned about your employer finding out that you are looking, **DON'T POST.**
2. If you have a job OR are at a senior level (Let's say 120K+). If you post your resume, you will NOT be attractive to retained and higher level contingent search firms who do searches at the \$150K level and up. It could be quite embarrassing to a recruiter to submit a senior level candidate who has made themselves available publicly on a website.
3. If you are an aggressive job seeker and unemployed and you have not been courted by search firms, **go ahead and post.**
4. Once you land in the new job, immediately take your posting off the job boards. You would not want your new employer thinking that you continued to look for a new job after they hired you.
5. Keep track of where you have posted your resume. Once it is out there, it is public information. Be very careful about the security policies of the websites. There have been cases of identity theft on the Internet.

VERY IMPORTANT ADDITIONAL RULE – Don't pay extra to get your resume prime position or a more advantageous location. Recently Monster and other services have started to try to exploit "Additional Revenue Enhancements" by getting job seekers to pay extra to get noticed.

Don't fall for this. Here is why: If you do this, it could actually work to your disadvantage, because it makes you look desperate. A recruiter may think "Wow, this guy is really unemployed and is buying an ad to tell us". The other reason, is that there is a way for you to get better exposure for free!!

HOT TIP – On many of the major sites, especially Monster, information from recruiters or from job seekers "Gets Old Fast". For example, if I post a job on Monster, I may get 300 resumes in the first 24 hours, followed by 50 the next day and then about 2-3 a day for a week, then it dies. While the posting is up for 60 days, all the activity is in the first 48 hours. There are two conclusions you should draw from this:

FIRST, The same thing is happening with your resume. If you post it today, it quickly goes down the list rapidly. You should "Edit" or "Refresh" it every few days for the first week or so when you post. Don't refresh every day. It makes you look desperate. But, if you never update it, it quickly goes so far down the list, few recruiters will look for you.

SECOND, as the recruiter pays for a posting that lasts 60 days. It is very rare that jobs are filled within a few weeks of a posting. Often, they aren't even filled after 60 days. If you assume that the older jobs are not valid, you may be missing out on many great opportunities.

Ok, now that we have the ground rules laid out. You're ready to post that resume. **Remember your "SoundBite"?** Please review the next page. This is an example of where your soundbite can have a great payoff. In the database of Monster.com, there are 14,000,000 resumes on any given day. Can you imagine how many "Project Managers" or how many "Sales Managers" there must be in this crowd? When an employer or recruiter using the Monster database does a quick search and looking for a person with a certain title, here is an example of what pops up on the screen:

Let's do a search for a Controller in Chicago and see what come up: On this day 200 resumes popped up. In the entire database, there are well over 3000 resumes. Please note that some candidates do a better job communicating their 100 character soundbite than others. None of these are great, but this is a typical example of what a recruiter will see. The closer this soundbite is to matching what the recruiter is looking for, the better the chances are that your resume will get a "Hit".

Here are a few hints:

Never just say "Jane Smith's Resume". Or a statement which means nothing, like "Great Resume".

Project professionalism and credentials, CPA, MBA, VP-Sales, anything that shows your experience and proof of performance.

Avoid sounding Desperate...Need Job Badly....Will work for Food.

Avoid touting 30+ years of experience or say "Took Early Retirement"

No Hard Luck Stories

Always include Salary Information

IMPORTANT

The following information was pulled from Monster.com at random. Names of the individuals were deleted. The purpose of this page is to illustrate how you can effectively use your "soundbite" from pages 16-17 more effectively. Read the next page and ask yourself which individuals would capture your attention if you are the

recruiting manager. Please refer to Page 16 and develop your 100 character or less soundbite. That is how much space most of the job boards will give you. If you take the time to communicate effectively right here, this can make or break your Internet resume posting efforts!!!

	Location	Title	Job Site	Name
	US-IL	Senior Network Architect / Engineer/ Team Lead Support Will Relocate - Full Time Part Time - Employee Temporary/Contract/Project - Master's - 82000 USD/yr	Monster	Confidential US-Authorized
	US-TX	Process Improvement Management Won't Relocate - Full Time - Temporary/Contract/Project - Master's	Monster	cccc US-Authorized
	US-IL	Purchasing/Buyer/Warehouse Won't Relocate - Full Time - Employee - Associates	Monster	Confidential US-Authorized
	CA-ON	Proven Multilingual President Will Relocate - Full Time - Employee - Professional - 150000 CAD/yr	Monster	ccc US-Not Authorized
	US-IL	Software Developer/ Test Engineer Will Relocate - Full Time - Employee - Master's	Monster	xxxxxxx US-Authorized
	US-TN	control technician Will Relocate - Full Time - Employee - Some College Coursework Completed	Monster	xxxxxxxUS- Authorized
	US-IL	Software/Application Developer from Deloitte and CS/Carnegie Will Relocate - Full Time - Employee - Master's - 75000 USD/yr	Monster	xxxxxxxxS- Authorized
	US-CA	Finance -- Controller / Financial Planning & Analysis / Merg Will Relocate - Full Time - Employee - Bachelor's - 85000 USD/yr	Monster	xxxxxx US-Authorized
	US-FL	Accounting Manager/Controller/Human Resource Manager Won't Relocate - Full Time - Employee - Bachelor's - 40000 USD/yr	Monster	Confidential US-Authorized

Online Resume versus Standard

In developing your online resume, only a few minor changes are necessary once you have built your resume in Microsoft Word or some other format. The assist way to address the online resume is to take your Word document and change it to ASCII or text format. This move will take out the bullets, bold and other items which may cause the resume to be distorted by the receiver of your document.

For example, the sample Resume illustrated in Chapter 3 is shown below in text format:

YOUR NAME HERE

Your address,
Phone Home: 817-333-4444
Office: 817-444-5555
Cell: 817-999-8888
Email address

SUMMARY - Your one-two sentence summary goes here and it should give a split second look at what you do. Also after the summary include a list of keywords which apply to the job you seek. In the IT world, they can be numerous, in other businesses, each industry has its own buzzwords, acronyms and various associations and keywords. Don't overdo it. Just include the ones that may be scanned from your resume. For an internet resume this is even more critical.

WORK EXPERIENCE

YOUR MOST RECENT EMPLOYER – Location Date-2002
Your Job Title
Power Statements...achievements... mmmm mmmmmm mmmm mmmmm mmm
You're your online resume brief. two-three three power statements most relevant for the job you want.

PREVIOUS EMPLOYER, Location Date
Your Job Title
Power Statements....again focus most on what your new employer will be most interested in.

PREVIOUS EMPLOYER – Location Dates
Your Job Title
List one Power Statement most relevant to the job you want.

PREVIOUS EMPLOYER-Location Dates

Your Job Title

More Power Statements, now as you move past the last 10 years of your career, you need to give a little less detail and can be more general, however, do mention notable achievements relevant to the job you are seeking

EDUCATION

UNIVERSITY OF vvvvvvvvvv, degree and date if you wish. Don't mention GPA unless it is relevant or with honors (3.5 or +).Mention all degrees, plus additional coursework where relevant

PROFESSIONAL AFFILIATIONS / AWARDS / CERTIFICATIONS

In using your text copy of the resume, try to keep it brief and usually confined to one page. Each of the major job boards has its own format. It is very important that you use their format effectively and fill in all the blanks.

Here are three sample resume taken randomly from Monster.com, Headhunter (Careerbuilder.com) and Hotjobs.com followed by a brief critique of each resume.

Monster.com – Here is the resume of an HR Generalist. He/she has posted the resume in a confidential format.

Confidential Resume

Human Resources Generalist

Resume
xxxxxxxxx_____

OBJECTIVE

To obtain a Human Resources position in a challenging and growth-oriented organization where I can become part of a team who will provide HR leadership and partner with management to achieve short and long-term business goals and objectives. Bilingual HR professional with 5+ years experience in the Compensation and Benefits area. Strong communication, interpersonal and organizational skills. Energetic, self-starter and capable of managing multiple priorities and meeting deadlines. Experienced with global business relationships and knowledgeable with Federal and California Wage/Labor Laws.

TARGET JOB

Desired Job Type: Employee, Temporary/Contract/Project
Desired Status: Full-Time
Site Location: On-Site

Description of my perfect job:
To be working in a diverse, fast paced, and growth-oriented company utilizing my HR leadership skills and knowledge in recruiting, training and development, managing employee relations, and administering benefits and compensation programs.

Career Level: Mid Career (2+ years of experience)
Date of Availability: >From 1 to 3 months

TARGET COMPANY

Company Size: No Preference
Category: Manufacturing and Production

Description of my ideal company:
Growth-oriented, diverse, and can provide a challenging work environment to the employees while recognizing the importance of pay for performance and open communication.

TARGET LOCATIONS

Relocate: No

US-CA-

WORK STATUS

US I am authorized to work in this country for any employer.

EXPERIENCE

7/1999 - 12/2001 abc Corporation Somewhere, CA

Business Analyst

Business Analyst for a \$6 Billion Company providing Relationship Technology(TM)solutions to customers worldwide.
*Worked with Sales/Account Teams, Product Managers, Global Sales Support Team, Marketing, and Information Technology Group to ensure Sales team are provided with appropriate training, tools and information to be able to present customers with competitive product/professional services offerings.
* Administered virtual training to sales team and field engineers which reduced training expense by 30%.
* Provided expertise on internal process improvement to help alleviate customer issues.
* Resolved customer complaints effectively which resulted in customer satisfaction and repeat business.
* Served as liaison between Sales people and Internal Sales Order Support channels to facilitate quick order problem resolution.
* Worked with cross-functional teams to prevent and resolve conflicts and customer-related issues.

4/1996 - 7/1999 abc Corporation Somewhere, CA

Buyer Analyst

* Implemented efficient procurement processes and cost-effective management of materials/services to support overall needs of Eng'g Prototype group which reduced inventory expense by 20-30%..
* Provided cost and quality analyses that positively impacted company's bottom line spending while obtaining quality products and services in a timely manner.
* Identified and qualified vendors and enhanced business relationships with third party manufacturer. Internal customer satisfaction survey results increased by 20%.

9/1989 - 4/1996 abc Corporation Somewhere, CA

HR Administrative Specialist

* Participated in the Corporate planning, development, and administration of various employee compensation and benefits program including broad-banding pay system introduction, Exempt/Non-Exempt Merit Increases, Sales Incentive and local award programs.
* Analyzed, evaluated and provided feedback on salary surveys/benchmark to help implement a competitive compensation and benefits package.
* Co-managed recruitment, technical intern program, and interacted with temp agencies for contract hiring.
* Developed a compensation manual that served as guidelines to managers and payroll in transitioning local payroll to corporate.
* Assisted with headcount reporting and staffing needs (including expatriate programs and H1 Visa employees).
* Administration and ongoing communication of employee benefits and procedures regarding Sick Leave, Vacation Policies, FMLA, Workers Comp, Military Leave, Jury Duty, etc.
* Managed employee relations and co-lead Diversity Awareness program which increased employee understanding and facilitated employee cooperation. (Employee Satisfaction survey results increased by 30%).
* Provided training and communications for corporate initiatives and other programs.
* Handled AAP/EEOC reports and ensured management were in adherence of the Federal and California Wage/Labor Laws.
* Successful representation and advocacy of employee concerns which helped reduce complaints/grievances, and prevented future lawsuits.
* Managed new hire orientation and termination process (including exit interviews).
* Assisted with employee selection process and new hire drug screen testing.
* Participated in the organizational development training and 360 degree management

feedback.
* Handled yearly employee survey administration and survey results analyses.

EDUCATION

7/2000	University of abc	US-CA-
Bachelor's Degree		
BSBA/Marketing		
10/1999	Abc University	US-CA-
Certification		
Teradata Certified Professional		
7/1995	University of xxxxx	US-CA-
Certification		
Human Resources International Management		

AFFILIATIONS

1/1995 - Present	abc Employers Association	Member
1/1994 - 12/1997	SHRM	Member

SKILLS

Skill Name	Skill Level	Last Used	Experience
MS OFFICE	Expert	Currently used	7 years
HRIS/PEOPLESFT	Intermediate	+4 years ago	3 years
ORACLE/TRIOLOGY	Expert	2 years ago	2 years
SQL/TERADATA	Intermediate	1 year ago	1 years

ADDITIONAL INFORMATION

Bilingual French
Minimal Spanish

Recruiter's Critique: Overall this is an "Typical Resume" that you find on Monster. Overall this would get a B- to a C+. The discussion about each job is too lengthy and the Objective, Ideal Job has redundant information. This person has been out of work for some time and this is usually a very large negative for prospective recruiters/employers. Note how you will need to fill in the blanks. Make your "Power Statements" brief and effective. Try to keep it all to one page.

Career Builder.com

Job Seeker **Vice President**

Name XXXXXXXX

Email XXXXXXX

Location US-xxxxx-

Experience Less Than 1 Year

Desired Job Type Full Time

Desired Employment Type Employee

Relocate LocalArea

Degree None

Will Travel Negligible

Government Security Clearance No

Authorized to Work in This Country No

Energetic leader with 18 years of experience in supply chain, logistics, purchasing, forward planning and manufacturing seeking a challenging teamwork environment open for change. Strong executive leadership at a young age in the automotive industry including significant overseas experience. Highly skilled in strategic planning with a proven track record as a "changemaker" in difficult environments.

EDUCATION:

1989, MBA Wayne State University, Detroit

1985, BA Supply Chain Management, Michigan State University

LANGUAGES:

English - Native

Portuguese - Fluent

Spanish - Conversant

German - Basic

WORK HISTORY:

ABC Corporation, Detroit, Michigan

Director, Supply Chain Joint Venture
May 2000 to Present

- Successfully led a team creating a \$6 billion joint venture, the largest in the industry between a supply chain technology provider and an industrial partner (Wall Street Journal 12-14-00).
 - Recruited a high-performance negotiating team comprising Legal counsel, and experts in Finance, Information Technology, Process re-Engineering and e-Business.
 - Under my direction, the above-mentioned JV met its business plan in terms of Profit & Loss in its first year, has grown to 225 employees, incorporated in 6 countries, and is delivering the anticipated efficiency gains in GM's Supply Chain.
 - Developed and leading a strategy to transform GM's Global Logistics department from a low-tech decentralized operational organization into a highly-skilled Global Supply Chain "manager of information" via an end-to-end integrated suite of supply chain solutions.
 - Directed the implementation of a supply chain visibility system through the above-mentioned JV which resulted in an immediate inventory reduction of finished vehicles in-transit savings of \$12 million and a 12% reduction in delivery time to our customers.
 - Championed an "after-hours" delivery program of finished vehicles affecting 40% of all vehicles GM produces, reducing an additional 18% of delivery time to our customers.
-

ABC, São Paulo, Brazil
June 1996 to April 2000
Director, Supply Chain Planning

- Implemented a GM North American-based "Production and Order Management System" in Brazil and Argentina by commonizing the vehicle ordering process with GM North America.
 - Implemented a GM North-American-based ERP system in Brazil and Argentina under budget (\$24 million) with no disruption in production.
 - Created and led a Production Readiness department out of the displaced personnel from the above-mentioned system implementations allowing GM Latin America to launch two new European vehicle platforms flawlessly.
 - Directed a team of Forward Product Planners for all future vehicle platforms and eventually merged the aforementioned Production Readiness department with the Purchasing Forward Planning department.
 - Re-engineered the "master scheduling" process for the Mercosul region by gaining approval from Marketing & Sales, Manufacturing and Materials Management, resulting in a 90% reduction of incompletely assembled finished vehicles.
 - Led a department of 130 Brazilian employees during this assignment; downsized to 110 while accomplishing all of the above; approximately 100 learned English during my tenure.
 - Promoted to executive status after only nine months in Brazil.
-

ABC North America, Detroit, Michigan
August 1994 to May 1996
Manager, Vehicle Logistics Distribution

- Managed finished vehicle distribution for 5 million vehicles per year that were produced and/or sold in the U.S., Canada and Mexico.
 - Extensive travel throughout this assignment in Canada, the U.S. and especially Mexico, leading to significant throughput advancements at our ports, major international gateways and railroad terminals.
-

ABC Assembly, Pontiac, Michigan
April 1993 to July 1994
Supervisor, Material Handling

- Supervised 35 hourly and skilled trades UAW employees.
 - Implemented a "small lot pull" lean manufacturing process reducing material handling headcount by 25% and reducing in-plant inventory by 40%.
-

ABC North America, Detroit, Michigan
May 1989 to March 1983
Senior Statistician, Logistics Department

- Negotiated and implemented several large North America-wide logistics contracts resulting in a single nationwide air freight carrier, single nationwide specialized equipment provider, as well as several other projects resulting in annual savings in excess of \$50 million
-

Various ABC Locations in Lansing, Pontiac and Detroit, Michigan
June 1984 to April 1988

- Variety of entry-level and analytical assignments at several GM locations involving Transportation, Logistics, Production Control, Purchasing and Material Flow activities.
-

Executive Leadership Training

Completed "Leadership: Your Perspective" at the Center for Creative Leadership, a week-long 360-degree view of leadership capabilities as well as psychological analysis and motivational training. Willing to share results of the analysis and feedback.

Within the past 18 months, I have spoken at several Supply Chain Conferences, most notably the Council of Logistics Management Global Conference in Kansas City, as well as several universities, and the U.S. National Defense Agency.

Personal Information:

Married, no children.
Age - 39.
Willing to relocate anywhere in the world.
Willing to travel.
Exercise frequently by running.

Recruiter's Critique: Placed Education first, this is not advised unless you are a recent College Graduate. Mentioned his or her age, not a good idea. Although being 39 with his

experience may be to his or her advantage. He should not mention “Married, no children”. This does communicate “Flexibility” in relocation, but it is better to just say, “We are very open to relocation”. Usually, we would not advise going more than 10 years into the career, but if it is with the same company and you have progressed very well in the organization, it can be a plus. Also, resume is too long. I would give this one a B-.

Resume from HOTJOBS.COM

Name: Brian vvvvvvv	Title: Northeast Regional Sales Manager
Location: Stkkkkkkkk, oo	Willing to Relocate: N
Resume Last Updated: 04/22/2002	Country Work Authorization: United States
Email: vvvvvbbbbbbbbbbbbbb	Min. Salary Required: 80000.00
Home Phone: (555-555-5555)	Experience Level: Mid- to Senior
Work Phone:	

R E S U M E

Joe TTTTTTTTTT
1000 H Blvd, Anywhere, USA

Executive with keen business sense whom consistently orchestrated dynamic Growth in market share and revenue through new product development and marketing of diverse products in wide variety of industries.

1 ranking out of 37 territories achieved 181% of quota, 31 million in sales. President club 1993-1995

1 ranking out of 4 regions achieved highest gross profit contribution of any region. Developed two start-up revenue generating sales teams.

7 million in start-up in revenue.

Consistent revenue growth at all position levels.

Excellent strategist with solid negotiation acumen. Innovative problem solver and effective communicator adept in delivering superior customer service and developing new business.

Rookie of the year 1990

Top quota producer 12/90, 2/91, 3/91, 9/91, 10/91, 12/91, 1/92, 2/92.

Grew revenue from 1.3 million (5 previous years) to 3.7 million (2 years).

Achieved 220% of quota 1992

President club 1990-1992

Results-oriented leader adept at multiple functions simultaneously, increasing revenue, identifying problems, defining solutions and implementing new procedures. Skilled in negotiations, communications and employee motivation.

B.S., Computer Science, ABC College & University, 1997

M.S., Computer Technology, XYZ College & University, 2001

AAAAA Consulting, President

PROFESSIONAL EXPERIENCE

XYZ Comapny. 4/00 -

Northeast Regional Sales Manager

Direct sales and marketing in 14 northeast states and eastern Canada with 6.7 million in annual sales. Managed 10 person sales team. Developed and manage all aspects of sales training, annual and long-range strategic business plans.

ACE Gear 8/98 to 1/00

General Sales Manager

Recruited to increase revenue and production of flat growth company. Developed / executed annual and long-range strategic business plans. Managed culturally diverse outside and inside sales force, administrative personnel, and operations. Grew revenues from 6 million annually to 10.7 million in 17 months. Increased profits by 45%.

ABC CO Technologies 7/95 to 8//98

National Sales Manager

Strategically guided company through rapid growth transition from regional to national organization. Built start-up to national sales territory, 7 area sales directors, and a professional sales team of 35 sales people. Directed all facets of sales for company. Increased sales 500% and profits by 23%.

Automatic Data Processing 6/86 to 6/95

Regional Manager (7/92 to 6/95)

Developed and managed 3 area sales territories, with 3 area sales managers, And a professional sales team of 12 sales people. Developed and executed annual and long-term strategic business plans.

Key Account Executive (7/90 to 6/92)

Direct sales responsibility for service, growth and retention of existing customers. Grow territory through prospecting, cold calling and consultative selling with competitive conversions as primary goal.

Group Leader (6/88 to 6/90)

Managed staffs of 14 and 22 customer software/hardware support specialists. Responsible for both staff's critical client issues and service workflow.

Customer Support Specialist (6/86 to 5/88)

Support and maintaining customers software and hardware platforms.

Recruiter's Critique: This resume was sent in regards to a Sales Management position. Overall it did a fair job of representing his background. There are a few typos and he presented a "Combination Resume". In this case, it worked well, because he was able to communicate numerous awards and achievements in his sales career.

These are just a few "everyday examples" of what recruiters will see multiplied times about 100-200. See for yourself how you would view these resumes and try to make yours stand out in the crowd.

Chapter 7 – Employer Sites

As discussed in previous chapters concerning using the Internet, employer sites offer an excellent opportunity to look for your next job. Employer sites provide you with the following key sources of information:

Current Job Openings

Most major companies will post at least some of their jobs online. When reviewing these sites and looking for the jobs that may fit your background, follow the same basic rules discussed for responding to any other Internet posting. However, there are a few tips which may be of help:

- **Don't go around the hiring manager.** Typically, there will be an email address to the Human Resources contact in charge of the search. It is wise to send to this address and put your best foot forward.
- **Follow all directions** – If they want a text resume (most do) send it that way. If they want you to fill out some forms to prescreen you, do it or you will not be entered into the system. Only send the information once.
- **Understand Email Addresses.** If you discover that like most major companies that the address for the Human Resources person is jane.smith@ABCCompany.com, you can safely assume that if you have a friend named Joe Jones who works at ABC company and you wanted to drop him a line letting him know about your interest in the job at ABC, you may be able to send him an email at JoeJones@ABCCompany.com and see if he has any insight on this job. Tell Joe that you just contacted Jane Smith and would welcome any help in learning more about the job. If you know who the president is and do not have any relationship with him/her, never ever send your resume directly.
- **Use employer websites for research.** Learn what is going on in the company. If a major initiative is being launched and your background could be of help, send your resume even if a job is not posted. Also, find out who the key players are in the organization who may be good networking partners and make contact.
- **Check out your former Competitors, Vendors, Suppliers, Industry Contacts.** – These websites are a wealth of information in finding key people. Use other search engines (see reference pages in back of book) to find the right people.

Chapter 8 – Working With Search Firms

WORKING WITH SEARCH FIRMS -TEN DO'S AND DON'TS

- 1. DO learn how search firms work** and are compensated. Here is a quick summary: Retained firms usually work on senior level assignments (jobs at \$150K+) and high degree of control over the search/interview process. Contingency search firms also earn a fee of 20-33% and work on more assignments, but usually have less control over the process. They are paid only when the search is completed. Both types of firms guarantee the candidate for 60 days to a full year.
- 2. DO identify the search firms that specialize in your field.** Use the Kennedy Book and other resources. Use your networking efforts to identify those recruiters who may know you or be familiar with your industry and company. ***HOT TIP ...*** Any friends or colleagues who were placed by one of the firms or ***has been a client*** is a great way to gain entry. ***HOT TIP ...*** Also, find out from your previous employer, which search firms they use and mention names from your employer who referred you.
- 3. DO use the internet to find these firms** and follow their instructions when requests are made to send in a resume with additional information.
- 4. DO develop your skills using voicemail** to help increase the chances of getting a returned phone call. State your name, purpose of call, network contact (if you have one), leave your phone number. Don't ramble, make it 30 seconds or less.
- 5. DO tailor your communication** with a recruiter about a specific job they are working on and make sure that your background honestly reflects what they are looking for.
- 6. DO follow up and return phone calls** if contacted. Do provide full disclosure concerning other offers, your compensation, are you working with other recruiters, is your resume on the job boards....hint...the more you are exposed for free on the job boards, the less interest you will generate among recruiters. Another hint...if you ever distort the truth, fail to mention any of the above, plan on being dropped like a hot potato.
- 7. DO learn as much as you can** from the recruiter about the company and job to increase your chances of success in the interview process
- 8. DO keep the recruiter informed** before, during and after the interview process. Do consult with the recruiter on pending offer details (relocation, pay, issues, etc).
- 9. DO provide assistance** for the recruiter as a networking source for other positions he/she is working on.
- 10. DO show respect and courtesy** even though you may not get it in return. You want to be remembered in a positive way. These relationships can be extremely valuable usually when you least expect it.

THE TEN DON'TS OF WORKING WITH SEARCH FIRMS

1. **Don't** send your resume anywhere where you are not legitimately qualified for the position.
2. **Don't** ever misrepresent your background or try to force-fit your background to meet the needs of a job search.
3. **Don't** expect recruiters to return your phone calls. Rarely will a recruiter take a phone call from a candidate sending a resume over the internet. However, they will almost always return a call if it involves a client, colleague or a friend they know well. They will also obviously call if the job they are working on is a good fit for your background. **Recruiters are not Career Counselors**. Don't ever call a recruiter and act like you are doing them a favor in helping you make a career change. You offer value to them only when you can help them complete a search for one of their clients.
4. **Don't** take things personally when you feel you've been treated rudely. The recruiter usually gets hundreds of resumes everyday from candidates who all believe they are qualified. The fact is, less than 1% of resumes they receive are close to meeting their client's demands.
5. **Don't** ever go around the recruiter and go directly to the client. In addition to violating the relationship, you may even become subject to future litigation. How would you feel if someone was trying to rob you of a large fee?
6. **Don't** ever fail to mention which recruiters, employers and job boards you have contacted. Failure to do so can damage you not only with the recruiters, but can keep the client from becoming interested in you. You look like you have no integrity and are desperate.
7. **Don't** use the "resume zapper" and other services which are totally annoying and unproductive to its recipients. Don't pay out of pocket anything to any search firm. They work for the client.
8. **Don't** harass recruiters or other contacts with unnecessary phone call to follow up. Also, don't keep continually sending the same recruiter your resume over and over again.
9. **Don't** ever show up at a recruiter's office uninvited. Recruiters rarely interview candidates face to face unless it is a retained search or the search assignment is for a local client. Recruiters do not have time for chit-chat, cups of coffee, lunch, etc.
10. **Don't** ever expect to get a job from a recruiter or anyone else because you need one. The way you get hired is by adding value to an employer and/or recruiter and creating profit for them and for you. They are not in the career counseling business. They exist to serve their clients and make money. If you can help them complete a search, you will generate interest. Otherwise, you won't.

Chapter 9 Interviewing - Over The Phone

PHONE INTERVIEWS – SCREENING

This type of interview is usually very early in the process and you and many others are being screened. At this stage, you must have your “story” practiced, your research done on the job and the company and be prepared to answer basic questions about your background and potential fit for the job.

The interviewer is typically a Human Resources person and not the hiring manager. His/her goal is to make sure that you have the right background for the job and should be considered for the next step, a face to face interview.

Also, you may be screened by an outside recruiter. In this case, the interview will be similar, only the recruiter has different objectives. They have their reputation on the line (as well as a possible fee) and must be assured you are the right person before recommending continued interest.

Tips for Phone Interviews

- **Prepare ahead of time, have the time confirmed and be flexible in case interviewer has to make changes.**
- **Know who you are talking with. In many companies, you will be talking with a Human Resources Manager. A line (hiring) manager may have different questions more directly related to the job. The HR Manager may have more general questions about your overall background and personality/ fit with the organization.**
- **Relax, be in a comfortable, quiet location.**
- **Always talk from a land line, never have an interview over a cell phone.**
- **Allocate adequate time for the interview. The longer it goes, the better.**
- **Don't dominate the conversation, ask relevant questions. Learn more about the company and the job.**
- **Make sure you stick to your script as far as how you will add value to the company. Don't engage in a lot of small talk.**
- **Remember, the conversation is a dialogue, not a monologue. You need to listen closely to what the interviewer is trying to learn. You should ask questions when appropriate and answer the questions without rambling or stumbling. Upon closing, express interest in the job and ask about the interview/hiring process and next steps.**

Chapter 10 – Interviewing –In person

Preparation

There are numerous variations of the interviewing process at different companies. Some can be quite simple with a hiring manger and human resources manager, while others may involve and all day meeting with up to a dozen interviewers. Some are “behavioral” which seek to find how you have performed and behaved in the past and make assumptions of future performance. Other types are unstructured with questions such as “Tell me about yourself,” followed up by questions the interviewer develops on the spot. Whether structured or not, there are several key things to keep in mind:

- **First, be prepared by making sure you know the location, time and other details about who when and where you will be interviewing. Dress appropriately. Usually, you will wear a business suit. Even if there is a “casual” business environment, dress one notch above where they typically dress. Don’t forget the breath mints and make sure your appearance is impeccable. Before you go in for the interview, go to the restroom and look in the mirror to double check your clothes and smile in the mirror and comb/ brush your hair.**
- **Be yourself, be open, be honest, be confident that your background is right for the job. Also, very important SMILE!!!! Shake hands with interviewers and give them a solid handshake. Find the right seat. Break the ice with them, but don’t get distracted. Look in their office for clues about their interests (deer heads, golf trophies, etc.) Bear in mind that 90% of their decision about you will be made in the first 3-5 minutes of the interview. If an interview goes longer than scheduled, they are usually interested, the reverse is also true.**
- **Always be cognizant of your body language and the body language of the interviewer. Make sure you dress appropriately and look your very best. Props, such as brief case, presentation folder, etc. can be very important.**
- **Bring research information (website research, other documents about the company). Bring relevant information which demonstrates your qualifications (past awards, letters, ad copy, portfolio material, etc.). Bring extra copies of your resume. Have a legal pad/portfolio with you to take notes as well as a high quality pen.**

- **Make sure you are communicating how your background and experience is the right fit for the job. Give specific examples of achievements which relate to the new job.**
- **Remember the names and titles of every interviewer (and their assistants), use their names.**
- **Show an appropriate energy level. Sit up, lean forward, use appropriate presentation material. Always have extra copies of your resume on high quality paper.**
- **Maintain eye contact with interviewer. If there are several interviewers, don't neglect anyone.**
- **Sell yourself, but don't try to hard. Make the conversation a dialogue, not just a litany of your successes. Use the opportunity to learn more about the job. Be quick on your feet and be able to relate the needs of the company with the skills you have to offer.**
- **Ask relevant questions about the job and company. Don't talk about money, benefits, vacation etc. unless this is a final interview and an offer is expected. Don't express doubts about the company's survival or performance. Never criticize previous employers, industry contacts or say anything controversial. Try to avoid talking too much, make it a 50/50 conversation if possible.**
- **Before concluding the interview, express your interest in the job and the company, leave on a positive note. Ask about next steps. Then go back and follow up with email and letter immediately to the interviewers.**
- **Be prepared for interview questions. Below are some of the most common questions you may expect. Also listed are some of the better answers.**
- **Feedback Tips – Here are a few “Good Signs”. Interview goes longer than expected, you interview with more people than originally**

planned, body language very positive, pleasant response with smiles and some laughter, invitation for next step in process, they start to “sell you” on the company, they ask when you can start, ask for detailed information concerning your compensation and interest level.

- **Feedback Tips – Here are a few “Bad Signs”. Interview is cut short, only one person interviews you, you are not asked about compensation, negative body language or unpleasant responses. Short, close-ended questions with no engagement from the interviewer. No request to follow up for next step in process. Concern over your suitability for the job.**

- **Follow- up – You must always send a Thank You letter to the person(s) who interviewed you. Write them a one page thank you note as well as send them an email immediately after you have returned from the interview.**

Common Interview Questions and Recommended Answers

1. **Tell me about yourself** – The answer should be fairly easy for you. Use your “Radio Spot” customized for this company and job.
2. **Why are you looking for a job?** – Honesty is the best policy. If your company is about to be downsized, go ahead and admit it. If you are looking for more money or a better opportunity, say so, but put a positive spin on it and not a criticism of your current/previous employer.
3. **What achievements are you most proud of in your career?** Discuss the achievements most relevant to the job you are seeking. Don’t mention situations from 10-15 years ago.
4. **Why should I hire you?** Discuss how your skills set and achievements fit the requirements for the job, PLUS discuss your positive attitude, fit with the company culture, strong desire to contribute and be a team player. Answer the question for the hiring manager WIIFM. Make sure there is a compelling reason for you to get the job.
5. **What are your strengths?** List the two or three which are most relevant to the job you seek and the situation you anticipate with the company.
6. **What are your weaknesses?** Don’t say “I can’t think of any”. Come up with one which illustrates a situation you faced which was a true learning experience. Employers usually prefer someone who errs on the side of action versus inaction. An example may be, “early in my sales management career, I became very frustrated with sales reps who did not have a same commitment to the business that I had. Working more closely with them, I learned how to motivate my team more effectively and it made me a better manager”.
7. **Describe your management style.** Be honest and also try to incorporate the management style used by the company and how emphasize how your style fits in nicely with the company culture.
8. **How do you keep up with the industry?** Discuss the news articles, industry journals, books, Internet and other resources you use to stay up to date.
9. **How do you handle stress? Give me an example of a stressful situation.** Keep it related to business (preferable a recent situation) that is relevant to the new job and how you handled the situation successfully.
10. **What other types of jobs are you currently considering?** You don’t need to reveal too much, however, if you are negotiating with another firm, you can say that you are looking at another opportunity, but at this point are very interested in moving forward with this position.

Chapter 11 – Negotiating the Offer

Now that you have successfully gone through the interview process and are the final candidate being sought, this is the time when you have maximum negotiating power. Here are a few ideas to keep in mind:

- **Maintain a positive attitude always and remember, it is not a done deal yet!!....Don't blow it. Use your active listening skills to make sure you are not producing any "buyer's remorse" and that the company remains excited about hiring you. If you upset one person in the process, the whole group may have second thoughts and rescind an offer.**
- **Make sure all your references have been thoroughly prepared and that you will get a most positive response. Make sure that you will pass any drug screen, physical and/or criminal record check. Your college graduation dates will also be checked.**
- **Understand what your real needs are. What are your minimum requirements (salary, bonus, hours, location, benefits, etc.) What is non-negotiable for you?**
- **Know who the real decision makers are. The role of the hiring manager and Human Resources.**
- **Write everything down in detail that you need. When the offer is extended, get everything in writing and ask questions to clarify any doubts you have.**
- **Try to negotiate with the decision maker in person if possible. Discussion over the phone is appropriate, but final negotiations are best in person.**
- **Understand your real market value, not just what you were making or what you want, but know what you are worth in today's market. If that is less than your previous job, get over it and be committed to improving your long-term market value. Also, if the company is a start-up or in financial trouble, try and negotiate an exit package (i.e. 3-6 months severance).**
- **Never reject an offer outright or make an emotional response to it. Ask for some time to consider and then talk later about issues you would like to discuss.**
- **Have a back up plan and reasonable counter-offer plans to achieve a win-win for everyone. Be prepared to walk away from the offer if you are sure it will not work.**

Chapter 12 - Getting the Offer – Reference Checks

REFERENCES

- **Make a list of references to include:**
 - **Former managers**
 - **Peers & Direct Reports**
 - **Customers**
 - **Colleagues**
 - **Vendors**
 - **Industry Contacts**

- **List each person's name, address phone number, email. One piece of paper/document.**

- **Prepare each person for a phone call from the prospective employer. Tell them:**
 - **Job you are interviewing for**
 - **What the company is looking for**
 - **Ensure that they will respond positively**
 - **Prepare them for questions involving your strengths, weaknesses, accomplishments, your character, attitude, interpersonal skills, reason for leaving previous job, etc.**

- **Do not provide reference list until asked for by employer or search firm.**

- **Inform your references immediately when they are about to be called.**

- **After contacted, call your references and thank them.**

Chapter 13 – Job Search Action Plan

What would I do if I lost my job today?

Here is a Recommended Action Plan to consider if you anticipate losing your job soon or if you are currently unemployed and seeking a new opportunity.

STEP 1 – Day 1-2

Start getting on with life, take some time (but not too much) and spring into action!

Assume first of all that you have started to deal with the Change Process discussed in Chapter 1. The Change Process affects each of us in different ways. However, one thing we all have in common is that WE USUALLY DON'T LIKE IT, ESPECIALLY AT FIRST. You won't get through the process in just a few days, it may take a long time. However, to get started in the right direction to find your next job, you need to take action. NOW.

After you have been able to begin dealing with the shock, anger, and confusion and whatever else you are going through, then you will be able to get started in the job search process. I would recommend taking a few days off (or at least the weekend) to be with your family and friends and talk about what you may want to do next. The first few days are not the time to immediately start calling business colleagues, friends and others and express your hostility towards an employer or to vent, especially to those who may help you find the next job.

Step 2 – Day 3-4 Decide what you want to do next. Develop your game plan.

Start evaluating what you want to do next. This is a good time to reevaluate what you have done in the past, what you are capable of doing in the workplace and what you would like to do in the future. It's a good time to check in with your family and reaffirm what your goals and your family's goals are, both short-term and longer term. Your next move needs to be consistent with their needs and your needs.

Also, if you are overweight, out-of-shape and lacking in confidence, do some tangible things to change. Start an exercise program, improve your eating habits, stop smoking or drinking or both. If you are in great shape, continue your good habits and make sure that your daily routine incorporates the right amount of time for job-hunting, family matters, and your spiritual and physical development.

Go back to Chapter 2, and make an Honest Self-Assessment.

Step 3 - Day 5-6 Develop a Soundbite and a story to tell. Get your resume started.

Work on “Your Story”. Go to Chapter 3 and develop your Communications Strategy. Start out with developing your “soundbite”, Your Resume with the Power Statements we discussed as well as your overall portfolio of skills. Develop a consistent story concerning why you are making a transition. If you are currently employed, this is much easier. You can always say that you are thinking about making a change for various reasons (i.e. you are concerned about the company’s future, want to relocate, etc.). If you have been laid off or fired, you will need to develop a story that focuses more on the positive aspects than the negative. This can be very tough, especially if you are contacting old friends and colleagues you have worked with in the past. Your introduction as well as your other communications (soundbite, resume, etc. are very important, especially early in your search process). After you have developed your resume and other information, keep refining it, **but don’t obsess over it**. Don’t become so wrapped up in your resume that you spend too much time making it perfect. You need to start getting on the phone and talking to people at this point.

You must find out how you sound on the other end of the phone. The best way to test your story is to try it out on you family or a few friends you can trust. Tape it using a cassette player and critique it. Then, do the same thing with you soundbite and your 60-90 Radio Spot as discussed in Chapter 4. Continue developing and perfecting it depending on what type of response you get.

Step 4 – Day 7-8 Complete your resume. Develop your networking Plan. Go ahead and start making those calls.

Once you are comfortable with your written Communications (Resume) and your Verbal Communications (Soundbite, Radio Spot, etc), now find a place to use it. Start with your best Network: your family, friends, former colleagues, employees, suppliers, friends at your church, neighbors, and others who know you well. Start telling your story and ask for help. Don’t be afraid to seek out help. You will find that most people are very eager to be of help whenever they can.

Develop your Network Contact List and commit yourself to making at least 25 calls per day to people you know. This list will dramatically expand, because when you make contact with someone on your list, you must always ask, “Do you know anyone who may be a good person for me to contact about pursuing a new opportunity?”

A typical conversation with a Network Contact could go like this. I am contacting Mark Ferreira, a friend of mine who works at Lockheed. Let's pretend that I would like to be a recruiter for Lockheed or another large company in Fort Worth and just lost my job as a Recruiter at Radio Shack in Fort Worth.

"Mark, Hi this is Frank.....I just wanted to touch base and let you know that last week I got caught up in a massive restructure at Radio Shack. They have decided to outsource the recruiting function and now I am looking for a new opportunity here in Fort Worth. If you have any suggestions on making contact with someone in Human Resources at Lockheed, I really would appreciate it.....usually this is where Mark may say, You may want to talk with Jim Smith in our recruiting area or Jane Doe in our Engineering HR Group.....Mark, would it be ok if I used your name.....Mark will say, Sure, and here are their direct phone numbers. It is usually best to call them early in the day or after 4:00pm.....Thanks Mark, I really appreciate and will keep you posted....."

This would be a typical networking call which could be very productive.

If you start out by having at least 5-10 productive call like this each day, your job search may end up being a short one. However, it usually takes 25-50 initial calls to get 5-10 productive ones like the one just illustrated.

Step 5 – Day 9-10 Keep calling, following up. Send out resumes. Get some interviews. Make 25-50 calls per day. You have a job NOW. It's a 40-60 hour per week job. It is finding the next one.

Once you are comfortable with making a few networking calls, go ahead and start doing research on the Internet as well as using the Internet Job Boards. Remember, don't allow yourself to devote more than two-three hours a day in front of the computer screen. Try to do your research in the evenings and save time during the day for phone calling and visiting contacts in person. Make sure you get out of the house. Do not allow yourself to become a hermit who applies at everything over the Internet and waits for the phone to ring. The phone will probably not be ringing if you take this approach. You must be spending time on the phone making call and in front of people as much as possible.

Read Chapter 5-7 closely and continually monitor jobs posted which fit your background. Make follow up calls after investigating these openings and focus most of your efforts on jobs that are NOT posted. Follow up with the section on Executive recruiters and find the ones in your local area and within your industry/functional area and call them up. Call them right after you have emailed them your resume. Learn how to leave effective, brief voicemails to capture their attention and interest.

Step 6 – Day 11- Stay focused. Get the interview, get the job. Stay networked even after you land.

Continue the networking process. Get the Interview, do the follow up. If you don't get interviews, continue to reevaluate your plan and refine it. For example, if you in the Telecom industry in Dallas in 2002, it will be very difficult to replace your old job. The jobs simply are not there. You will need to apply your skills to another industry or make other changes. Keep working through the process and ask for help. Once you start getting interviews, prepare for them and learn from each one. Ask for feedback. Do your research and reach out for those who can be of help. Keep your confidence level up and celebrate your successes. When you do get the job, thank everyone who has helped in the search process and stay in touch with them. Also, help out others who also are going through a job loss. What you have learned can be of great benefit to others and is most appreciated.

Chapter 14 – Reference Material + Additional Resources

Here is a list of sites from November 2005 of the top recruiting websites. This information was compiled by www.interbiznet.com . They are ranked by the volume of traffic generated versus all sites in the internet.

Top Job Site Rankings for November 2005

Site Name	Type	10/1/05	11/1/05
General Sites:			
Monster.com	General	96	100
CareerBuilder	General	190	182
HotJobs.com	General	346	388
Jobing.com	General-Local	2,256	2,527
America's Job Bank	General-Gov	3,099	3,077
Vault	General	3,482	3,411
indeed.com	General-Aggregator	4,070	3,470
4jobs.com	General	4,823	4,954
simplyhired.com	General-Aggregator	7,610	6,813
RegionalHelpWanted.com	General-Local	6,788	6,874
Net-Temps	General	7,861	7,750
Snag A Job	General-Hourly	7,752	8,098
EmploymentGuide.com	General	8,777	8,784
Job.com	General	10,435	10,667
Jobs.com	General	12,191	12,372
NationJob	General	17,824	18,014
Employment 911	General	18,278	18,774
LocalCareers.com	General-Local	20,488	19,345
Jobvertise.com	General	21,170	23,557
WorkZoo	General-Aggregator	31,009	24,047
JobBankUSA.com	General	22,922	27,094
CoolWorks.com	General-Hourly	26,795	27,841
WetFeet.com	General	28,542	28,918
Sologig.com	General	28,897	32,109
CareerBoard.com	General-Local	36,392	36,499
TrueCareers	General	40,869	41,133
GrooveJob.com	General-Hourly	46,436	42,440
DirectEmployers	General-NFP	44,019	48,367
Careermag.com	General	54,723	55,690
CareerSite.com	General	51,206	55,797
Jobs.net	General	65,200	56,121

Work.com	General-Aggregator	54,943	69,475
JobCircle.com	General-Regional	65,119	71,564
BestJobsUSA.com	General	64,733	75,856
AmericanPreferredJobs.com	General-Local	77,885	88,897
Employment Spot	General	113,787	93,189
CareerShop	General	105,229	100,913
JobWarehouse.com	General	99,902	104,336
Jobfind.com	General	122,164	111,047
Career.com	General	176,681	177,722
SummerJobs.com	General-Hourly	256,495	325,900
AmericanJobs.com	General	565,139	466,852

College Sites:

CollegeGrad.com	Niche-College	9,127	8,959
eRecruiting	Niche-College	14,935	11,219
NACElink.com	Niche-College	19,667	15,833
AfterCollege	Niche-College	32,914	37,681
JobWeb	Niche-College	38,916	37,975
CollegeRecruiter	Niche-College	61,981	67,199
CollegeCentral.com	Niche-College	84,683	81,813
CollegeJournal.com	Niche-College	106,690	101,096
eCampusRecruiter.com	Niche-College	153,316	161,652
DegreeHunter.com	Niche-College	396,603	359,465
CampusCareerCenter.com	Niche-College	319,264	398,398
CampusRN.com	Niche-College	441,619	533,536
Careerfair.com	Niche-College	943,881	595,073
jobpostings.net	Niche-College	621,789	705,709
AboutJobs.com	Niche-College	938,838	962,853
College Job Board	Niche-College	1,243,986	1,085,856
gradunet	Niche-College	1,131,910	1,258,098

Executive Sites:

The Ladders	Niche-Executive	5,614	5,128
CareerJournal.com	Niche-Executive	12,948	12,339
6FigureJobs	Niche-Executive	16,949	17,533
Executives on the Web	Niche-Executive	20,744	20,519
ExecuNet	Niche-Executive	30,191	29,105
exec-appointments.com	Niche-Executive	34,573	31,661
MBA-exchange.com	Niche-Executive	89,571	72,859
Heidrick & Struggles	Niche-Executive	89,722	86,334
execSearches.com	Niche-Executive	77,874	88,563

RiteSite.com	Niche-Executive	84,969	91,336
ExecutivesOnly	Niche-Executive	66,916	93,104
eKornFerry.com	Niche-Executive	87,454	93,567
Spencer Stuart Talent Network	Niche-Executive	99,739	110,127
Futurestep	Niche-Executive	113,074	111,676
Netshare.com	Niche-Executive	116,700	127,363
MBA Jungle	Niche-Executive	170,655	147,048

Industry/Job Type Niches:

Dice.com	Niche-IT	1,528	1,457
CareerBank.com	Niche-Finance	3,822	3,813
jobsinthemoney	Niche-Finance	4,619	4,278
eFinancialCareers.com	Niche-Finance	7,126	8,989
Hcareers.com	Niche-Hospitality	11,811	12,028
JobsInLogistics.com	Niche-Logistics	12,257	12,047
ComputerJobs.com	Niche-IT	14,367	14,582
AllRetailJobs.com	Niche-Retail	16,705	16,475
HealthcareSource	Niche-Health Care	16,820	18,161
BrokerHunter.com	Niche-Securities	31,438	28,322
Absolutely Health Care	Niche-Health Care	31,990	28,477
BubbaJunk.com	Niche-Trucking	25,065	28,945
telecomcareers.net	Niche-Telecom	27,094	29,240
Engineering Central	Niche-Engineering	30,210	31,694
Jobscience.com	Niche-Health Care	30,721	37,075
ComputerWork.com	Niche-IT	41,660	43,263
allnurses.com	Niche-Health Care	43,710	44,615
Destiny Group	Niche-Military	49,119	46,659
Medzilla.com	Niche-Bio/Pharm	46,400	48,625
Marketing Jobs	Niche-Sales	51,943	52,984
Sales Jobs	Niche-Sales	65,980	67,736
Great Insurance Jobs	Niche-Insurance	80,990	70,304
NurseTown.com	Niche-Health Care	87,871	78,009
TaxTalent.com	Niche-Tax	55,247	79,202
ClearanceJobs.com	Niche-Clearance	98,821	103,702
TVJobs.com	Niche-Media	117,096	123,386
Nursing Spectrum	Niche-Health Care	149,218	130,298
Leisure Jobs	Niche-Leisure	147,086	136,596
Call Center Jobs	Niche-Call Centers	134,679	139,313
NursingCenter	Niche-Health Care	133,688	139,369
HireBio	Niche-Bio/Pharm	132,980	145,052
MEP at Work	Niche-Construction	190,222	161,561

AirlineCareer.com	Niche-Airlines	184,314	186,889
SalesHeads.com	Niche-Sales	229,474	194,984
Legalstaff.com	Niche-Legal	172,562	217,307
Callcentercareers.com	Niche-Call Centers	184,744	220,815
Jobs4HR	Niche-HR	209,558	223,998
Engineering Job Source	Niche-Engineering	257,349	243,730
Lawjobs.com	Niche-Legal	268,940	251,740
EngineeringJobs.Com	Niche-Engineering	368,155	338,591
Tech-Engine.com	Niche-IT	336,817	361,631
Techies.com	Niche-IT	309,331	372,418
JustTechJobs.com	Niche-IT	514,766	520,716
ConstructionJobs.com	Niche-Construction	791,239	684,618
BioView.com	Niche-Bio/Pharm	566,625	840,880

Diversity Sites:

LatPro	Niche-Diversity	12,859	13,568
Hire Diversity	Niche-Diversity	105,162	102,233
IMDiversity.com	Niche-Diversity	107,054	108,702
Workplace Diversity	Niche-Diversity	506,989	460,335
Diversity Employment	Niche-Diversity	2,628,872	2,632,034

International Sites (English):

JobsDB	English-Asia Pacific	571	688
JobStreet.com	English-Asia Pacific	988	994
Workopolis	English-Canada	1,488	1,433
Monster Canada	English-Canada	1,728	1,556
SEEK	English-Australia	1,629	1,707
JobsAhead	English-India	3,149	2,804
Monster India	English-India	3,129	3,166
Monster UK	English-UK	3,689	3,809
TimesJobs.com	English-India	4,056	3,930
Reed Executive	English-UK	4,734	4,520
totaljobs.com	English-UK	4,702	4,911
Jobserve	English-UK	5,140	4,937
Jobsite UK	English-UK	5,587	5,598
mycareer.com.au	English-Australia	5,786	5,743
CareerOne	English-Australia	6,398	6,572
CW Jobs	English-UK	16,377	15,516
IrishJobs.ie	English-Ireland	26,880	25,606
Jobs.ie	English-Ireland	33,931	30,452
Workthing	English-UK	37,330	37,772

Monster Ireland	English-Ireland	37,568	38,947
IJob.co.uk	English-UK	58,237	54,870
Top-Consultant.com	English-Europe	53,239	57,314
Top Jobs	English-UK	56,875	59,863
PlanetRecruit	English-UK	52,902	60,261
Stepstone	English-Europe	83,025	73,081
doctorjob.com	English-UK	86,533	96,229
Jobnet	English-Australia	73,828	97,797
Nixers.com	English-Ireland	77,457	110,358
JobShark	English-Canada	123,782	118,815
jobpilot.com	English-Europe	136,956	130,759
Gis-A-Job	English-UK	148,595	174,484

International Sites (non-English):

ChinaHR.com	English-Chinese	244	239
zhaopin.com	English-Chinese	439	454
InfoJobs.net	English-Spain	872	800
ANPE	English-France	2,408	2,122
Laboris.net	English-Spain	3,976	3,757
MojPosao	English-Croatia	4,042	3,984
Arbeitsamt online	English-Germany	4,558	4,402
Monster France	English-France	8,586	7,427
Bumeran	English-Latin America	7,352	8,080
Cadremploi.fr	English-France	11,151	9,921
Monster Spain	English-Spain	10,393	10,353
Monster Netherlands	English-Netherlands	11,504	11,235
jobpilot.de	English-Germany	15,019	13,902
Infoempleo.com	English-France	13,124	13,972
StepStone.de	English-Germany	17,636	18,206
Monster Italy	English-Italy	20,834	19,253
Job Scout 24	English-Germany	24,419	24,754
jobpilot.at	English-Austria	25,388	25,879
vacature.com	English-Belgium	34,476	29,782
Monster Belgium	English-Belgium	28,732	30,683
JobTrack.nl	English-Netherlands	78,573	83,296
Stepstone.it	English-Italy	109,007	98,075
jobscareer.be	English-Belgium	133,009	126,592

Please note: Below is a list of a variety of websites. Many of these sites have wide variation in traffic as well as effectiveness depending upon your needs. Also, many of them will change or be eliminated with time. You should concentrate on a few relevant sites for your specific needs.

Websites – General for Research

www.google.com

www.yahoo.com

www.hoovers.com

www.excite.com

www.hotsheet.com

www.companiesonline.com

www.businesswire.com

www.ceoexpress.com

www.liszt.com

www.verizon.com

www.infoseek.com

www.hotbot.com

www.bloomberg.com

www.cnet.com

www.fortune.com/lists/F500/index.html - A list of the websites for the Fortune 500

www.fortune.com/sitelets/navigation/listlinks.html - More great lists from Fortune

Websites Focused on Career Transition

www.job-hunt.org

www.careermag.com

www.careerxroads.com

www.weddles.com

www.myjobsearch.com

www.vault.com

www.fastcompany.com

www.careers.org

www.layofflounge.com

National Job Boards – Greatest Volume of Internet Traffic

www.monster.com
www.careerbuilder.com
www.hotjobs.com
www.nationjob.com
www.jobs.com
www.directemployer.com
www.ajb.com
www.dice.com
www.joboptions.com
www.net-temp.com
www.flipdog.com
www.salary.com

Regional and Local Sites

www.dfwemployment.com

<http://www.job-hunt.org/texas.shtml> - This link will lead you to virtually all of the local sites for the Texas area or any other state in the U.S.

www.austinatwork.com
www.Dallas/FtWorthEmployment.com
www.DallasPreferredjobs.com
www.easttexasjobs.com
www.hiretexasjobexpress.com
www.houstonemployment.com
www.jobsinaustin.com
www.templehasjobs.com
www.texasjobs.com
www.txjobs.com

Other Job Boards - General

<http://www.1-jobs.com>

<http://www.4work.com>

<http://www.bestjobsusa.com>

<http://www.employmentreview.com>

<http://www.boldfacejobs.com>

<http://www.career.com>

<http://www.careeravenue.com>

<http://www.careercity.com>

<http://www.careerexposure.com>

<http://www.careergiant.com>

<http://www.careerhighway.com>

<http://www.careermag.com>

<http://www.careermagic.com>

<http://www.careerpark.com>

<http://www.careerweb.com>

<http://www.execonweb.com>

<http://www.hirenet.com>

<http://www.jobbankusa.com>

<http://www.joboptions.com>

<http://www.jobsonline.com>

<http://www.nationjob.com>

<http://www.prefferedjobs.com>

<http://www.prohire.com>

<http://www.pursuit.com>

<http://careers.altavista.com>

<http://www.careerindex.com>

<http://www.careershop.com>

<http://www.careertv.net>

<http://www.infogist.com/careerxroads.htm>

<http://www.employment911.com>

<http://www.job-search-engine.com>

<http://www.megajobsites.com>

<http://www.myjobsearch.com>

<http://www.upseek.com>

<http://wantedjobs.com>

<http://www.zoomjobs.com>

<http://www.nokri.com>

Specialty Job Sites - - Executive Level - Recommended

www.6figurejobs.com

www.execunet.com (Pay Subscription – very good value)

www.netshare.com (Pay Subscription)

www.craigslist.org

<http://www.ceupdate.com>

<http://www.execglobalnet.com/app>

<http://www.executiveopenings.com>

<http://www.ioma.com>

Industry Specific Sites

Technology & Telecom

www.dice.com

www.computerjobs.com

www.brassring.com

www.careernet.com

www.ITClassifieds.com

www.ITCareers.com

www.TelecomCareers.com

www.tech-engine.com

www.cplusplusjobs.com

www.computerwork.com

www.prgjobs.com

www.techjobbank.com

<http://broadbandcareers.com>

<http://www.digitalhire.com>

<http://www.internettelephony.com>

<http://www.justtelephonyjobs.com>

<http://www.telecom-global-mall.com>

<http://www.telecomcorridor.com>

<http://www.tiaonline.org/index.cfm>

<http://www.telecoms-mag.com>

<http://www.telephonyworld.com>

<http://www.totaltele.com>

<http://www.telecomengineer.com>

<http://www.telecomcareers.net>

<http://www.teleplaza.com/jp.html>

<http://www.wirelessweek.com>

<http://www.virtual-voice.com/employ.html>

<http://www.cnijoblink.com>

<http://www.telecom-recruiters.com>

<http://www.alts.org>

<http://www.cedmagazine.com>

<http://www.itu.int/home>

<http://www.n-e-t-a.org/>

Sales & Marketing

www.marketingjobs.com

www.allretailjobs.com

www.TopSalesPositions.com

www.salesclassifieds.com

www.careermart.com

www.retailjobnet.com

www.ama.org

Retailing Industry

<http://www.allretailjobs.com>

<http://www.retailjobs.com>

<http://www.retailresume.com>

<http://www.retailjobmart.com>

<http://www.retail-recruiter.com>

<http://www.retailsource.com>

<http://www.gotajob.com>

<http://retail.monster.com>

<http://www.discountstorenews.com>

<http://www.nrf.com>

<http://www.rlp.com>

<http://www.retailernews.com>

<http://www.where-its-at.com>

<http://www.kenzer.com>

<http://www.c-store.com>

<http://www.dsa.org>

<http://retailindustry.about.com>

<http://biz.yahoo.com/news/retail.html>

Financial – Banking – Accounting

www.accountingclassifieds.com

www.financialpositions.com

www.bankjobs.com

www.jobsinthemoney.com

www.careerjournal.com

www.financialjobs.com

www.exbigfive.com

<http://www.acbankers.org>

<http://www.americanbanker.com>

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

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

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

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

<http://www.mbajungle.com>

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

<http://www.bankjobs.com>

<http://banking-financejobs.com>
<http://www.bankconnect.com>
<http://www.bankjobs.com>
<http://www.aocnet.com/>
<http://www.accounting.com/>
<http://www.cfo.com/>
<http://www.efinancialnews.com/jobs/>
<http://www.fei.org/>
<http://www.fjn.com/>
<http://www.accountingjobs.com/>
<http://accountingnet.com>
<http://cpa2biz.com>
<http://www.aswa.org/>
<http://www.bankingboard.com/>
<http://www.bankjobsearch.com/>
<http://www.bigfivetalent.com/>
<http://www.businessfinancemag.com/>
<http://www.careerbank.com/>

Insurance Industry

<http://www.propertyandcasualty.com>
<http://www.rims.org>
<http://www.underwritingjobs.com>

<http://riskmgtsearch.com>

<http://www.insurtx.com>

<http://banking-financejobs.com>

<http://www.aba.com/default.htm>

<http://4insurancejobs.com>

<http://www.remarq.com>

<http://www.beanactuary.org>

<http://www.ciab.com/home.asp>

<http://www.yorkshireplace.com>

[http:// http://4insurancejobs.com](http://http://4insurancejobs.com)

<http://www.nuco.com>

<http://www.nuco.com>

<http://www.rims.org>

Human Resources

www.shrm.org

www.HR.com

www.jobs4HR.com

<http://benefitnews.com/career/>

<http://branchstaffonline.com/>

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

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

<http://www4.hr.com>

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

<http://www.naceweb.org/jobwire/>

<http://www.astd.org>

Engineering & Manufacturing

www.engineeringjobs.com

www.ieee.org

www.engineeringjobs.com

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

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

<http://www.engcen.com>

<http://aecjobbank.com>

<http://www.petro-chem.com>

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

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

<http://www.engineer-cad.com>

<http://www.chemicalengineer.com>

<http://www.acs.org>

<http://pubs.acs.org/cen/>

<http://www.aiche.org>

<http://hkics.com/jobbank/index.html>

<http://www.cpchem.com>

<http://www.interec.net>

<http://www.imcglobal.com/career.html>

<http://www.chemjobs.net/>

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

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

<http://www.eastman.com>

Hospitality – Food Industry – Restaurant Business

<http://www.foodindustryjobs.com>

<http://www2.foodonline.com>

<http://www.foodservicecentral.com>

<http://foodservice.com>

<http://www.casinocareers.com>

<http://www.e-hospitality.com>

<http://www.entreejobbank.com>

<http://www.escoffier.com>

<http://www.gotajob.com>

<http://www.hcareers.com>

<http://www.hospitalitycareers.net>

<http://www.hotel-jobs.com>

<http://www.hospitalitylink.com>

<http://www.hospitalitynet.org>

<http://www.hotel-online.com>

<http://www.hotelbusiness.com>

<http://www.foodstaff2000.com>

<http://www.restaurant-careers.com>

<http://www.restaurantjobs.com>
<http://www.restaurantjobsnetwork.com>
<http://www.restaurantjobsite.com>
<http://www.craigaff.com>
<http://www.foodrecruiter.com>
<http://www.foodanddrinkjobs.com>
<http://www.foodinonet.com>
<http://www.fmi.org>
<http://foodtrends.com>
<http://www.restaurant.org>
<http://www.entreejobbank.com>
<http://www.escoffier.com>
<http://www.foodindustryjobs.com>
<http://www2.foodonline.com>
<http://www.foodservicecentral.com>
<http://www.gotajob.com>
<http://www.hcareers.com>
<http://www.hospitalitycareers.net>
<http://www.hotel-jobs.com>
<http://www.hospitalitylink.com>
<http://www.hospitalitynet.org>
<http://www.hotel-online.com>
<http://www.restaurant-careers.com>
<http://www.craigaff.com>
<http://www.foodrecruiter.com>

<http://www.sharp-network.com>
<http://www.hospitalitycareers.net>
<http://www.hotel-jobs.com>
<http://www.hospitalitylink.com>
<http://www.hospitalitynet.org>
<http://www.restaurant-careers.com>
<http://www.restaurantjobs.com>
<http://www.restaurantjobsnetwork.com>
<http://www.restaurantjobsite.com>
<http://www.craigaff.com>
<http://www.foodrecruiter.com>
<http://www.sharp-network.com>
<http://www.foodanddrinkjobs.com>
<http://www.foodinfonet.com>
<http://www.fmi.org>
<http://foodtrends.com>
<http://www.restaurant.org>

Sports and Recreation

<http://www.jobsinsports.com>
<http://www.sportsemploymentnews.com>
<http://www.onlinesports.com>

<http://www.sgisearch.com>

<http://www.espn.go.com/special/careers/index.html>

<http://www.franklincoveysports.com>

Government – Environmental - Safety

<http://www.governmentjobs.com>

<http://www.hrsjobs.com>

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

<http://www.pse-net.com>

<http://www.govtjobs.com>

<http://www.statejobs.com>

<http://www.govexec.com>

<http://www.govjobs.com>

<http://www.fbi.gov/employment>

<http://www.jobsfed.com>

<http://www.federaljobs.net>

<http://www.fedworld.gov>

Defense Industry and Aerospace

<http://www.aeroworldnet.com>

<http://www.spacejobs.com>

<http://www.aviationjobsearch.com>

<http://www.aecjobbank.com>

Real Estate and Construction

<http://www.buildnet.com>

<http://www.building.com>

<http://www.building.org>

<http://www.constructiongigs.com>

<http://www.constructionjobstore.com>

<http://www.constructiononly.com>

<http://www.jobsite.com>

<http://www.nawic.org>

<http://www.pikenet.com>

<http://www.realestatejobstore.com>

<http://www.realjobbank.com>

<http://www.real-jobs.com>

<http://www.conway.com>

<http://www.lendercareers.com>

<http://www.loopnet.com>

<http://www.nacore.com>

<http://www.nncrew.org>

<http://www.neis.com>

<http://www.manufacturing.net>

<http://www.plasticsnet.com>

<http://www.polysort.com>

Healthcare – Medical - BioTech

www.medzilla.com
www.medster.com
www.healthjobsite.com
www.medcareers.com
www.mdjobsite.com
www.nursingjobs.com

<http://www.biocareer.com>

<http://www.biofind.com>

<http://www.biomedical-market-news.com>

<http://www.biospace.com>

<http://www.bioview.com>

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

<http://www.biomednet.com>

<http://www.bio.com>

<http://www.drugtopics.com>

<http://www.pharmaceuticalonline.com>

<http://www.pweek.com>

<http://www.bio.com/hr>

<http://www.pharmajobs.com>

<http://www.devicelink.com/career>

<http://www.medicalsalesjobs.com>

<http://scijobs.org>

<http://www.recruitech.com>

<http://www.sciweb.com>

<http://www.pharmacy.org>

<http://www.acphysci.com>
<http://www.healthcaresource.com>
<http://www.employmentreview.com>
<http://www.biomedical-market-news.com>
<http://www.healthcareerweb.com>
<http://www.medbulletin.com>
<http://www.medcareers.com>
<http://www.medhunters.com>
<http://www.medimorphus.com>
<http://www.nationjob.com>
<http://www.medicalreps.com>
<http://www.hcjobsonline.com>
<http://www.healthdirection.com>
<http://www.healthjobsite.com>
<http://www.hirehealth.com>
<http://www.hospitalclassifieds.com>
<http://www.medical-admart.com>
<http://www.devicelink.com>
<http://www.mddirect.com>
<http://www.pol.net>
<http://www.monsterhealthcare.com>
<http://www.networkjoblist.com>
<http://www.physemp.com>
<http://www.pohly.com>
<http://www.hnusa.com>

<http://www.healthcareers-online.com>

<http://www.nursefindersusa.com>

<http://www.tylerandco.com>

<http://www.achoo.com>

<http://www.ahanews.com>

<http://hospitalsoup.com/>

<http://www.jobscience.com/jsr/>

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

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

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

<http://recruit.sciencemag.org/>

<http://www.ache.org>

<http://jobs.diahome.org>

<http://www.healthgrades.com>

<http://www.ama-assn.org>

<http://www.medicaldesignonline.com>

<http://www.modernhealthcare.com>

<http://www.ohanet.org>

<http://www.sciweb.com>

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

Energy and Utility Industry

<http://www.energyjobs.com>

<http://www.energycareernetwork.com>

<http://solstice.crest.org>

<http://www.utilityconnection.com>

<http://www.coalinfo.com>

<http://www.electricalworld.com>

<http://www.electricjobs.com>

<http://www.electricnet.com>

<http://www.energycareers.com>

<http://www.poweronline.com>

<http://www.energycentral.com>

<http://www.powermarketers.com>

<http://environmental-jobs.com>

<http://www.ecojobs.com>

<http://www.ejobs.org>

<http://enviro-net.com>

<http://www.discoveryplace.com>

<http://www.awwa.org>

<http://www.wateronline.com>

<http://www.safestyle.com>

<http://www.ecbonline.com>

Journalism – Arts - Entertainment

<http://www.freelancewriting.com>

<http://www.creativehotlist.com>

<http://www.creativecentral.com>

<http://www.graphicdesignerjobs.com>

<http://www.fashioncareercenter.com>

<http://www.journalismjobs.com>

<http://www.naa.org>

<http://www.writerswrite.com>

<http://www.filmtvproductionjobs.com>

<http://www.tvrundown.com>

http://www.tvjobs.com/index_a.htm

<http://www.3dsite.com>

<http://www.mediabistro.com>

<http://www.mediaplannerjobs.com>

<http://www.crew-net.com>

<http://www.showbizjobs.com>

<http://www.fashion.net>

<http://www.textileweb.com>

<http://wwar.com/employment>

<http://www.arthire.com>

<http://www.dsphere.net>

<http://www.interiordesignjobs.com>

<http://www.printjobs.com>

<http://www.asid.org>

<http://www.eej.com>

<http://www.gammag.com>

<http://careers.awn.com/>

<http://www.arthire.com>

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

<http://findcreative.com/>

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

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

<http://www.iwantmedia.com>

Administrative and Secretarial

<http://www.cjhunter.com>

<http://adresnet.com/>

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

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

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

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

<http://www.adminexchange.com/cgi-bin/sonies/start.cgi/index2.html>

Diversity

<http://www.bilingual-jobs.com/>

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

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

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

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

<http://www.womcom.org/indexIE.html>

<http://www.witi4hire.com/index.phtml>

<http://www.womensforum.com/Career.cfm>

Not for Profit and Institutions

<http://www.careeropps.com>

<http://www.philanthropy.com>

<http://fdncenter.org>

<http://www.fconline.fdncenter.org>

<http://www.1800net.com>

<http://www.nptimes.com>

<http://www.charityvillage.com>

<http://www.nonprofitjobs.org>

<http://www.fundraisingjobs.com>

<http://www.essential.org/goodworks>

<http://www.idealists.org>

<http://www.jobsinnonprofit.com>

<http://www.nonprofitcareer.com>

<http://www.nonprofitemployment.com>

<http://www.opportunityNOCS.org>

<http://www.execsearches.com/exec/>

<http://charitychannel.com>

<http://www.guidestar.com>

<http://www.nonprofits.org>

<http://www.ipl.org>

<http://www.ncna.org>

<http://www.nsfre.org>

<http://www.jobsourcenetnetwork.com>

<http://www.npxpress.com>

Recommended Reading

Weddle's Job Seeker's Guide to Employment Web Sites 2002, by Peter D. Weddle. Call 203-964-1888 or visit www.weddles.com to order. \$14.95

Finding a Job on the Web. Cliff Notes, by Peter Weddle. Published by IDG Books. www.cliffsnotes.com \$8.99

Job Searching Online for Dummies, by Pam Dixon. IDG Books. www.dummies.com \$24.99

Rites of Passage from 100,000-\$1,000,000, by John Lucht. Available in most book stores. For mid-senior executives.