Job Search Manual
Version 4.14

A Guide to Discovering Your Strengths
and
Managing Your Career

TO DO:

Join CNM’s Meetup group (see Appendix B)
for meeting registration, resources, networking!
www.meetup.com/mbc-cnm

Join CNM’s LinkedIn group (see Chapter 8)
for networking, resources, and job contacts
(Career Network Ministry - McLean Bible Church)

12/20/2016
SCHEDULE

Career Network Ministry meets Tuesday evenings at McLean Bible Church in Vienna, Virginia. The schedule is:

6:15–7:30 p.m.: Registration (new and returning attendees)
6:30–7:30 p.m.: Orientation & Resource-hour Tables (main room), Workshops, Suit Ministry
7:30–8:00 p.m.: Informal Networking (main room)
8:00–9:30 p.m.: Special Speaker, Event, or Panel (main room)
9:30–10:00 p.m.: Informal Networking (main room)

The table below lists regular workshops and their schedules. Go to www.meetup.com/mbc-cnm for updates.

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BIBLE ABBREVIATIONS

Quotes from the following Bible versions appear in this manual:

- **HCSB** — Holman Christian Standard Bible (Holman Bible Publishers)
- **KJV** — King James Version (public domain)
- **NASB** — New American Standard Bible (Lockman Foundation)
- **NCV** — New Century Version (Thomas Nelson, Inc.)
- **NIV** — New International Version (Biblica, Zondervan)
- **NKJV** — New King James Version (Thomas Nelson, Inc.)
- **NLT** — New Living Translation (Tyndale House Foundation)

THANK YOU

A major update of the Career Network Ministry Job Search Manual was first created in 2015 and is based on prior versions from 2009, 2006, 2003, and earlier. This manual is often updated with minor and major changes; the newest revision is posted on Meetup at http://files.meetup.com/1396273/CNM_Job_Search_Manual.pdf. You can also join CNM’s Meetup group, log in, go to CNM’s Meetup page, click on “More” and “Files,” and scroll down to find the file.

Thank you to the following people who made this version of the manual a reality. Many of them also generously volunteer their time at CNM in various capacities as speakers, workshop leaders, coordinators, helpers, advisers, etc.

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- **McLean Bible Church Copy Center** — Will McGee, José Medrano, David Kent
## MY CNM JOB SEARCH “PASSPORT”

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During your time of transition, consider volunteering at CNM in one or more capacities. We would love to have you join our lively group! Many volunteers continue to help out regularly or occasionally even after landing their full-time job. This will be your family and support during your time of transition.

To volunteer, sign up at the registration table for returning CNM attendees.

As you volunteer, take time to attend CNM workshops to keep your job skills sharp. Some volunteers are long term and others help out as needed.

See Appendix C, *Volunteering at CNM*, for additional ideas of how to volunteer at CNM.
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Chapter 1. Welcome

1.1 What This Manual Is

WELCOME! You will find that the CNM Job Search Manual gives you all of the basic steps required for a job search, with many of the best practices taught in our seminars and workshops. For the current version, log in to Meetup (after joining our Meetup group) and go to http://files.meetup.com/1396273/CNM_Job_Search_Manual.pdf. Read it cover to cover or focus just on certain topics. If you are changing careers, you may want to focus on creating a personal marketing plan (Chapter 5) and revising your résumé (Chapter 6), tools to proactively pursue networking and to find job opportunities. If you are in transition, check out Chapter 2, Transition and Support, for practical tips, and Chapter 14, Trusting God, for spiritual help.

1.2 Welcome

We are delighted that you chose to participate in Career Network Ministry (CNM), an outreach ministry of McLean Bible Church in Virginia. Our church is all about relationships: experiencing a growing relationship with Jesus, enjoying the care and encouragement of close friends, and developing a personal passion to touch lives, share, and serve with the love of God. CNM’s goal is to touch lives with the love of God and to help you become all that God wants you to be.

CNM’s purpose is to provide ministry and support to anyone seeking help in a job search, employment, or a career change. CNM is a FREE career network that is open to all people of every faith and all walks of life. Chapter 14, Trusting God, discusses spiritual aspects of your journey.

Throughout your career, you will need to focus on and perfect the following skills even while in a job:

- Personal branding, knowing your own personal brand, and marketing yourself
- Job search and interviewing skills
- Networking

We know that career management and a job search are stressful. Managing your career will help keep you from being “between business cards” quite as often. Most CNM volunteers have been in your shoes before, and many of them are currently active job seekers. They are here to serve you. A job search is a full-time job, yet it is not one you applied to get; you probably did not even expect it — at least not right now. No one ever trained you how to do it. In fact, it might even require skills you do not have or tasks you really do not enjoy. After all, not very many of
us love to write, want to make calls to sell ourselves, yearn to tell complete strangers our biggest weaknesses, or crave the chance to discuss how much money we want to make. Yet all of these tasks are essential parts of finding and securing a new job.

Career management and, in particular, a job search may not be your idea of fun, but the process does not need to be miserable, either. In both formal and informal meetings, seminars, and workshops, as well as in this manual, we provide a wealth of information, tips, hints, and resources to guide and aid you. We also provide encouragement, hope, and prayer support.

1.3 What Is Our Purpose and Why Do We Work?

God created us in His image, to be in relationship with Him and with others. He created the heavens and the earth, and we are to work because God intends us to do good works. “Man’s chief end is to glorify God, and to enjoy Him forever” (Westminster Confession of Faith).

“Good Works:

“For we are His workmanship, created in Christ Jesus for good works …”

Ephesians 2:10a (NASB)

1.4 How to Use This Manual

This edition of the CNM job search manual updates the contents of the 2006 and 2009 editions to reflect current best practices for a job search. Content has been added based on new technology, social media, and new approaches to the job search. Many chapters in this manual parallel CNM workshops such as Branding, LinkedIn, Personal Marketing Plans, Résumés, and courses on pursuing a career in federal service. CNM meets Tuesday evenings (6:30 – 9:30 p.m.) on the first floor of McLean Bible Church, 8925 Leesburg Pike, Vienna, Virginia 22182. Log in to Meetup and go to http://www.meetup.com/mbc-cnm to RSVP for a CNM meeting and/or find out about workshops and speakers. For past presentations, this manual, and other files, go to the More tab and search under Files. See Appendix B, Joining Meetup, for how to join CNM’s Meetup group. This manual is online at http://files.meetup.com/1396273/CNM_Job_Search_Manual.pdf and http://www.meetup.com/mbc-cnm/files/.

For example, you could go to a CNM résumé workshop to see a demonstration and to find out best practices for writing résumés. Then you would write or update your own résumé and go to the résumé table in the main room for a review of your résumé the following week. The CNM Passport lists this and other steps to follow in managing your career.

1.5 What Does CNM Offer?

- A safe and caring environment in weekly meetings.
- A supportive group where participants exchange networking ideas, offer moral support, submit weekly prayer requests, receive encouragement, and learn from each other.
- This job search/career management manual with resources and help.
- One-on-one consultations with knowledgeable volunteer professionals in the main room at every meeting. They can help with résumé development, Internet searches, networking, social media, personal marketing plans, dealing with finances during your search, and interviewing techniques.
• **Workshops** in job search skills (e.g., marketing, résumés, interviewing, and pursuing a federal job). Experts lead these workshops and offer time for questions and answers.

• **Speakers** on relevant topics to assist you in your search.

• **Prayer warriors** to pray for you and your specific needs.

**⇒ Note: CNM does not provide specific job opportunities, but it does provide tools to help you land a job.**

### 1.6 What Is Your Cost?

CNM services are free of monetary cost. Once you land a job, you can show your appreciation by returning and sharing how you found your job even if it was not through CNM. This will encourage other job seekers. After landing a position, please come back so you can share your experience and God’s work in your life and so you can help someone else. Consider volunteering and sharing your gifts and time with us while job hunting, or afterward, as a way to enrich your life and the lives of others.

### 1.7 What You Agree to Do

Remember, this is your job search and you need to treat your job search as a job! We will assist you in any way we can, but you must search for leads, make telephone calls, submit résumés, build your network of contacts, go to appointments (job interviews, informational interviews, etc.), and generally commit yourself to the hard work of finding a job.

When you participate in our Career Network Ministry, you agree to:

• Always keep the confidentiality of CNM participants.

• Respect and support other CNM members, including the sharing of useful information, thoughts, and ideas.

• Give full effort to complete all agreed-upon assignments.

• Approach network contacts with the highest regard and courtesy; do not demand a job.

• Treat all prospective employers, network appointments, and participants in CNM with gentleness, dignity, honor, and respect.

CNM volunteer, sought-after speaker, and best-selling author **Rob Jolles** encourages you to enhance your job-searching success by doing the following:

• **Communicate with confidence.** That means taking every opportunity to ask questions and listen. When it is your turn to talk, focus on your successes not your shortcomings. We all have shortcomings. Employers are more interested in what you can do, not in what you can’t do.

**Taking Action:**

“Let the favor of the Lord our God be upon us; And confirm for us the work of our hands; Yes, confirm the work of our hands.”

Psalm 90:17 (NASB)
• Don’t let fear rule your life. It takes courage to ask for help and to fight for a job. Embrace that fight. A major part of that fight is to reach out to all those around you. There are opportunities there; embrace every opportunity, stay positive, and be ready!

• Establish routines to get through the day, and follow those routines in a disciplined manner. Your job is to find a job. Never, never quit! That amazing opportunity may be right around the corner.

1.8 Getting Started

For many, beginning a job search may seem like an overwhelming task that provokes great fear. Beyond the emotions, you may find yourself faced with many questions:

• What do I want to do? What should I be doing? Where do I start?
• What tasks and activities are necessary for a successful outcome?

Our goal at Career Network Ministry is to provide support and to encourage you to network and benefit from the experience of the volunteers and other participants as you search for a job and/or manage your career. Have courage in this effort as you seek God’s best!

Managing your career includes many phases: discovering the role you are called to do, marketing yourself, asking for God to intercede, and measuring your success in completing tasks. Join CNM’s Meetup group to stay informed about main program speakers and upcoming workshops. Join CNM’s LinkedIn group to connect with fellow CNM members and to see tips, articles, events, and job postings. See the appendices to this manual to learn how to join Meetup. Use the CNM Passport as a handy checklist for next steps. Volunteer at CNM (see Appendix C).

➔ Most important: Network with other people!

1.9 CNM Passport

The CNM Passport (in the front of this manual) lists recommended best practices to do in your job search. Use it to keep track of which CNM workshops or one-on-one consultation tables you attend; you can prioritize what you want to attend first. After signing in at registration, go to the orientation table in the main room where you can ask questions about Career Network Ministry. The Passport’s activities correspond to chapters in this manual and workshops at CNM.

1.10 Summary/Closing

A job search can be a difficult time for you and your loved ones. In addition to the resources in this manual, the volunteers at CNM provide training, encouragement, networking opportunities, and prayer support throughout the process through formal and informal sessions. We will do our part to help you. Now it’s time for you to do your part!

“Put God & His Agenda First:

“Blessed is the person who lets God run His business (here on earth), His way (even if it doesn’t meet our expectations).”

~ Lon Solomon, Senior Pastor, McLean Bible Church
Chapter 2. Being in Transition/Support

Being in transition can feel like you are free-falling without a safety net. Your daily schedule has changed, your personal contacts are different, your finances are unstable, and you may be trying to figure out the next phase in your life. Be encouraged; you are not alone on this walk, and we at CNM can help you even if it is just to listen and talk through your ideas. Read this chapter and develop personal rituals to organize your days. Decisions can exhaust you. Develop routines and rituals so you don’t waste brain power deciding trivial or repetitive things (e.g., where to put your keys).

2.1 Daily Activities

Optimize your financial situation. Talk with a CNM career financial adviser immediately for free help. Each day, figure out where you can really cut costs. Keep a spending diary for two weeks (use Excel or pen and paper, or go to www.mint.com for a free online tool) to discover where you are wasting money. Go to www.daveramsey.com for tips. Beware the little foxes that steal the grapes; even a little latte each day can add up to big money.

Determine the difference between “wants” and “needs.” Buy less. SAVE. Cut out the extras. Eat simple food; limit trips to restaurants. Use cheaper transportation. Sell things you don’t need. Rent out one of your rooms. Lower your heat. Turn off the air conditioning. Downsize (your car, home, things). Cancel some subscriptions or memberships. Take part-time work whether or not it is in your field. If you are creative, go to www.etsy.com or www.fiverr.com (“the world’s largest marketplace for creative and professional services”) for ideas of things or services you can sell. Figure out whether you can draw cash from a 401(k) account. Ask for help from friends, family, or church. If you’re old enough, research whether to take Social Security and/or retirement from your former company. Be creative in how you get through the day; all the random extras add up!

Set a daily schedule and stick with it. Get up at the same time every day and follow your morning routine. It will help you pull yourself together and be prepared to face your day and job search. Be time sensitive and on time (wear a watch; put a clock in every room — and one in the bathroom).
Develop a system for keeping track of job contacts with whom you talk. Include such information as name, title, company, phone number, address, e-mail address, and industry. Include the date you talked with them. Use whatever tracking system works best for you (e.g., Excel spreadsheet, notebook with business cards taped inside, three-ring binder, or the Relationship tab on LinkedIn to keep track of your Level 1 contacts). Just keep track! A sample Job Search Tracking Sheet is in Chapter 2, section 2-6.

Make a list of tasks you have put off for years because you were working, but now you have the time to do them.

Set realistic weekly goals for yourself and stick to them. For example, “My goal is to meet someone for coffee each week to discuss jobs” or “reach out to three new contacts for the week and submit five résumés” or “make 15 calls and submit one résumé,” etc. Once you achieve your goals, reward yourself. For example, you might take an afternoon to read, go hiking, play a video game, and/or allow yourself to not worry about finding a job.

Make networking more of a priority than answering job ads; over 75 percent of all jobs are found through personal networking. Aim for one networking coffee per day, if possible.

A Sample Weekly Plan might include:

- Pray daily. Be focused. Give thanks.
- Network in person; meet someone for coffee three days a week.
- Arrange or go on at least one informational interview (see Chapter 9, Networking).
- Selectively respond to job ads. Discuss job leads with two contacts, and send a follow-up résumé.
- Send résumés to five companies based on articles you have read.
- Use LinkedIn to research jobs, make contacts, and research companies and people.
- Develop three new networking contacts.
- Attend two networking group meetings.
- Select three companies through library/online research and send letters.
- Set specific deadlines (e.g., daily, weekly, monthly).
- Change your life intentionally and incrementally by changing something you do daily.

Ask someone to be your accountability partner. If you have someone at CNM to check in with about your progress, you are more likely to achieve the goals you set. Set SMART goals (Simple, Measureable, Attainable, Realistic, and Time-bound) to keep each other accountable.
Get out of the house. To keep your sanity, go for a walk, call a friend, exercise, enjoy a nice drive, go to breakfast meetings, or meet with someone.

If you are not working, volunteer with passion. Volunteering is a great way to network and to show potential employers you’re “still in the game.” Pick a charity, church, or something you can fully support. CNM always needs volunteers. When you volunteer, you are serving other people, helping the community, enhancing your skills, making yourself feel useful again. Volunteering is also a great way to meet new people who could be potential connections or who might know someone you need to meet. Read the Forbes article on how volunteering can benefit your career: http://www.forbes.com/sites/dailymuse/2014/01/29/3-volunteer-opportunities-that-will-seriously-boost-your-career/.

Be healthy. To increase your energy and lower your stress levels, watch your diet, drink plenty of water, get enough sleep, and exercise (even walking is healthy).

2.2 Accountability Partners

Accountability partners are a great way to focus your job search and hold you accountable to “walk the talk” and do what you say and say what you do. Your accountability partner(s) may be based on professional interests, a common affiliation, or demographics. Accountability partners should meet regularly to discuss individual job search progress. They both give and receive support, encouragement, and focus. Many meet at coffee shops or other inexpensive eateries with Wi-Fi access. Your accountability partner(s) will keep you accountable to do your job search, and you may be helping each other find jobs.

2.3 Unemployed?

If you are not currently working, apply for unemployment benefits; there is no shame in accepting benefits from unemployment insurance. Your company paid money into the unemployment fund for this exact reason, so that if you became unemployed, you could use it. Even if you think you are not eligible, apply anyway; you may be surprised. Note that unemployment benefits are not retroactive, so you will lose money by waiting to apply for benefits when you are first eligible. Listed below are local employment commissions that will walk you through the steps to apply for unemployment compensation. Go on the Internet to locate your state if it is not listed here.

- Virginia: http://www.vec.virginia.gov/unemployed/
- Maryland: http://www.dllr.state.md.us/employment/unemployment.shtml

Hope and a Future:

Below are Scripture references on hope:

- The certainty of Heaven (Revelation 21:1, John 14:6)
- The fact that God knows our feelings (Hebrews 4:15–16, Isaiah 53:3)
- God’s promise of a good future (Romans 8:28, Jeremiah 29:11, and John 2:25)
- The security of God’s sovereignty (Isaiah 55:8, 42:6)
In addition to unemployment benefits, you may be able to take advantage of free job training seminars offered by your state or county. The U.S. Department of Labor lists additional tools and resources at [https://www.dol.gov/cfbnp/workforce3one/jobsclubtoolsandstrategies.htm](https://www.dol.gov/cfbnp/workforce3one/jobsclubtoolsandstrategies.htm).

### 2.4 Grief and Hope

Every shock or disappointment in life produces some level of grieving. This includes being unemployed. Grief is a process we go through while trying to adjust to our loss of employment and regular professional contact, which can also result in a loss of self-worth. Each person deals with grief in a different manner. Figure out what little changes you can make that will yield big dividends in your mental and spiritual health.

There are four stages to the grief process, which may occur in any order and at any time:

1. **Denial** — We often bargain with God.
2. **Anger** — We lash out at God.
3. **Depression** — We feel self-pity, isolation, and false guilt.
4. **Quiet Acceptance** — This is where real healing takes place.

How long it takes a person to go through Steps 1 and 4 depends on:

- Whether the loss was unexpected
- The nature of the loss
- How faithfully we apply solid principles of healing

### 2.5 Support

Career Network Ministry is here to help you in an encouraging and safe environment. As a ministry of McLean Bible Church, CNM provides more than just advice on job search skills. Sometimes what you need is financial advice, counseling, a decent outfit for an interview, or some extra food to stretch your unemployment check. Below are some ideas that may help:

- **FREE Financial Advice** — Career financial advisers volunteer their time at CNM to help guide attendees in difficult financial decisions. Advice is given on how to prioritize bills such as whether to pay the mortgage, health insurance, or other bills first and whether to take a short-term job while waiting for your target job to materialize. You can also go to [www.crown.org](http://www.crown.org) (founded by Larry Burkett) for sound financial advice. Once you are a member of CNM’s Meetup group, you can access three financial advice forms (CNM Financial Position, CNM Budget Plan, and CNM Job Loss). Click

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**Fear vs. Power & Love:**

“For God has not given us a spirit of fear, but of power and of love and of a sound mind.”

2 Timothy 1:7 (NKJV)

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**Love vs. Fear:**

Dwelling on future possibilities versus potential threats can yield either love or fear. Choose well where you park your thoughts and which ones you nourish.

~ Sarah Madden, CNM volunteer
Groups/Career Network Ministry, and the More/Files tab. NOTE: It is best to seek financial advice at CNM early in your transition period, not when your finances are exhausted.

- **Counseling** — To work through these steps, you may want to talk with a friend, counselor, family member, or a leader/pastor at your place of worship. CNM volunteers can also provide a listening ear and help with ideas. In addition, you may contact McLean Bible Church to talk with a Christian counselor.

- **Free Suits** — On Tuesday nights each week, CNM sets out racks of gently used men’s and women’s suits by the registration table. Suits are FREE for CNM attendees and are provided by The Clothing Shop, a ministry of McLean Bible Church. Choose one for your next interview — the suits are yours to keep and enjoy!

- **The Clothing Shop** — On Thursday nights and certain Saturday mornings, McLean Bible Church provides free clothing to people in need in the name of Jesus Christ. In addition, CNM attendees may also ask on Tuesday nights to “shop” for non-suit clothes.

- **Free Panera Bread at CNM** — Each week, Panera Bread donates delicious, leftover gourmet baked goods for our use. Go to the refreshment table in the main conference room, and feel free to take some extra bread home.

- **Reduced-price Metro Cards** — People 65 and older can buy a Senior SmarTrip card, which enables seniors to get discounted fares on Metrorail and Metrobus.

### 2.6 Keeping Track

The Job Search Tracking Sheet below can help you keep track of your job search progress. This type of chart works especially well in Excel where you can easily tailor the width and number of the columns. Keep track of details such as contact information, date you applied for a job, who contacted you, requisition ID number, job title, etc. You can also track whether this position is funded or conditional (i.e., it may or may not become a real job depending on whether the contract gets funded). Possible column titles are Company, Job Title, Status, Date Applied, Requisition ID #, Primary Location, Clearance Level, Company Division, Recruiter, Requisition type (Funded/Conditional), Position Status, Applicant Status, and Comments. Fill in data as you gather more details. Add additional columns and rows as needed. Insert a new row each time there is contact with a different person related to that position whether it is with internal or external recruiters, networking contacts, hiring manager, etc. Be pleasantly, patiently persistent in how you approach your job search! Pick up the “Job Networking Resources” flier on each table at CNM for a list of additional resources in the area.
Table 2-1. Job Search Tracking Sheet

<table>
<thead>
<tr>
<th>Company</th>
<th>Job Title</th>
<th>Status</th>
<th>Date Applied</th>
<th>Requisition ID #</th>
<th>Primary Location</th>
<th>Clearance Level</th>
<th>Company Division</th>
<th>Recruiter</th>
<th>Requisition Type</th>
<th>Position Status</th>
<th>Applicant Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>XYZ Inc.</td>
<td>Technical Writer Senior</td>
<td>Professional</td>
<td>1/22/16</td>
<td>12K8I</td>
<td>XYZ Co. (address)</td>
<td>TS/SCI</td>
<td>North American Division (NAD)</td>
<td>Al Smith (703.555.1212) <a href="mailto:asmith@xyz-inc.com">asmith@xyz-inc.com</a></td>
<td>Funded</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.7 Summary

Remember that you are not “who” or “what” your job is. You are unique, with many wonderful and valuable gifts and talents and experiences. You are in a time of transition that will yield additional lessons that can develop you into an even better “you.” Your transition time might occur while you are working and you are considering changing careers/jobs, or it might arise when you are “between business cards” and looking for a new job.

A long time ago, one CNM volunteer had been working as an art teacher for many years. When the county school system changed its emphasis, and the bottom fell out of the art teaching market, she was suddenly out of work, but she thought she had no transferable skills that would allow her to work somewhere other than teaching. Someone at her church offered to employ her to clean houses. “Clean houses??? But I have two college degrees,” she thought. She soon learned that this work was a God-send both financially and mentally, as she realized that her work title did not define her, but her work ethic did. It was, after all, honest work and good exercise, and she did it with integrity. It was also terrific on-the-job training in humility and gratefulness! After less than a year of cleaning other people’s lovely homes, she was surprised when someone else at her church showed some of her line drawings to a friend who was a publications manager at a not-for-profit federally funded research and development center inside the Washington Beltway. This led to an interview, which resulted in a career and many years serving her country and promoting national security for that company as a graphic artist with a Top Secret clearance. Don’t let your transition break you. Use it as an opportunity to gain new skills and to evaluate who or what you are, where you are going, how God is leading you, why you do what you do, and what it can all mean for you in the future.

Participate in workshops at Career Network Ministry, get needed training, help out as a volunteer on a CNM committee, network, and read this manual. These activities can focus and strengthen you as you transition to that next wonderful stage in your life!

By the Grace of God:

“The truly changed, truly converted, truly Christian heart can say with John Newton, ‘I am not what I ought to be. I am not what I wish to be. I am not what I hope to be. Yet I can truly say, I am not what I once was. By the grace of God, I am what I am.’”

~ Mark Dever, senior pastor of Capitol Hill Baptist Church, president of 9Marks, author of Nine Marks of a Healthy Church
Chapter 3.  Career Path: “Personal Discovery”: Identify Your Purpose and Direction

Your career lasts from the time you get your first job at least until you retire. For many of us, our career lasts for the rest of our lives in the form of volunteer or part-time work. The job search you are conducting right now is just a small part of the overall picture, but it is a very important one. You probably want to progress in your career and add skills, responsibilities, and compensation as you go. Others of you would rather try different things throughout your life. For example, you may start out as a computer programmer, then go into teaching, then manage a non-profit, and end up as a novelist.

In either case, you need to be thoughtful and purposeful in your search so that you land a position that is in line with your goals and that moves you forward on your path. An important step in your search is discovering (or clarifying) your skills and abilities, your vocational or topical interests, your values, and your preferences regarding your work environment. Do not ignore this step.

In this chapter we will help you focus on your personal discovery to help with your current job search, as well as reaching your overall career objectives. A successful job search contains many steps. This manual aims to help you focus your search. Chapter 14, Trusting God, provides additional information for people who are on a spiritual journey.

3.1 Personal Discovery

This manual stresses the following points:

- **Routine** (Chapter 2)
  - Schedule your daily activities.
  - Are you unemployed?

- **Prayer** (Chapter 14)
  - Ask God to intercede.
  - Ask others to pray with and for you.
  - Pray daily.

- **Your Purpose and Direction**
  - What are your strengths? Your skills?
  - Discover your spiritual gifts. (Chapter 14 and Appendix A)
  - Identify your personal traits.

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**Whatever you do:**

“So whether you eat or drink or whatever you do, do it all for the glory of God.”

1 Corinthians 10:31 (NIV)

Set your hope on Him and your heart on a life that glorifies Him!

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**Enjoy Your Work!**

“I have seen what is best for people here on earth. They should eat and drink and enjoy their work, because the life God has given them on earth is short. 19 God gives some people the ability to enjoy the wealth and property he gives them, as well as the ability to accept their state in life and enjoy their work. 20 They do not worry about how short life is, because God keeps them busy with what they love to do.”

Ecclesiastes 5:18–20 (NCV)
− What makes you happy? What do you enjoy?
− Where do you go from here? Put it all together.

• **Marketing Strategy**
  − Research
  − Elevator pitch
  − Résumé creation
  − Business cards, networking cards
  − Definition of the target market/industry/companies
  − Communications plan

• **In-person and Electronic Approaches to Job Searching**
  − Networking – As Gary Cluff (of Cluff & Associates) always says, “You need to show up before your résumé does!” This is how people are getting jobs. The goal is to be referred to a company (employer) before you send your résumé, so that you are screened first before anyone ever sees your résumé. Hiring managers and recruiters are more likely to interview you if a valued employee refers you.
  − Responding to ads; writing cover letters
  − Using the Internet
  − Working with recruiters
  − Using alumni associations
  − Conducting informational interviews
  − Finding accountability partners

• **Interviewing**
  − Preparation and additional research
  − Participation in the interview
  − Thank-you letters and follow-up
  − Rejection

• **Decision-making**
  − Offers of employment — What to do?
  − Negotiation

3.2 **How to Identify Your Purpose and Direction**

Before you begin to successfully market yourself to potential employers, you must have a clear understanding of the product you are selling: YOU! Only then can you prepare an effective marketing strategy that will sell your job skills and abilities for your targeted position. This means accurately identifying your marketable skills and those sectors of the market where they are the most valuable.
When marketing yourself, provide quantifiable data. What value or return on investment (ROI) did you provide previous companies? How much time and/or money did you save a certain employer? Know the business of the companies you have worked for and their position within their industry. This demonstrates a business-savvy and career-minded individual.

While tests alone cannot tell you precisely which particular career to pursue, they are an excellent starting point in the career planning process. By helping you to identify and label key aspects of your personality, these tests make it easier for you to identify the best-fitting careers to explore.

The result of the period of rediscovery and use of various assessment tools will help you to see the career options available to you. We have outlined the process for you. What are your strengths, knowledge, and abilities? What are your spiritual gifts? (Chapter 14, Appendix A.) What are your personal traits? What do you enjoy and what makes you happy? Where do you go from here? Put it all together!

3.3 What Makes You Happy and What Do You Enjoy?

Try to remember a time when you were working on a project or hobby and were so involved that you lost track of time. What were you doing? This may indicate the direction for your job search. Happiness is found by circumstances and attitude; joy is the confidence that all is well regardless of the circumstance! What is about a job that makes it so rewarding? Does the work environment have anything to do with it? Go to O*NET OnLine (sponsored by the Department of Labor) for detailed descriptions of the world of work. Find out about job descriptions, pay, qualifications, and experience needed for different jobs (http://www.onetonline.org/).

3.4 What Are Your Strengths?

The real opportunities for growth come from working with your strengths not with your weaknesses. They come from identifying your talents and developing a lifestyle and work style that maximize them. So put the effort where it will really be rewarded in developing and deepening your strengths.

To help you discover your strengths, skills, and abilities, you can use the following skills and personal traits lists. Ask people who know you to identify your strengths. You may discover a strength or two that you did not realize you had.
3.5 Skills and Personal Traits Lists

Each individual has unique experiences, skills, strengths, and personal traits. Your skills increase your capacity to successfully execute different tasks and responsibilities. Your personal traits make you unique. From the lists below, select seven skills and seven personal traits that best describe YOU, and then narrow each list down to your top three.

Table 3-1. Skills List

| Administer | Control | Help others | Report |
| Advertise | Correct | Interview | Research |
| Analyze | Correspond | Listen | Respond promptly |
| Analyze finances | Counsel | Manage client relations | Restructure |
| Analyze markets | Design, Create | Manage conflict | Review |
| Assess performance | Develop policy | Manage finance | Sell |
| Assess quality | Develop work plans | Manage sales | Serve customers |
| Assign, Delegate | Do cost accounting | Market | Set standards |
| Audit | Draw | Measure | Set priorities |
| Budget | Edit, Proofread | Mediate | Speak in public |
| Build teams | Facilitate | Motivate | Survey |
| Categorize | Follow up | Negotiate | Take inventory |
| Coach | Fund raise | Price | Teach |
| Compute | Gather data | Promote | Train |
| Conceptualize | Handle complaints | Relate to clients | Write |

Table 3-2. Personal Traits List

| Accurate | Dependable | Inquisitive | Productive |
| Adventurous | Detail-oriented | Inspired | Rational |
| Aggressive | Efficient | Intelligent | Realistic |
| Artistic | Emotional | Intellectual | Reliable |
| Assertive | Empathetic | Intuitive | Resourceful |
| Bold | Energetic | Inventive | Responsible |
| Caring | Entertaining | Kind | Responsive |
| Challenging | Enthusiastic | Leader | Self-assured |
| Civic-minded | Ethical | Level-headed | Self-controlled |
| Committed | Expressive | Loyal | Self-starter |
| Communicate well | Flexible | Original | Sense of humor |
| Compassionate | Good attitude | Passionate | Sensitive |
| Confident | Hard worker | People-oriented | Sociable |
| Courageous | High standards | Perfectionist | Socially responsible |
| Creative | Imaginative | Personable | Spontaneous |
| Credible | Independent | Persuasive | Stable |
| Curious | Influential | Physically fit | Tolerant |
| Daring | In no doubt | Practical | Trustworthy |
| Dedicated | Innovative | Probing | Winning |
Capitalize on what uniquely identifies you; this will ultimately lead you to the right job fit. Your unique personal traits or characteristics distinguish you from other job seekers. From the list in the previous table, can any of these traits be perceived by an employer as a potential weakness or opportunity for growth in the position you want? **Know yourself!**

### 3.6 Entrepreneurship

One creative thought is to consider becoming an entrepreneur. For new or current entrepreneurs, CNM sponsors a Thursday evening meeting in the cafeteria at McLean Bible Church. In addition, the Fairfax County Economic Development Authority (FCEDA) offers FREE sessions every month on “Starting a Business in Fairfax County.” FCEDA offers this and many resources for anyone wanting to start a business in Fairfax County, Virginia ([http://www.fairfaxcountyeda.org/about-fceda/contact-us](http://www.fairfaxcountyeda.org/about-fceda/contact-us)).

### 3.7 Where Do You Go From Here? Putting It All Together

You may want to take advantage of the many vocational assessments available online. The following sites offer online quizzes and exercises to help you to match your interests, traits, and talents to the job market. Most are free, some require registration, and some have a fee. These sites will help you find what would be the best job fit for you.

- [www.keirsey.com](http://www.keirsey.com)
- [www.assessment.com](http://www.assessment.com)
- [http://www.mycareerquizzes.com/career-personality-tests](http://www.mycareerquizzes.com/career-personality-tests)

A job should use your best skills, abilities, and gifts. Try to determine your “likes” and “dislikes” of industries, positions, and work environments. John Trent’s book *Leading from Your Strengths* can help with your personal assessment. More books are in Appendix E, *Interview Questions and Other Job Search Resources*. After you complete the exercises on some of the vocational sites listed above, you should have a vocational direction or list of possible careers. Write down the careers that

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**Focus on Success:**

“Successful people maintain a positive focus in life no matter what is going on around them. They stay focused on their past successes rather than their past failures, and on the next action steps they need to take to get them closer to the fulfillment of their goals rather than all the other distractions that life presents to them.”

~ Jack Canfield, author of *Chicken Soup for the Soul*
interest you as well as those that do not. You will need to refer to this information as you begin to research companies, create your résumé, and market yourself. This research summarizes many aspects of who you are — keep it handy. During your job search, it will serve as a reminder of the many gifts God has given you.

### 3.8 Soft Skills

In addition to your tribe and/or lane, below are 14 key areas where you can brand yourself:

- Punctuality (being on time)
- Preparation (getting ready in advance of a deadline)
- Proactivity (anticipating needs)
- Persistence (sticking to a task or goal)
- Passion (exhibiting enthusiasm)
- Attitude (demonstrating a positive outlook)
- Body language (demonstrating openness and caring)
- Coachability (listening to, evaluating, and applying other people’s suggestions)
- Courtesy (being kind and showing respect to everyone regardless of position)
- Diligence (paying attention to details and to getting the job done correctly)
- Effort (putting forth your best — even if it’s difficult — and doing more than is expected)
- Energy (doing what it takes to make it to the goal)
- Gratefulness (thanking people; showing humility in recognizing others who helped you)
- Work ethic (showing integrity in how you work)

### 3.9 Summary

You may be in the midst of a career change and have finally decided to take action because you are being called to do something completely different and/or you no longer feel fulfilled doing the same job you were trained to do. For example, if you have worked as an attorney for many years, but you want to be a full-time writer/editor, start by modifying your personal brand. Rather than focusing on your extensive legal experience in your résumé and LinkedIn profile summary, emphasize the excellent writing and editing you have done (e.g., legal briefs, white papers, presentations, articles). This change of focus in your journey of personal discovery helps recruiters and hiring managers to view your personal brand differently and to see you as an accomplished writer/editor instead of an accomplished lawyer.
Chapter 4. What Does the Company Need?

Now that you have started to quantify your strengths and skills, it’s time to determine what your target company needs and how you could benefit that particular company. Discover what keeps the hiring manager up at night and how you could be part of the solution. How can you meet the company’s goals, needs, priorities, and desires? Look at a job posting as a request for proposal (RFP); an RFP describes certain must-haves and certain nice-to-haves. You should customize your response to each “RFP.”

4.1 Develop a Compelling Value Proposition

Every company starts the hiring process by developing a list of job-specific requirements to meet a need. To get hired, you must explain how you meet or exceed all of them. The company does not want to take a risk, so they look for someone who would be a perfect fit. This is especially true for government contractors or any company with billable hours. If they hire the wrong person, they have to restart the recruiting process, and the costs are enormous. The company loses money when it cannot bill hours. See Chapter 5, Personal Marketing Plans and Branding, for ways to develop your unique value proposition as you determine your personal brand.

4.2 Understand Your Customer (the Company’s Hiring Manager)

Look at the hiring manager as your customer, and look at yourself as a salesperson who is selling a product (you!) to this hiring manager. Hiring managers have goals, priorities, and to-do lists, and you could be the perfect solution to their problem if only they could visualize you in that job. Research the company and job to discover how or whether this would be a good match for you.

4.2.1 The Industry

A company’s website can provide valuable information about a company’s industry (or industries). If you cannot tolerate being around animals, maybe the Humane Society wouldn’t be the right place for you. If you love helping people in emergencies, perhaps the Red Cross might be your dream organization. Be discerning when applying to different companies.

4.2.2 The Mission

Determine the company’s mission before you decide to apply for a job there — and make sure you are excited about it. For example, if you are a vegan, you probably shouldn’t apply for a job at a steak house. By comparison, the mission at Starbucks is different from that of the Heritage Foundation. Their missions aren’t exclusive, but they are different.

- Starbucks: Their mission is “to inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.”
- Heritage Foundation: Their mission is “to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.”

“Taking Action:

“In the same way, faith by itself, if it is not accompanied by action, is dead.”

James 2:17 (NIV)
4.2.3 The Core Values

Research the company’s core values to ensure they mesh with your own core values and that you can contribute to that company. (See Chapter 5, Personal Marketing Plans and Branding, and Chapter 11, Interview Skills, for tips on discovering and using this information.)

4.2.4 The Needs

What specific needs does the company have, and how could you meet those needs? How can you differentiate yourself from the hundreds of other job seekers? If the company needs a skilled, creative cake baker, but your skills are in counseling people, perhaps you should look elsewhere for a job. However, if they need an experienced Java developer, and you have the right skills and experience, you may want to apply for that job. Pay attention to the list of requirements for a specific position, and write down (point by point) how you meet or exceed the requirements. You may want to include this information in your cover letter. The interview could also reveal additional needs the company has identified.

4.2.5 The Culture

Determine the company’s culture and whether you would be comfortable working there. Do people dress in business formal attire (as at the Heritage Foundation) or more casually (as at Starbucks)? Do employees work from home sometimes, exclusively at the office, or most of the time on travel? See Chapter 5, Personal Marketing Plans and Branding, for how to target a company that would be a good fit for you in terms of culture and other matters.

4.2.6 The Size

How big or small is the company? For some job applicants, this could be important. Larger companies can offer greater opportunities for advancement and variety, whereas smaller companies can provide a chance to get to know one’s co-workers better and to gain more responsibility over the years.

4.2.7 The Job

Determine what responsibilities the job would entail and what keeps the hiring manager awake at night. Are you qualified to do this job? Do you see yourself bored, overwhelmed, or overjoyed doing this job? How can you add value to the company by accepting this position? Why should they hire you over any other candidate?

4.3 Sell Yourself!

Once you have determined that you would be a great fit for a specific job in a particular company, you can sell yourself to the hiring manager and company. This is where research pays off. Go to the company’s website, LinkedIn, and other places to do research. Craft a cover letter that details how you would be perfect for the job and how your skills and experience match the job requirements. Different chapters in this manual will guide you through these steps. Remember that companies do not want to take unnecessary risks, so you must show them how you would be the solution for their urgent hiring need and that you already have the necessary skills and experience to add value immediately.
Chapter 5. Personal Marketing Plans and Branding

A personal marketing plan is a document you create to target jobs and companies in your job search. This chapter provides the content and rationale for creating a personal marketing plan, which focuses your search and articulates exactly what you bring to the table. You can also share this document with people who might help you in your search. Your brand is your unique value proposition that defines how you differentiate yourself from other people.

Developing a personal marketing plan focuses your job search, provides a blueprint for how to make the best use of an informational interview or other forms of networking, and greatly increases your chance of landing the job you want and are qualified to fill. For help, attend related CNM workshops and read chapters in this manual such as résumés, branding (your unique value proposition), elevator pitch, networking, and interviewing.

5.1 A Job Search = Marketing You

A job search is essentially a sales and marketing effort to advertise your value to prospective employers, in essence to market yourself. Creating a personal marketing plan requires that you conduct a thorough self-assessment to define your value to a potential employer and conduct some market research about the job market: the demand for your skills, and who is hiring for those skills. A strong marketing plan focuses your search and can actually shorten the search by several months. It also helps ensure that the job you land is a strong match for your skills and that the company is a good fit for you. This means strategizing your networking and not just rapidly sending résumés in response to online advertisements. For these reasons, CNM recommends creating a personal marketing plan you can use to approach your job search.

5.2 What Is a Personal Marketing Plan?

A personal marketing plan is a proactive, focused approach to a job search and serves three functions: it is a self-assessment tool, a plan for execution, and a thumbnail sketch for you to share with select people.

5.2.1 A Self-Assessment Tool

Identifying your unique skills and competencies allows you to develop a strong and persuasive profile summary that provides your unique value proposition, highlights your expertise, and defines what sort of job you are seeking. Use your LinkedIn profile summary to develop your list of key competencies and skills (see Chapter 8, sections 8.1.3 and 8.1.5).

Note — If you have completed the tasks in the earlier chapters of this manual, you will have this information already gathered, and will only need to review it.

5.2.2 Components of a Personal Marketing Plan

While formats vary, all marketing plans essentially have the following components:

- **Header** — List your name, contact information, city, state, and ZIP code where you live (or are looking for a job). Include your contact phone number (preferably a mobile
number), a professional-sounding e-mail address (e.g., sue smith@gmail.com not one like krazykatlady4ever@gmail.com), and the Web address (URL) for your LinkedIn profile (preferably a customized URL without all the extra characters LinkedIn provides).

- **Professional Objective** — This encapsulates your field and experience. It is a brief highlight of the position(s) you are seeking and is similar to a newspaper headline or even your LinkedIn headline (see Chapter 8, section 8.1.5.2).

- **Preferred Titles** — What are the job titles of the positions you are seeking? These should be customized for your particular industry. Keep in mind that titles can vary greatly. For example, the title “director” in a small company may be equal to a “senior manager” or “manager” in a larger one.

- **Positioning Statement** — This is your unique value proposition (UVP). It is a statement that explains the value that you bring to a potential employer and why an employer should hire you over someone with similar experience and background. A Google search will yield many sites that offer advice on UVPs.

- **Competencies** — This section lists the essential skills and abilities you possess that show why you can effectively execute the job you are seeking and excel in adding value to the organization. These can be found in your résumé summary or LinkedIn profile.

- **Target Market** — Your target market is defined by the criteria that help you determine the best possible “fit” for your employers. At a minimum, they may include the following but could include additional industry-specific criteria:
  - Location
  - Industry
  - Company size
  - Culture
  - Values

- **Target List of Companies** — At first, this will be a list of companies you have identified. As you research them and apply your criteria, and develop new contacts through networking, you will eliminate some companies and add others. This helps keep your search focused and active. Limit this list to no more than 30 companies.

### 5.2.3 A Plan for Execution

There are several steps for executing your personal marketing plan:

- **Identify characteristics and criteria** you want from your next employer (compensation, size, industry, geographic location, and organizational culture). This will help you focus your search. Be wise in how you develop these criteria.

- **Identify target companies** that hire employees with your skills.
• **Apply the criteria** you have identified to each target company. In other words, confirm that each company is a “fit” for you.

• **Develop at least one contact** at each company who can let you know when a position is open that requires your skill set and who is willing to “walk” your résumé to the hiring manager, and — optimally — be your advocate internally for the position.

Remember that “you need to show up before your résumé does,” as Gary Cluff often says (Cluff & Associates).

As you execute your personal marketing plan, you will probably change it constantly during your job search. You will remove certain companies if you find they do not meet your criteria or if you find other information indicating that there is no possibility of employment (e.g., the company was recently acquired and it will likely be laying off staff).

### 5.2.4 A Thumbnail Sketch to Share

As stated earlier, networking is crucial to identifying companies, researching them, and developing contacts. Your personal marketing plan can help you in networking including informational interviews (see Chapter 9, *Networking*) because it provides a thumbnail sketch of your skills and what you have to offer. A personal marketing plan’s format and brevity make it easy for someone to read and quickly understand what you offer and where you might fit. The list of your target companies can be useful if your networking contact knows someone who works at one of the companies on your list (or at a competitor). This is how you can share information about yourself without any expectation of a job.

### 5.3 Marketing Plan vs. Résumé

You may wonder how a personal marketing plan differs from a résumé. Both are usually two-page documents; each should contain your brand and skills, but the similarity stops there. A marketing plan is fundamentally different from a résumé:

- It has a different **focus**.
- It serves a different **purpose**.
- It is intended for different **audiences**.
- It helps you determine **where you want to work**.
- It guides your approach to your job search.

When you remove a company from your target list, do not delete it. Instead, move the information to another document and note any contacts you made in the company, including the reasons you are eliminating it from consideration. You might encounter that company again in your search. If so, you will want to refer to the information you have already gathered to avoid making a poor selection or perhaps even to reconsider that company.
To understand the previous points, compare the differences between a marketing plan and a résumé in the table below.

**Table 5-1. Personal Marketing Plan vs. Résumé**

<table>
<thead>
<tr>
<th>Personal Marketing Plan (looks to the future)</th>
<th>Résumé (looks to the past as well as the future)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contains:</strong></td>
<td></td>
</tr>
<tr>
<td>Brand and Skills</td>
<td></td>
</tr>
<tr>
<td>Preferred Positions</td>
<td></td>
</tr>
<tr>
<td>Target Market</td>
<td></td>
</tr>
<tr>
<td>Target Firms</td>
<td></td>
</tr>
<tr>
<td>Preferred Locations, Company Size, etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Share with:</strong></td>
<td></td>
</tr>
<tr>
<td>External Recruiters</td>
<td></td>
</tr>
<tr>
<td>Staffing Agencies</td>
<td></td>
</tr>
<tr>
<td>Networking Contacts</td>
<td></td>
</tr>
<tr>
<td><strong>External Recruiters</strong></td>
<td></td>
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<tr>
<td>Company HR Departments</td>
<td></td>
</tr>
<tr>
<td>Internal Recruiters</td>
<td></td>
</tr>
<tr>
<td>Hiring Managers</td>
<td></td>
</tr>
<tr>
<td>Staffing Agencies</td>
<td></td>
</tr>
</tbody>
</table>

As stated earlier, the only elements the two have in common are your brand and skills, and these should be a consistent theme in all your documents/communication, including your elevator pitch, résumé, and LinkedIn profile. Now look at the differences between the two. The most important difference is that a personal marketing plan looks forward — it tells what you want to do. A résumé, on the other hand, is mostly historical; it tells what you have done although it does include your target position for future employment. A résumé is a dense document that takes several minutes to read and digest, but a personal marketing plan is a brief summary sketch of your value, your skills, and what you are seeking in a potential employer. It lists the companies you are targeting in your search and can be read in less than a minute.

**Note** — You should not share your marketing plan with a company’s human resources department, its internal recruiters, or hiring managers. The reason? It lists other companies that you are pursuing. While most savvy companies will know that you are also targeting their competitors, there is no reason to tell them directly.

**Remember:**

- If used correctly, your personal marketing plan will focus your job search and help you identify a list of daily activities that can move you toward your next job.
- It is a dynamic document and you should update it as you reevaluate and refine your list of skills, define your brand, and conduct research on firms.
5.4 **TIP: Researching Job Titles and Companies**

Job titles will change over time, and required skills change as well. For example, you may remember that the staff members who recruited and managed the company’s benefits and employee relations were known as human resources professionals. Currently, they may have titles such as human capital manager or talent manager. This is where online job search sites are useful — they help you research current job titles in your profession or industry, and give you insight into what skills employers are seeking. A job seeker uses an online job search site as a place to look for a job, but an employer uses it as an advertising and publicity vehicle.

You can find companies on online job search sites, but more reliable sources are:

- [www.glassdoor.com](www.glassdoor.com)
- [www.kununu.com](www.kununu.com)
- Networking, particularly professional or industry associations
- LinkedIn and other Internet research (see Chapter 8, *Social Media*)
- News stories about companies doing business in your local area
- Economic development organizations can also be a valuable resource about the business climate in your local area; their websites can be a rich resource about companies located or doing business within their jurisdiction. Many publish newsletters and reports highlighting the companies’ plans. Such organizations typically exist on the county level in large metropolitan areas, but they can be on a regional or state level. To find your local economic development organization, search the Internet using your jurisdiction and “economic development” (e.g., “Fairfax County Economic Development” is at [www.fairfaxcountyeda.org](http://www.fairfaxcountyeda.org)).
- Go to your larger regional libraries and ask resource librarians specific questions. For example, the Washington Business Journal annually publishes *The Book of Lists*, which lists companies broken down by categories. It is expensive to buy, but larger libraries usually carry copies. Also consider local magazines such as *Virginia Business. Value Line*, an expensive subscription, is also at larger libraries and carries financial information about larger companies.

5.5 **Example**

The next two pages are an example of a personal marketing plan.
Mary Smith

Reston, VA 20190 — 703.555.5555
MarySmith@email.com — www.linkedin.com/in/marysmithexample/

PROFESSIONAL OBJECTIVE
Project Manager | IT Systems Development | Product Development

PREFERRED TITLES
Project Manager
Program Manager
Product Development Manager
Client Engagement Manager

POSITIONING STATEMENT
An experienced project manager, I have led teams composed of developers, business analysts, quality assurance staff, and business subject matter experts for large-scale complex systems integration and development projects. I have a proven ability to keep development teams focused, prevent scope creep, avoid surprises through effective communication, and quickly negotiate resolution of issues, which have translated into a consistent track record of on-time and under-budget delivery. Developers in particular have valued my skills, which led them to dub me “the engineers’ favorite project manager.”

COMPETENCIES

<table>
<thead>
<tr>
<th>Project Management</th>
<th>Management</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-time Project Delivery</td>
<td>Coaching</td>
<td>Stakeholder Briefings</td>
</tr>
<tr>
<td>Contingency Planning</td>
<td>Budget Adherence</td>
<td>Meeting Facilitation</td>
</tr>
<tr>
<td>Team Leadership</td>
<td>Change Management</td>
<td>Active Listening to Stakeholders, Clients, and Team</td>
</tr>
<tr>
<td>Agile Scrum Certified</td>
<td>Problem Anticipation and Resolution</td>
<td>Meticulous Documentation of Issues, Discussion, and Decisions</td>
</tr>
</tbody>
</table>

COMPANY REQUIREMENTS

<table>
<thead>
<tr>
<th>COMPANY NAME:</th>
<th>JOB TITLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Requirement</td>
<td>Your Value</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>

SUMMARY – YOUR OVERALL VALUE PROPOSITION:

Figure 5-1. Sample Marketing Plan, Project Manager (Page 1)
TARGET MARKET

Geographic Preference
Washington, D.C. (near Metro)
Virginia: Alexandria, Arlington, Fairfax, and eastern Loudoun

Industry Type
Professional Services/Consulting
High-tech Company

Company Size
Greater than 200 and fewer than 10,000

Company Culture
- Collaborative atmosphere, valuing a team approach
- Open communication; willingness to hear divergent approaches
- Innovative
- Customer-focused
- Corporate values that complement my personal values

<table>
<thead>
<tr>
<th>Professional Services/Consulting</th>
<th>High-tech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Booz Allen Hamilton</td>
<td>Oracle</td>
</tr>
<tr>
<td>PricewaterhouseCoopers</td>
<td>3Pillar Global</td>
</tr>
<tr>
<td>Accenture</td>
<td>CAI</td>
</tr>
<tr>
<td>MITRE</td>
<td>Google</td>
</tr>
<tr>
<td>Lockheed Martin</td>
<td>Amazon Web Services</td>
</tr>
<tr>
<td>CSC</td>
<td>SiloSmashers</td>
</tr>
<tr>
<td>Leidos</td>
<td>Inovalon</td>
</tr>
<tr>
<td>CACI</td>
<td></td>
</tr>
<tr>
<td>Celerity</td>
<td></td>
</tr>
<tr>
<td>SAIC</td>
<td></td>
</tr>
</tbody>
</table>

Figure 5-2. Sample Marketing Plan, Project Manager (Page 2)
5.6 Refining Your Personal Marketing Plan

Use discretion, imagination, and reflection as you develop and refine the elements of your personal marketing plan.

Reach out to CNM volunteers for help along the way. The diagram below illustrates many sources that influence your marketing plan (e.g., your STAR stories, target companies, skills, values, and summary on your LinkedIn profile). Take into account your personal brand.

![Diagram illustrating personal marketing plan and brand](image)

**Figure 5-3. Your Personal Marketing Plan and Brand**

5.7 Branding: Your Unique Value Proposition

Coca-Cola, McDonald’s, Google, Amazon, Microsoft, and Apple are large corporations that have developed powerful brands, images backed by influential media campaigns to ensure global brand awareness and recognition. Not many years ago, few people had heard about personal branding, and we did not talk about it as part of a job search strategy. However, with the
explosion of the Internet and social media, it has become an integral and crucial part of business. Prominent public figures like Oprah Winfrey, Martha Stewart, Billy Graham, and Donald Trump have achieved unprecedented success and longevity in the business world as a direct result of their personal brands. Personal branding is no less important for job seekers as you identify your “unique value proposition” that sets you apart from those 999 other job seekers.

Personal branding is the process of marketing and “self-packaging” to set you apart from other job seekers who have a similar background and experience. This brand should appeal to the needs and interests of a target audience (hiring managers, recruiters, and network contacts) in the type of job and type of company or other organization where you want to work. Most job seekers find it a challenge to identify what differentiates them from the competition.

5.8 Best Practices

Below are some best practices to identify and communicate your unique value:

- **Self-Assessment** — The first step in constructing your personal brand is to take an inventory of your skills, expertise, competencies, motivators, and values. What is important to you? What do you like to do? What are you good at doing? Focus on how you define yourself and ask yourself what you are known for among your personal and professional networks.

- **Differentiate Yourself** — Today’s job marketplace is competitive and flooded with qualified candidates. **What sets you apart** from other talented professionals? You must ask: What unique value do you offer to prospective employers? What problems do you solve? What solutions or expertise do you offer? Have you aligned and positioned those unique offerings with the interests and needs of your target employers? What character or personality traits make you particularly well-suited to the job you want? How have you excelled in the past? Do you have any unique skills or experience within the normal requirements for a particular job (e.g., overseas experience, foreign language)?

- **Communications Strategy** — A communications strategy is the equivalent of a marketing or media campaign, so it is important to be strategic and selective about how you communicate and broadcast your brand.
  - Be sure to use the same font, color, and graphics in documents such as your personal marketing plan, résumé, and business cards. They are key components of your communications strategy — and you must represent your personal brand message consistently in each.
  - You also need to be consistent in your LinkedIn profile and other social media sites. The words, tone, and information must be consistent with your printed materials.
  - Your image, verbal communications, and non-verbal communications must also reflect your brand. Your verbal communications include your 30-second elevator

“*For you created my inmost being; you knit me together in my mother’s womb. I praise you because I am fearfully and wonderfully made.*”

Psalm 139:13–14a (NIV)
pitch, other networking opportunities, and interviews. Communication specialists report that approximately 93 percent of all day-to-day communication is non-verbal. Be mindful of how your outward appearance, image, and online presence reflect your personal brand.

- CNM offers various workshops to help develop your brand strategy (e.g., LinkedIn, résumé, interviewing, elevator pitch).

- **Digital Footprint** — Social networking is a powerful way to make your brand visible. Today’s advanced technologies offer a wide array of Internet-based applications that can help bolster your brand. The strategic use of LinkedIn, Facebook, and Twitter, to name a few, are among the more popular and effective tools for personal brand management. When used effectively, social media can significantly improve job search and networking results.

- **Validation and Feedback** — The best way to assess your brand and image is to solicit feedback from both your personal and professional networks. Perception is reality, and perception management is a key step in this process. It is important to ask your network what they perceive your brand to be before launching your job search campaign.

Both the diagram below and this manual show what contributes to your brand (e.g., your values, skills, experience, and work ethic) and areas of your life that reflect your brand (e.g., your résumé, marketing plan, elevator pitch, interviews, networking, **STAR** stories, and social media).

### 5.9 Summary

As you work your way through various chapters in this manual, keep in mind that you need to “brand” yourself well and to present your image consistently throughout your life as well as your career. Who you are and how you conduct yourself should be reflected in your values, home life, work ethic, personal marketing plan, networking, interviews, elevator pitch, social media, and so on. What will be contained in that dash between the dates on your tombstone? When seeking a job, you **must** figure out how your brand meshes with that of your target company.

Are you known for being a hard worker who gets the job done quickly with creativity, cheerfulness, accuracy, and a sense of caring? Show it in your “brand.” The offerings and products at CNM complement each other; the workshops, presentations, and this manual will all help you focus your career management efforts.

#### 5.9.1 Consistency

Consistency in how you express your personal brand will help strengthen “who” other people perceive you to be. Pick a lane (your skills) or pick a tribe (the industry or mission that makes you passionate). This world presents many ways and places for you to set yourself apart from others. Be thoughtful and true to yourself, your values, and your faith in this effort. Your social media presence as well as your real-life example should be consistent, and everything should reflect your brand in a positive manner.

Priorities:

> “He is no fool who gives what he cannot keep to gain what he cannot lose.”

Jim Elliot, evangelical Christian missionary and husband of Elisabeth Elliot, killed in 1956 by Auca Indians in the rain forest of Ecuador
Chapter 6. Résumés, etc.

6.1 Plan Your Résumé

A résumé is a marketing tool that lists your professional experience and provides a high-level overview of your knowledge, skills, achievements, and interests. It typically takes the form of a two- to three-page document for professionals with more than five years’ experience. One page is standard for less than five years of experience. A job seeker provides this to a prospective employer, usually in response to a job notice. Therefore, your résumé must clearly demonstrate what differentiates you from other applicants. To do this, your résumé must convey your personal brand (see Chapter 5, Personal Marketing Plans and Branding) and demonstrate why you are the best candidate. This chapter of the manual will explain how you can accomplish this and will suggest some electronic tools to help you. **TIP:** Keep your LinkedIn profile updated, and refresh your online résumé weekly at www.indeed.com, www.monster.com, and www.careerbuilder.com.

Your résumé is different from other marketing products discussed in this manual.

- Your résumé stresses past accomplishments — as well as your future objective — as opposed to your personal marketing plan (see Chapter 5, Personal Marketing Plans and Branding), which looks to the future.
- Your résumé targets a specific job, meaning that you will typically need to tailor, or modify, your résumé to meet specific requirements each time you send it out.

In the current job-seeking environment, where electronic communication and online visibility have become important, your résumé must be written so that it gets through the applicant tracking software, catches the attention of an employer or recruiter at a glance, and makes people want to read more. Consider that a recruiter may receive hundreds of résumés per job posting. Therefore, you need to ensure that your accomplishments stand out at a glance. According to a survey conducted by The Ladders, it takes recruiters an average of six seconds to review a résumé.

Below are some examples of statements that highlight your accomplishments:

- Exceeded top line sales by more than 10 percent and bottom line profit by more than 12 percent two years consecutively during an economic downturn.
- Saved the company $5M over a course of five years by implementing new strategies.
- Fostered rapid issue resolution, reducing trouble codes from 4,000 to 800 for accurate data analysis.
• Provided senior management with biweekly release management (RM) department schedule, deliverables, funding, progress and risk updates.
• Developed and managed press strategy for annual BET College Tour increasing visibility to over 51 million media impressions.

6.2 Quantify and Qualify Your Experiences

Quantifying your impact — The bullets above provide examples of using metrics and power words that will make your accomplishments stand out in a résumé. Depending on how your performance was measured, the use of dollar figures ($), percentages (%), numbers (#s), and timeframes can help showcase your accountability, results, or contributions. If you managed a budget, how large was it? What was the size of your team? What did your contributions result in, lead to, or ensure? Help the hiring community understand the importance of what you have written in your résumé.

### Examples

<table>
<thead>
<tr>
<th></th>
<th>Budget, profit and loss (P&amp;L), cost savings, quotas, revenue, value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers</td>
<td>Direct reports, volume, frequency, size, end users</td>
</tr>
<tr>
<td>%</td>
<td>Improvements, efficiencies, reductions, market share</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Speed of problem resolution or project completion (in some cases, this could include daily, monthly, weekly, quarterly, or annual accomplishments)</td>
</tr>
<tr>
<td>Audience</td>
<td>Customers, executives, board members, clients</td>
</tr>
</tbody>
</table>

Your industry will determine the nature of your quantitative accomplishments. The government focuses on budgets and spending money wisely; therefore, use terms that are associated with budgets, accounting, saving time, and business management. The private sector, however, is focused on making profits, so you may focus on these things plus increasing revenues, maximizing margins, or adding customers, and saving time.

Qualifying your experience — You can also describe your impact on a task, project, or product by using adjectives and power words that showcase quality, as in the following example:

• Designed, tested, and implemented an innovative Internet career management tool, featuring a highly scalable, multi-server, full Java-based solution.

In the example above, the word innovative implies creativity and that your product is “state of the art.” Scalable provides an example of this creativity by implying that the system’s design allows for easy growth and increase of users.

You can also show the quality of your work by effective selection of verbs: “… resulting in … contributing to … safeguarding … promoting.”
For Practice:

1. Read résumés of others with similar background to yours. You can find examples online (see the discussion of LinkedIn in Chapter 8, *Social Media*) and in books about résumé writing to get ideas. In particular, identify expressions of quantity and quality.


3. Now, make another similar table for your own STAR stories. This time, put examples from your own work in the columns.

4. When you finish, note whether you have used quantifying and qualifying data, and try to identify areas where you could include these.

Align your résumé with the job posting — Your résumé should include the right keywords that reflect the job posting, and they need to stand out at the top of your résumé. Pull these keywords from the requirements section of the job posting. Think highlights! Certain résumés may need to be especially comprehensive for industries such as government, education, or science where you have published or researched a lot.

Speak the language of the hiring manager — By studying the job description and company website, and by directly networking with a prospective employer, you can identify important buzzwords and keywords that reading software will look for in the résumé. For example, two phrases (e.g., “event planning” and “meeting planning”) may mean virtually the same thing, but your résumé should use the same term found in the job posting. According to recruiters, you should update your résumé with these key terms before submitting your résumé online.

Formatting and spelling are critical — Make sure your résumé is professional and polished. Avoid the use of prefabricated online templates as they may not upload correctly when posting for positions online. Do not rely on spell-check to proof your résumé; have others review your résumé, even if you think you do not need it. Create three versions: Word (compatibility mode), PDF, and Plain Text (.txt) depending on where you are sending it. When applying online through a website, it is ideal to upload a .txt file. If applying via e-mail, attach both the Word and PDF versions. It’s also a good idea to have your résumé accessible from your mobile phone.

Brand Strategy — For information on personal branding, see Chapter 5, *Personal Marketing Plans and Branding*. You need to ensure that the information in your résumé reflects your personal brand, and that nothing conflicts with it.
Keep in mind the following editing best practices:

- Active verbs (See Table 3-1, Skills List, which presents skills as active verbs.)
- Alternative sentence openers
- Quantification and qualification of professional experiences with metrics and performance measurements
- Accomplishment stories (SOAR, STAR, SAR) (see Chapter 11, Interview Skills):
  - **SOAR**: situation, obstacle, action, result
  - **STAR**: situation, task, action, result
  - **SAR**: situation, action, result
- Résumé design, formatting, and structure

### 6.3 Create Your Résumé: Parts of a Résumé

The top third of your résumé should grab the attention of the reader in the first few seconds.

**Header** — The header includes contact information, including your name, city/state, mobile telephone number, and e-mail address. Ensure that your e-mail address is professional. It is a good idea to create a separate e-mail account for your job search. Also include your personal Web page or your LinkedIn profile (see Chapter 8, Social Media). It is no longer mandatory to include your full mailing address unless instructed to do so. Your city, state, and ZIP Code will satisfy the employer and ensure your privacy.

Your header is a visible place to put important licenses, certifications, or titles: John Doe, PMP.

**Objective** — Statements of objective are no longer commonplace in résumés and have been replaced by the summary.

**Career Title** — Instead of an objective, it is better to use a career title that expresses the kind of job you want (e.g., information technology executive, mission-driven nonprofit professional).

**Summary** — A summary is a short explanation of your experience. It should be bulleted with the first phrase boldface. Most summaries are too generic, so you should differentiate yourself by reflecting your personal brand. This section is a preview of your overall work history and contributions. It should highlight your greatest work achievements (not job requirements), the more definable the better. If recruiters are spending just six seconds on your résumé, the first few sentences should make them want to read more.

Nicholas Lore, the author of *The Pathfinder* (1998), writes that the summary focuses the “reader’s attention on the most important qualities, achievements and abilities you have to offer. Those qualities should be the most compelling reasons to hire you instead of the other candidates. It gives you a brief opportunity to telegraph a few of your most sterling qualities. It is your one and only chance to attract and hold their attention, to get across what is most important, and to entice the employer to keep reading.”
A summary highlights the unique strengths that you bring to the table in a targeted role. An objective focuses more on you, the job seeker, and your interests as opposed to the summary, which focuses on the needs of the job manager.

You can use two or three columns of keywords to complement your summary statement. These keywords showcase specific terms that may be captured in a software scan. (See résumés #3 and #4 in Chapter 6, section 6.5, Chronological Résumés, for examples of such columns.)

**Technical Skills** — For technical jobs, it is helpful to include a brief list of specific, current skills, languages, hardware, etc., especially those included in the job description.

**Employment History** — This section should include the companies for which you have worked and the positions/job titles you have held. Some recruiters suggest that you go back only 10 years, and others suggest going back 20 years.

Employment history should highlight your accomplishments, not your job duties. They need to be results-driven. Label each accomplishment with a bolded competency. If you are listing accomplishments, for example, your bullets could look like this:

- **Event Planning** — Planned high-level conferences for international groups each year for 10 years resulting in increased cooperation on __________ issue.
- **Writing** — Wrote user manuals for _________ industry that resulted in increased efficiency and fewer calls to the help desk.

You will want to create a sentence or two describing your overall responsibility using the brainstorming information you developed (“Reporting to Division Human Resources Director, supported 25 retail superstores with annual sales of $250M and personnel complement of 900. Responsible for investigating, evaluating, and recommending action in associate-related issues.”).

**Education** — Summarize your education and training background. Include your highest degree and the name of the college or university you attended. If you are concerned about the possibility of age discrimination, omit your graduation date and just include your degree. List any certifications that you hold that are relevant to the type of role you are seeking. If current technical education is important in the profession you are targeting and you have that education, you may want to include the date you obtained your certification.

**Association Affiliations or Memberships** — Include memberships and any offices held in associations you have belonged to. Also include any community activities that support your objective.

**Other Categories or Information to highlight and consider** — If appropriate, list foreign languages, professional licensing, military experience, or titles of publications you have written.

**Federal Résumés** — Get professional and timely input on your federal résumé from Kathryn Troutman, The Resume Place (http://www.resume-place.com/). She can also help you with tips on negotiation strategies particular to a federal job (pay, leave, etc.).
Formatting tips:

- Use the active voice and bullet points to make information easier to read. Avoid passive verbs. Use the present tense for your current job and past tense for previous employment.
- Use a large-enough professional-looking font (e.g., Arial or Times New Roman). Be consistent in the font you use for similar parts of the résumé (e.g., headings, bullets).
- Leave white space in the document. Allow one-inch margins on all four sides; do not crowd your résumé.
- Do NOT format text with text boxes or tables; automated résumé tracking software cannot read text in these formats. Also, keep important text in the body not header.

Now that we have described the parts of a résumé, you will need to define the style of résumé you are going to use. Remember, this is your time to shine! Use the style that best presents you and your skills.

6.4 Use the Right Type of Résumé

The **chronological** résumé is the most common and most accepted style of résumé. It begins with either your education or work history, with your most recent position listed first. The next few pages provide examples of chronological résumés.

A **functional** résumé emphasizes your skills and abilities. This type of résumé does not focus on industry, particular employers, or your length of time at a particular employer. It is most frequently used when transitioning to another role (e.g., from marketing to human resources), when there are significant gaps in your employment history, or when you are seeking employment opportunities at higher levels. **However, most recruiters do not recommend this type of résumé.**

A **hybrid** or combination chronological/functional résumé combines features from both the chronological and functional résumés. It may be useful for certain situations (e.g., recent graduates or people who are switching careers); you may find examples and tips at [www.monster.com](http://www.monster.com) and other sites. Use the top half of your résumé to call attention to the brand you are trying to showcase. Highlight the functional area to highlight your competencies. If you are new to the workforce, this section expresses your desires or intentions even if you are just listing soft skills. The top piece is an advertising document, and the bottom half is chronological, but only list those experiences that showcase your brand (e.g., writing legal briefs).

Once you have written your résumé, it is time to have it reviewed:

- Run a spell check on your computer before anyone sees your résumé.
- Ask a friend to proofread. The more people who see your résumé, the more likely that misspelled words and awkward phrases will be caught (and corrected).
- Get another friend (an English or journalism major would do nicely) to do a grammar review and check for consistency in verb tenses (e.g., past tense for past jobs).
- **NO TYPOS!!!!**
6.5 Chronological Résumé

Below are several examples of chronological résumés. Make sure your name appears at the top of every page. Regarding formatting, do not use or modify any built-in Word styles such as Heading 1. Instead, create your own styles in Word and name them (e.g., MyHeading1) so the look of your résumé does not change on someone else’s computer.

### Chronological Résumé #1 (Program Manager)

**JOAN ELAINE CONRAD**

Reading, MD 12345  
jaconrad@gmail.com  
LinkedIn: www.linkedin.com/in/joanelaineconrad  
Cell: (555) 121-1234

**SENIOR PROGRAM MANAGER**

Hands-on manager with progressive and extensive technical and management experience with communication technologies, specializing in digital cable operations. Proven ability to work and lead technical teams for the integration and deployment of new services and technologies. Highly organized, results-oriented individual, who excels with people and communications. Expertise includes:

- Strategic Planning
- Organizational Leadership
- Program Execution
- Labor Plans and Staffing
- Cost/Technical Proposals
- Operating/Capital Budgets
- Task Management
- System Design
- S/W and H/W Development

B.S., Electrical Engineering, Boston College, Boston, Massachusetts

**PROFESSIONAL EXPERIENCE**

**Digital Program Manager**  
**COMPANY A**  
City, State  
1996 – 2016

Accountable for customers’ deployment plans for new digital cable headends, technologies, and advanced services. Coordinated the activities of system engineers, S/W development, product support, sales, customer personnel, and field engineers for the successful deployment of broadband CATV products and services.

- Led two key customer accounts, totaling 400 cable sites, servicing approximately 1.6M digital settops.
- Directed digital customers through growth period of 1.4M settops, generating annual revenue in excess of $300M.
- Deployed 240 new digital headends in a six-month period, sustaining a rate of 40 headends per month.
- Led the Pioneer EPG integration, trial and deployment on both national and local control. Planned and executed the guide’s commercial deployment on 65 headends.
- Successfully completed interactive integration and trial of Concurrent VOD with Pioneer Passport DCT EPG.
- Deployed full realm of technologies including: Modular Processing System (MPS) units, 256 QAM upgrades, Cherry Pickers, HDTV, local encoders, MDRs, digital transport, RF conversions, etc.
- Initiated technical lead for the Billing System Interface on the DAC 6000, developed relationship with CSG, DST Innovis (CableData) and Convergys.
### Chronological Résumé #1 (Program Manager)

<table>
<thead>
<tr>
<th>JOAN CONRAD • Cell: (555) 121-1234</th>
</tr>
</thead>
</table>

#### Senior Systems Engineer  
**COMPANY B**  
City, State  
1994 – 1996

Led the system analysis, development of design documentation, and training of a sophisticated, computer simulator.

- Analyzed S/W and H/W system, consisting of a distributed application on Solaris 2.3 node, Ethernet attached to two 68040, embedded systems on separate VME platforms running pSOS+, a real-time OS.
- Evaluated interprocess communications, TCP/IP network and completed performance analysis.

#### Director, Technical Programs  
**COMPANY C**  
City, State  
1988 – 1994

Provided technical and administrative leadership on multiple projects during expansion of core business, through design and development of private label and OEM communication products. Organized and led development teams consisting of up to 15 software and hardware engineers.

- Promoted three times in under six years for delivering financially successful projects.
- Designed and directed S/W and H/W system architecture for new product development programs from $0.5M to $1M.
- Defined complete program plans, including product definition, system requirements, architecture, staffing, budgeting, and schedules for strategic product positioning.
- Consistently delivered projects on time, and within specification, capital and labor budgets.
- Implemented technology for embedded, real-time, PC based, Windows and UNIX systems (CISC, RISC, DSP, VME, ISA, and MCA).
- Designed and delivered technical and cost proposals, participated in contract negotiations, resulting in funded contract awards.

#### Senior Hardware Engineer  
**COMPANY D**, City, State  

Designed and developed embedded, microprocessor-based PCBs, from conceptual layout through manufacturing qualification, implemented as communication interfaces for successful Air Traffic Control system.

#### ENGINEERING BACKGROUND

- Time-to-market study (Engineering Development methodology) on staff to Executive Vice-President
- Charter member of Quality Leadership Team implementing ISO 9001
- ISO 9001 trained internal auditor; member of Engineering Steering Committee
- Advanced Network Communications, Technical Management, Continuous Process Improvement
Chronological Résumé #2 (Marketing Professional)

JOHN B. DOE
Reading, LA 12345 • (555) 567-0987 • jbd@aol.com • www.linkedin.com/in/johnbdoe

SUMMARY
Marketing Professional with comprehensive experience in the managed care, pharmacy benefit management, mail order and retail drug industries. Proven background in marketing and sales of retail and mail order prescription benefit programs, new product development, managed care contracting, pharmacy management and operations. Solid technical knowledge in pharmacy and claims processing system administration and design. Experience and expertise in sales, contract negotiation, project management, operations, systems administration and design. Strengths include strong interpersonal skills and innovative conceptual thinking.

PROFESSIONAL EXPERIENCE

COMPANY A, City, State
Account Executive 2009 – 2016

• Oversaw national sales and marketing of retail and mail order pharmacy services to administrative services organizations (ASOs), health maintenance organizations (HMOs), and third-party administrators (TPAs)
• Conceived, designed, and executed marketing plan for RPS First Line Pharmacy Service™, within 24 weeks, resulting in new business proposals pending for 10.8 million covered lives.

Pharmacy Plan Coordinator 2009 – 2012
Supervised pharmacy system maintenance, pricing, formulary, state data, and third-party plan files.
• Installed pharmacy computer systems in 170 locations
• Increased frequency of pricing updates and accuracy of claims submissions to the third party plans. New system produced 0.25% increase in gross margin on annual prescription sales of $121M.

COMPANY B, City, State
Consultant, Operations and Marketing 2009

• Retained as consultant to redesign hospice product and revise pharmacy network provider agreements.
• Created customized hospice plan description, formulary, designed collateral materials, developed marketing plan, and authored client/pharmacy services agreement for new hospice product.
• Revisited and implemented new pharmacy network provider agreement. Improved on-line procedures for compounded prescriptions, claims submission specifications, pharmaceutical care and credentialing information required of network pharmacies.

COMPANY C, City, State
Regional Director, Sales and Marketing 2008

• Oversaw sales and marketing of prescription benefit management programs to HMOs, preferred provider organizations (PPOs), TPAs, and self-insured employers (SIEs) for a new nine-state territory in the Southeastern United States.
• Designed and executed a marketing plan for this new territory in under 35 weeks, resulting in new business proposals for 321,600 covered lives.
Chronological Résumé #2 (Marketing Professional)

<table>
<thead>
<tr>
<th>John B. Doe • (555) 567-0987 • <a href="mailto:jbd@aol.com">jbd@aol.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPANY D, CITY, STATE \ 1977 – 2007</td>
</tr>
<tr>
<td>Manager, Third Party Marketing and Administration</td>
</tr>
<tr>
<td>Marketed, contracted, and administered all types of accounts including managed care companies (HMOs, PPOs, PBMs), self-insured employers, workers’ compensation programs, nursing homes, institutional facilities, and hospice accounts.</td>
</tr>
<tr>
<td>- Increased third party department sales from $41M in 1993 to $158M in 1997. Third party department sales represented 78% of retail prescription sales totaling $202M.</td>
</tr>
<tr>
<td>- Coordinated marketing and sales of privately held pharmacy benefit management company, Mighty Scripts of America (MSA), to small self-insured employers. Through July 1997, MSA managed prescription programs for 14,000 covered lives and produced over $700K in sales.</td>
</tr>
<tr>
<td>- Contracted for development of pharmacy network for MSA with over 30 national chains and regional independent pharmacies. Assembled a pharmacy network of 17,121 pharmacies.</td>
</tr>
<tr>
<td>- Marketed and sold stand-alone mail order facility, Super Pharmacy Network (SPN). Opened over 30 new accounts that produced $2.2M in annual sales.</td>
</tr>
<tr>
<td>EDUCATION</td>
</tr>
</tbody>
</table>
| B.S., Pharmacy, The University of Louisiana at Monroe, Monroe, LA
Pre-Pharmacy, Louisiana State University, Shreveport, LA |
| PROFESSIONAL AFFILIATIONS |
| National Council for Prescription Drug Programs |
| State Pharmacy Association, Louisiana and Texas |
| Capital Area Pharmacist Association, Baton Rouge, Louisiana Vice President |
| Licensed Pharmacist in Louisiana and Texas |
# Chronological Résumé #3 (Administrative Assistant)

## Janice Blank
Columbia, MD 22222 • 555.345.7777 • juju123@comcast.net • www.linkedin.com/in/janiceblank

## SUMMARY

Extensive experience with increasing responsibilities in executive administrative for the civilian nuclear power industry. Strong background in a full range of clerical, secretarial and other administrative support duties. Successfully multitask and efficiently balance the needs of supervision and other parts of the organization. Expert in preparing and maintaining records, reports, presentations and follow-up files from locally developed software systems, as well as MS Word, Access, Excel, and PowerPoint. Exceptional team player with excellent verbal and written communication skills.

- Scheduling and Planning
- Supply Management
- Processes and Procedures
- Executive Scheduling
- Office Relocation
- Executive Confidentiality
- Vendor Negotiations
- Events Planning

## PROFESSIONAL EXPERIENCE


**Sr. Administrative Assistant** 2008 – 2016

Successfully provided training to engineers, licensed plant operators, general supervisors during transition to familiarize with scheduling planning and processes. Created formal processes and procedure for implementing changes to be utilized within Instrument and Controls group.

- Initiated a recycling section and office networking plan to reduce office supply cost eliminating a 5%–10% budget reduction within the first year.
- Collaborated with payroll and created analysis tool to quantify overtime and assist reduction efforts.
- Selected to fill the planning analyst position (during the search for new analyst) to provide weekly work off curves, indicators, pre-outage summary reports.
- Designed and developed the department’s area information binders for INPO plant evaluators.
- Successfully coordinated the relocation of office space and equipment for 50 people with the facilities, IT, and telecommunications departments.
- Managed the day-to-day work of the manager and supervisors by coordinating training, scheduling meetings, appointments and travel commitments to ensure effective use of time.
- Provided a tracking system for the section’s process improvements and initiatives.
- Trained and assumed outage response team in the Health Physics section responsibilities saving the company $25,000 in a new hire.
Chronological Résumé #3 (Administrative Assistant)

Janice Blank • 555.345.7777

- Served on the emergency response team as a joint information administrative coordinator and a site fitness for duty collector to be readily available in a site emergency.
- Selected to fill the security background investigator’s position on the outage response team to successfully fulfill background elements in two-month time period for over 3,000 employees to gain access into the protected area during refueling outages. Saved the company outsourcing fees of approximately $250 per person.

Unit Support Clerk 2000 – 2008

Automated maintenance reports from hand-written documents to Excel. Supported the Systems Maintenance Business Plan Web page with daily/weekly reports.

- Assisted the System Support Technician with the Scheduling Project 2 system backups, access to projects and worked with the ISD department to resolve the Project 2/Nucleis interface problems.
- Coordinated office space and equipment for incoming and outgoing contractors for outage support with facilities, IT, telecommunications and contractor representatives.

PREVIOUS RELEVANT EXPERIENCE

COMPANY A (Continued)

Community Services Clerk

Built targeted relationships with the general public, schools, government agencies, and other organizations to schedule/coordinate tours. Developed automated publications list.

Nuclear Security Clerk

Supported the development process of in-house procedures for department. Created a tracking system for invoices. Tabulated and monitored labor reports/invoices of contractor personnel against appropriate accounts and budge functions.

- Supported supervisor with the preparation of security audits from Nuclear Regulatory Commission that mitigated and reduced fines.
- Developed a weekly schedule and process for packaging safeguards (security) and proprietary records for offsite storage, in strict compliance with corporate guidelines.
- Prepared statistical data and reports utilizing arithmetic calculations of personnel access into vital (secure) and non-vital areas.

Clerical Aide

Created a file system for the production maintenance department. Maintained stationery and material inventory list in support of cost management initiatives. Managed telephone rosters.

- Trained work-study students, and complimented by trainees and leadership on facilitation style.
- Proactively learned the preparation of department’s timesheet to serve as a back up to the payroll clerk.
## Chronological Résumé #4 (Operations Manager)

### Joe M. Smith

City, State 11111 • 333.333.3333  jmsmith@yahoo.com • www.linkedin.com/in/joemsmithdmv

### OPERATIONS MANAGER

Process-oriented operations manager with proven success leading production teams to meet aggressive manufacturing goals. Key strengths in management, scheduling, training and problem resolution. Hands-on troubleshooter with foundation in mechanical and electrical processing equipment. Background includes expatriate and international business experience. Expertise includes:

- Automation
- Safety
- Quality
- Process improvement
- Transportation logistics
- ISO9000

### PROFESSIONAL EXPERIENCE

#### INTERNATIONAL COMPANY A - Broadview, IL 2007 – 2016

**Operations Manager** 2012 – 2016

Managed staff of 15 production supervisors supporting 525 production employees and $90M operating budget. Led corporate-wide quality improvement initiatives. Served as liaison between domestic and international distribution sites.

- Reduced rejection 10% while maintaining productivity by adjusting schedules daily and cross-training staff on all operations.
- Improved new employee integration by organizing and implementing operations’ segment of new hire orientation program that focused on policies, SOPs, processes and values.
- Maintained employee productivity and commitment to quality by encouraging and facilitating involvement in process improvements and implementing applicable suggestions.
- As global liaison, identified critical logistics issues and recommended improvements in transportation processes, which reduced worldwide distribution errors by 22%.

**Plant Supervisor** 2007 – 2012

Managed high-volume plant with 250 production and staff employees and $180M operating budget.

- Increased production capacity 50% by automating time-consuming functions and evaluating and streamlining overall processes.
- Implemented procedures to monitor product and process quality in real-time, which allowed operators to detect, correct, and prevent process variations that caused defects. Received first **Special Recognition Award** for significantly reducing print defects by 20%.
- Created safe and healthful work environment by conducting monthly meetings to focus on safety and housekeeping that resulted in zero lost time accidents over 8 years.
- Improved quality 10% by leading company-wide Quality Improvement Process that involved training 250 salaried and hourly employees in using the Philip Crosby Quality Process.
Chronological Résumé #4 (Operations Manager)

**JOE M. SMITH • 333.333.3333**

**FREIGHT CORPORATION - Denver, CO**

**Transportation Manager**  
2005 – 2007

Managed staff of seven and $160M total annual freight budget. Oversaw freight rating and rating systems, freight payments, and carrier performance.

- Converted all rail agreements from tariffs to contracts resulting in savings in excess of $7M.
- Received **Best of Best award** for leading a cross-functional project between domestic and international logistics divisions that netted $2M savings.

**COOL CORPORATION, INC. - Nashville, TN**

**Traffic Supervisor**  
2002 – 2005

Supervised staff of three warehouse employees. Scheduled and coordinated all traffic activities for entire department. Ensured all domestic and international transportation activities, both inbound and outbound, were conducted in accordance with company policies and compliance with government regulations.

- Reduced warehouse employee accidents by 100% by implementing first forklift training program that utilized safety videos, written exams, and a driving certification test.
- Facilitated continuous process improvement by consistently monitoring carrier performance and meeting with carriers monthly to discuss delivery, quality of service, and security.
- Developed quality program for bulk carrier qualification, which later was incorporated into the CMA’s Bulk Carrier protocol under **Responsible Care**.

**EDUCATION**

B.A., Business Administration  
Northwestern University, Evanston, IL

**CERTIFICATIONS**

Philip Crosby Quality Process Certified Instructor

**PROFESSIONAL DEVELOPMENT**

Leadership Foundations  
ISO 9000 Auditing  
Quality Assurance  
Traffic Management
6.6 Post Your Résumé Online

Post your résumé online at www.indeed.com, www.monster.com, and www.careerbuilder.com. When recruiters run filters, they often look for “fresh” résumés, so make it a practice to delete your online résumé and repost it once a week — even if it is identical to the one you already had. Post it in MS Word for best results, and do not use text boxes or tables within your document as these can render that text invisible to applicant tracking software.

When applying for a particular position, revise your résumé so it stresses the words emphasized in the job announcement (use www.wordle.net or www.tagcrowd.com to compare words and word frequency).

For some companies’ websites, you may want to paste your résumé as unformatted text (select Rich Text Format instead of Word when you save it). However, rich text format is hard for humans to read, so do not print or e-mail this version to anyone.

6.7 Cover Letters

Although cover letters are part of the etiquette of applying for a job, be mindful that not everyone reads them. Hiring authorities and recruiters often go straight for the résumé. For this reason, the cover letter should be brief. If you have been out of the workplace for a while, or you are seeking to change careers, your cover letter would be the place to explain this.

Most employers screen your résumé first, and only 2 percent of cover letters are even read at all. However, the hiring manager may read the cover letter even if the recruiter does not. In the case of two equal candidates, your cover letter may make the difference, but the real emphasis should be on your résumé.

A cover letter is an opportunity to introduce you and your résumé to an employer, and explain why you are writing or applying for the job. A strong cover letter should detail and outline why you are a good match for the organization and the position. More importantly, a cover letter should complement and support your candidacy for the position; it should not summarize the contents of your résumé.

Below are several best practices for writing an effective cover letter:

- **Personalize each letter** — When possible, through online research or networking, identify the name of the search director or hiring manager and address your cover letter to that contact in the opening. Avoid using “To whom it may concern.”

- **Introduction** — You should identify the position for which you are applying, how you learned about it, and your specific interest in the role. In the second paragraph, clarify your career objectives or explain your career change.

Cover Letter Resources:

The following resources can be helpful in constructing an effective cover letter:

- Phrases from performance appraisals
- Letters of recommendation
- Language from past job descriptions to clearly express job expectations, responsibilities, and performance measurement
- Similar jobs advertised online or related online business articles
• **Highlight qualification and key skills** — In the body of the cover letter, demonstrate your ability to help promote your brand and establish your credibility. Direct the attention of the hiring manager and reader to specific qualifications outlined in the job description that will point to your résumé.

• **Language and page length** — When describing yourself, your qualifications, and your accomplishments, use strong, active verbs. Limit the cover letter to one page. Keep it brief, and use short and concise sentences to showcase written communications skills.

• **Follow-up** — In the closing, be proactive and explain when you plan to contact the prospective employer to follow up on your application. Following up with the prospective employer is critical to your success.

### 6.7.1 Types of Cover Letters:

There are three general types of cover letters:

• **Application Letter** — Responds to a known job opening
• **Prospecting Letter** — Inquires about possible positions
• **Networking Letter** — Requests information and assistance in your job search

To get the position you want, you have to stand out. And the best place to start is with a good, sharp letter of introduction. This will help you avoid pitfalls that could hinder your job search.

Despite the fact that companies often demand that applicants submit cover letters along with their résumés, many job seekers still believe the cover letter is just a formality. Many applicants do not bother sending a cover letter at all, or they send one-paragraph or two-sentence throwaway notes in place of real cover letters. They may also confuse the cover letter with a dashed-off note, such as the fax coversheet. A cover letter should have three to four paragraphs, with no paragraphs over six lines long. The longest one should be the middle paragraph(s); the shortest one should be the final, summation paragraph. The document should be brief, easily readable, and professional. When you send a poor cover letter, you send the message that you can’t get the job done, even when quality is essential.

Carefully check your spelling and grammar. No one wants to make grammatical or spelling errors, but many applicants nevertheless submit cover letters with small and thoughtless, yet glaring, errors. Many slip through because people have a difficult time seeing the mistakes in their own writing. Ask someone else to proofread your cover letter for you.

• **Generic cover letters are never a good idea!**
  • Address the letter to a specific title or name (e.g., Dear Hiring Manager or Dear Jane Smith). LinkedIn could be a good source for this information. This letter should reveal how you communicate to the reader. Be direct.
  • Be brief (no more than five sentences); keep it less than a page long.
  • Keep your sentences short and to the point.
  • Do not list any skills in the cover letter that are not already in your résumé.
• State your interests as they relate to the employer’s requirements.

• Highlight your accomplishments and skills that match the employer’s needs. Stress the value you can bring to the company.

• When you tell potential employers why you are interested in working for them and their companies, be sincere. Do not bother pouring on a bunch of flattering statements. If you are interested in a position or company, just say why.

• **End your cover letter with an action statement.** Indicate to the employer that you will take the initiative in contacting them regarding your résumé.

• Drop names in the first paragraph if you know someone in the company. Hiring managers take unsolicited résumés more seriously when they assume you were referred by one of their employees or customers. You can find names of individuals in LinkedIn.

• The second paragraph (or two) is the perfect place to mention specific experience that is targeted to the job opening. This is your “I’m super great because” information. Here is where you summarize why you are absolutely perfect for the position. Really sell yourself. Pick and choose some of your experience and/or education that is specifically related to the company’s requirements, or elaborate on qualifications that are not in your résumé but apply to this particular job. If you mention the company and its needs, it becomes immediately obvious that your cover letter is not generic. Entice the reader to find out more about you in your résumé. Do not make this section too long or you will quickly lose the reader’s interest.

• The closing should be concise. Let the reader know what you want (an application, an interview, an opportunity to call). If you plan to call the person on a certain day, you could close by saying something like, “I will contact you next Tuesday to set up a mutually convenient time to meet.”

• Include all of your contact information in your cover letter as well as on your résumé. This information should include an address (at least the city and state), mobile phone, and a daytime number (where a potential employer can leave a detailed message). **Do not include your company phone number!** It should also include your personal e-mail address (not your company e-mail address).

• **NO TYPOS!** One recruiter who spoke at CNM stated that she only reads cover letters so she can screen out applicants by looking for typos. Keep in mind, though, that most recruiters do not even read cover letters.

Still wondering what goes in a cover letter? We have provided cover letter examples from [www.Vault.com](http://www.Vault.com). You may want to use this site as an additional resource to find cover letter examples by profession.
6.7.2 Sample Cover Letter #1

Your Name
Your Street Address, Apartment # (optional)
Your City, State ZIP
Your E-mail Address
Your Phone Number – Your Fax Number

Contact’s Name
Contact’s Title
Contact’s Department
Company Name
Company Street Address, Suite #
Company City, State ZIP

Dear Ms./Mr. Contact,

The first paragraph tells why you are contacting the person, either mentions your connection with that person, or tells where you read about the job. It also states quickly who you are. Next it wows them with your sincere, researched knowledge of their company. The goal: demonstrating that you are a worthy applicant, and enticing them to read further.

The second and third paragraph tell more about yourself, particularly why you are an ideal match for the job by summarizing why you are what they’re looking for. You may also clarify anything unclear on your résumé.

The last paragraph is your goodbye; you thank the reader for his or her time. Include that you look forward to a reply or provide a time when you’ll be getting in contact by phone.

Sincerely.

Sign here.

(found on: www.Vault.com)
### 6.7.3 Sample Cover Letter #2 (in response to an ad)

<table>
<thead>
<tr>
<th>January 3, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. XXXXXX</td>
</tr>
<tr>
<td>Title</td>
</tr>
<tr>
<td>City, State ZIP</td>
</tr>
</tbody>
</table>

**Dear Mr. XXXXXX:**

This is in response to your January 2\textsuperscript{nd} ad for a ______ in The Washington Post. You will note in the attached résumé that I possess all of these skills required and more. To directly respond to the advertisement, I have listed some of my qualifications to parallel your stated requirements:

<table>
<thead>
<tr>
<th>Requirements:</th>
<th>My Qualifications:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
</tbody>
</table>

As requested, my salary history is within the scope related to my previous experience. Considering the position and skills required, I believe a salary in the mid 50’s and variable options for compensation would be appropriate. My enclosed résumé is for your review. I will contact you as a follow-up to this submission early next week; however, should you need to contact me before then, my phone number is xxx-xxx-xxxx and my e-mail address is xxxxxxxxxx@xxxxx. I look forward to speaking with you soon. Thank you for your time and consideration.

Sincerely,

Enclosure

### 6.8 Business Cards/Networking Cards

Whether you are currently employed or in a job search, it is always a best practice to have your own personal cards. You never know when or where you will make your next important networking connection. Examples are on the next page. Keep the following guidelines in mind:

- Include your name and personal contact information on the front of the card. A home address is not required; factor your privacy preferences when making that decision.
- If appropriate, use two to three words to brand yourself or create a generic title. Select a design or graphic that speaks to your personality and that is appropriate for the industry. On the back of the card, you can list your top areas of expertise, or key skills. When designing your business card, allow for plenty of white space and consider using matte finishes in the event that your network contact would like to write on your card.
Career Network Ministry – 12/20/2016

Standard (the back can also be left blank)

<table>
<thead>
<tr>
<th>Larry Pager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications Executive</td>
</tr>
<tr>
<td>(123) 456-7890</td>
</tr>
<tr>
<td><a href="mailto:larrypager@gmail.com">larrypager@gmail.com</a></td>
</tr>
<tr>
<td><a href="http://www.linkedin.com/in/LarryPager">www.linkedin.com/in/LarryPager</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chief Spokesperson</th>
<th>Media Relations</th>
<th>P&amp;L Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Communications</td>
<td>Grassroots Advocacy</td>
<td>Cost Management</td>
</tr>
<tr>
<td>Domestic and Global Affairs</td>
<td>Social Media Channels</td>
<td>Performance Management</td>
</tr>
<tr>
<td>Print, Broadcast, and Online</td>
<td>Publishing</td>
<td>Board Relations</td>
</tr>
</tbody>
</table>

Technical

CHARLES A. DERBYSHIRE
PMP, ITIL

Executive, IT, Operations Management

LinkedIn Profile:
http://www.LinkedIn.com/in/CharlieDerbyshire

Creative

SARAH A.R. MADDEN, M.A.
Writer, Editor, Business Consultant
I run circles around knotty problems.

Sarah Madden

Write
Edit
Run
Blood
Drives
Volunteer

Teach
Persevere
Create
Art

TRUST
Coordination
Train

Coordinate
Train

Master of Arts

Purchase business cards at www.GotPrint.com, www.Vistaprint.com, Staples, Office Depot, or FedEx Kinko’s. You can also build or upload your own creation on any of these sites, or create and print your own cards on your home computer using heavy cardstock and templates from office stores. Standard business card size is 2 inches by 3.5 inches so you can fit ten to a page.
Chapter 7. Elevator Pitch

You are one of the brightest, most capable people within your profession and you are at a point in life where you need a break, a moment to convey your incredible faculties to someone who can help you get the job of a lifetime. When the moment happens, will you have the right words to take advantage of that God-given opportunity? An elevator pitch can help you do just that.

An elevator pitch/speech is a well-rehearsed version of what you want your targeted individual to hear about you before leaving or losing interest. Think of yourself as riding on an elevator, and needing to sell yourself to a listener before you arrive at the exit floor. It answers the question, “If you had only a few moments to describe yourself, what you do, and what you want — your unique value proposition — what would you say?” A killer elevator pitch will, well, ELEVATE. It’ll wrap your target audience up with your enthusiasm, and not only convey what you want him to hear, it will make him feel so fortunate for running into you that he’ll take your card and either 1) connect you with a hirer who needs somebody just like you or 2) want to know more about you for his own company’s needs.

7.1 Rules of Thumb

Your elevator pitch must be:

- **Short** — Keep your speech between 30 and 45 seconds … max.
- **Prepared** — Your pitch has to be well thought out, and well rehearsed, so well that it sounds like it’s not rehearsed at all — more like part of a conversation.
- **Upbeat** — Keep it positive from start to finish. Nothing … NOTHING negative about you, any previous company, or anyone else!
- **Easy to understand** — Build a picture an average person can grasp without technical, industry, or specialty jargon.

7.2 Key Elements of an Elevating Elevator Pitch

1. Your name
2. What you do (your expertise)
3. A single professional accomplishment that makes you light up when you talk about it
4. What you are going to do next (what you are looking for)
5. An emotional hook. Passion!
6. Your name/your card

### 7.3 Building your Pitch

Basic outline of an elevator pitch (see Chapter 7, section 7.5 for examples):

- **My name is ________________________________**, *(What you do/your expertise)*
- and I _____________________________________________ ***(What you do/your expertise)*
- I had a hand in ________________________________, *(Professional Accomplishment)*
- and I’m looking to do the same thing for ______________. *(What you’re going to do next!)*
- My name is ___________. It was a pleasure to meet you. *(Hand the person a business card.)*

### 7.4 Elevator Pitch Thoughts

The odds of you running into someone who knows your specific occupation are not nearly as high as they are for meeting someone who knows nothing about what you do. Imagine staying conscious for this:

“Hi — my name is Abe Einstein and I’m an astrophysicist specializing in orbital mechanics … I play the effects of vehicle velocity, dynamically coupled directional thrusters and …”

Tahiti … your target’s mind is now baking on a beach in Tahiti. **Rule of thumb: Use language anyone can understand, and step up the complexity ONLY after your target shows familiarity.** You need to simplify your words to build a picture that resonates and sticks with an average person. How do you do that? **Plan for a conversation with a 16-year-old.** Not too lofty — your listener will tune you out — but not so dumbed down that he’ll be insulted. If you can make it resonate with a high school student, you’ll capture just about anyone you are likely to meet on an elevator.

“Hi — my name is Abe Einstein and I’m an astrophysicist. I’ve helped astronauts rendezvous with everything from broken satellites to the International Space Station.”

1. **Start with your name** — Why? It’s the last thing you are likely to forget when the heat’s on … and putting it up front will allow you to pull the rest of your words out of that dry mouth of yours. When you start with confidence, you’ll entice your listener to stay conscious for a few seconds more. Realize this is a fight to keep your listener’s attention one precious line at a time.
2. **Show how much you love your job** — Show passion for what you do. Talk with energy and inflection in your voice. If you leave your listener wondering whether you like what you do, he’ll assume you don’t. *You want to stand out from everybody else he’ll meet that day.*

What if you are a plumber (electrician, mortician, or …), and while you love what you do, you can’t seem to squeeze a convincing line of verbal enthusiasm out of your job? There’s energy there; you just have to work at it. If you build enthusiasm into your pitch, even *you* will be caught up in it. You may actually remember how much you like what you do, and how very good you are.

3. **Show your passion to others** — Build that emotion in yourself by inserting a professional achievement or ability that makes you light up to talk about. In addition to that, show how you help companies or organizations achieve their goals.

If reaching the rungs of “master craftsman” or “Six Sigma Black Belt” won’t elevate your mental state when you talk about it, it won’t elevate anyone else’s. Pick an accomplishment that really means something to *YOU* … something that makes you glow on the inside, and brings a smile to your face when you think about it. You’ll find that when you do this, a jolt of energy and confidence will set you apart from others, and make them want to learn more; this is exactly what you want.

4. **Make a transition** — Once you have them wanting more, transition to … What you are going to do next … (what you are looking for). The “honest broker” in each of us wants to reveal our “in transition” fact right up front, even to a perfect stranger on an elevator. But when you start yammering about how you are out of work, what does that do to your energy? If it sucks the wind out of your sails, it’ll do the same thing to the person you’ve just met. People are naturally drawn to positive people, so do not bog them down with your current state of misery … move on to what you are going to do for the next company that’s lucky enough to get you.

Abe might try this:

“… from broken satellites to the International Space Station. I did that for NASA — and now I’m looking to inspire the next generation of college students at George Mason University.”

He did not say he was working there, and he did not say he was out of work. He stated what he was looking for: to teach at George Mason. If he captures the attention of his targeted individual, his listener will follow up Abe’s pitch with, “How long have you been at GMU?” This gives Abe the chance to set the hook – “They don’t know I’m available just yet, but as soon as they find out, we’ll go to the moon together.”
Practice — Getting this right takes practice. Lots of practice. Try practicing in front of a mirror, or in your empty room, in the car on your way to the gym, or during your drive to CNM. Turn off the radio; you can get 15 practice runs in a 20-minute drive. Soon you’ll be on your way! It’s funny how empty chairs talk back to give the feedback you need. “Boy, that sounded stupid.” “Hey, that was pretty good.” Your delivery will progress through three stages:
1. Stuttered;
2. Robotic;

So … When should you give your pitch (you ask)? It works anytime, and just about anywhere. Listen to what people say to figure out the right time to give your pitch:

- So what do you do?
- Tell me a little about yourself (first question in an interview).
- Who are you?
- Abe, this is Bill Peebles. Bill works in Finance. Abe, you do something with math, don’t you?
- So, Jimmy, what’s keeping you out of debtor’s prison?

7.5 Examples

Below are some elevator pitch examples. This is YOUR pitch; make it uniquely yours!

- **My name is Abe Einstein** and I’m an astrophysicist. I’ve helped Space Shuttle astronauts rendezvous with everything from broken satellites to the International Space Station. I did that for NASA for 25 years and now I’m looking to inspire the next generation of college students to have an even bigger impact with their lives — and as soon as George Mason University finds out I’m available, we’ll go to the moon together. My name is Abe... Abe Einstein (hand your listener a business card), and it was a pleasure meeting you.

- **My name is Herman Munster** and I may be the most fortunate man you’ve ever met. I help families embrace the most emotionally significant moments in their lives: the loss of someone they love. I’ve taken great pride in helping Texas families illuminate and cherish their best memories in quiet, moving celebrations … and I’m looking to do the same for families here in Northern Virginia. My name is Herman … Herman Munster (hand your listener a business card) — I help people, and I love what I do.
• **My name is Bill Ratsnest** and I may be the best electrician you’ve ever met. I wire homes and businesses in a way that won’t just meet your current needs; you’ll be set for a lifetime’s growth in demand. There’s a strange joy that I get from troubleshooting wiring issues — and I pride myself on being able to do it faster and cheaper than anyone else in the business. My name is Bill … Bill Ratsnest — and I love what I do. *(Hand your listener a business card.)*

• **My name is Bevy O. Realty** and I move houses. Over the last two years, I’ve sold more residential properties here in Springfield than any other Realtor, and I’ve done it so that both the buyer and seller walk away better for the transaction. The secret is not in loving real estate — the secret is in loving people. My name is Bevy … Bevy O. Realty *(hand your listener a business card)* — and it was a pleasure meeting you.

• **My name is Digger Dumpster** and I move mountains. I’ve driven every kind of earth-moving machine you can imagine and I take more than a little pride in what I do. I helped shape the foundation of the World Trade Center Memorial in New York, and while that was a special opportunity, I approach every location with the same level of respect, care, and craftsmanship. I’m looking to relocate my trade to Alexandria and couldn’t be more excited about the shape of things to come. My name is Digger Dumpster *(hand your listener a business card)*; it was a pleasure to meet you.

• **My name is Peggy Manchester** and I am a program manager with a knack for making things happen on time and under budget. I bring the key players surrounding any end-game goal together and then shepherd their interaction to that end. I’ve helped both Lockheed Martin and Northrop Grumman make big things happen, and I’m looking forward to taking SAIC to even greater successes. My name is Peggy … Peggy Manchester, *(hand your listener a business card)* and it was a pleasure meeting you.

• **My name is Kaley Deliverance** and I may be the best executive assistant you’ve ever met. From Harris Teeter, to the Catholic Archdiocese of Washington, I’ve made the days of senior executives seamless and their lives better. The secret is my passion for people. When you love people, you foster the kind of creativity and unity that will keep an organization growing by leaps and bounds. I’m looking to do that very thing for the executive suite here at (Booz Allen). My name is Kaley … Kaley Deliverance, and it was a pleasure meeting you. *(Hand your listener a business card.)*

• **My Name is Robert Orr** and I just finished my bachelor of arts degree here in Northern Virginia. I’ve always loved math and that feeling just exploded during my four years in the physics program at George Mason. While the course was incredibly challenging, conquering it has given me the footing I need to step into my lifelong dream: to work for the Naval Research Laboratory (NRL) here in D.C. … and as soon as they find out I’m available, we’ll go to the moon together. My name is Robert Orr *(hand your listener a business card)*, and it was a pleasure to meet you.
• Hi – I’m Elise MacIntire and I market simplicity. I take the most complex engineering products and boil them down into living pictures — pictures that highlight the great goods, and the incredible opportunity that’s sitting right in front of future clients. Those pictures don’t just resonate; they’re indelible and will give your company the kind of name recognition that lasts a lifetime. My name is Elise MacIntire, and I market success. *(Hand your listener a business card.)*

• My name is Mother Hen and I’m a health care strategist. I really enjoy developing campaigns that change personal behaviors on a large scale. I’ve done everything from enticing people to get their flu shots, to shifting the mindsets of half-a-million young girls about premarital-sex. Building a case for real change is a challenge I revel in. I’ve done it for Cardinal Health, and I’m looking to do the same thing for the Department of Health and Human Services ... and as soon as they find out I’m available, we’ll move this nation to better health together. My name is Mother Hen, and it was a pleasure to meet you! *(Hand your listener a business card.)*

• Hi. My name is Peg Lawiggly and I love working with the elderly. The highlight of my career with Giant Food was helping our senior citizens remain independent with their grocery shopping. That incredible experience has grown into a passion, and now I’m looking to transition into assisting seniors full time. Everyone needs a caring someone, and helping our seniors is a perfect fit for me. As soon as “Visiting Angels” finds out I’m available, we’ll do big things together. My name is Peg Lawiggly, and it was a pleasure meeting you! *(Hand your listener a business card.)*

• My name is Mark Kent and I’m a man of steel. I’m a metallurgist, and I know the steel-making business like the back of my hand. My dad spent 30 years in the industry, so you might say it’s in my blood. From coal fired, to the latest in electric furnace technology, I’ve furthered the efforts of the biggest names in both Europe and Japan. I’m looking to shift my talents into marketing for that industry, and as soon as U.S. Steel finds out I’m available, we’ll expand their market together. My name is Mark, Mark Kent, and it was a pleasure to meet you. *(Hand your listener a business card.)*

### 7.6 Summary

When creating your elevator pitch, remember:

• Keep it short, understandable, positive, and memorable.
• Include your name at the beginning and the end.
• Be sure to tell them what you are going to do next.
• Have fun building your pitch!

---

*You ARE Unique:*

“The trials of life make it easy to lose sight of your greatest accomplishments. The gift that lies ahead will come by revisiting the things you’ve done, and then remembering just how incredible you really are.”

~ John (JV) Venable, CNM speaker, CNM elevator pitch table adviser, former commander of USAF Thunderbirds, motivational speaker, author
Chapter 8. Social Media

Technology advances continue to transform our society, impacting every aspect of our lives and producing fundamental cultural shifts. This shift has significantly changed the way people communicate and connect with each other. Even what was a technological breakthrough, the electronic letter (a.k.a. e-mail), is being replaced by mobile phone texting, Instagram, and other social media. Technology experts forecast that, in the near future, résumés are likely to follow suit and be replaced by the electronic video or file. The interesting fact about this communication transformation is that social media have added virtual meeting places and thus transformed how people meet and connect. In the process, the distinction has been blurred between social and professional communication. For the job seeker, joining social media is not optional; it is required!

Social media include many platforms such as LinkedIn, Facebook, Twitter, and Instagram, and new platforms are added almost daily. Since its launch in 2003, LinkedIn has become the social media site for professional connections, though other platforms can be useful for certain job seekers.

8.1 LinkedIn: Find and Be Found

LinkedIn is perhaps the most powerful social media tool in your job search. Setting up your LinkedIn account and profile is the first step. At the CNM LinkedIn workshop or LinkedIn one-on-one table, you can ask CNM volunteers to help you set up or improve your LinkedIn profile.

Your LinkedIn profile is the basic foundation for your membership and participation in LinkedIn. This section provides best practices for job seekers to develop a compelling profile that will ensure that others (especially recruiters) will find you in LinkedIn. See Appendix F, LinkedIn Tips, for highlights from this section. Because LinkedIn often changes its functions, elements, and links, their Help Center is a valuable resource (https://help.linkedin.com/).

As suggested by a CNM member, watch the online video by John Crant, author of the Self-Recruiter® lecture series. He shows how to build and manage your professional network with LinkedIn. Go to http://www.nypl.org/audiovideo/building-your-professional-network-linkedin-and-how-use-it-your-job-search for his lecture series at the New York Public Library.

8.1.1 Why a Job Seeker Should Join LinkedIn

LinkedIn has become the predominant mode by which job hiring takes place today. LinkedIn is so widespread that failure to have a professional LinkedIn profile excludes a job seeker from crucial visibility to recruiters and others, networking capabilities, job opportunities, and the opportunity to reinforce your personal brand. The statistics speak for themselves:

- **Numbers** — In late October 2015, the LinkedIn network surpassed 400 million members worldwide, and the numbers continue to increase. Two new users join LinkedIn every second. However, only 25 percent of members use it monthly.
• **Social Media Job Postings** — 48 percent of recruiters post jobs only on LinkedIn and nowhere else on social media.

• **Filling Positions** — 89 percent of recruiters have used LinkedIn to fill a position.

• **Recruiting** — 97 percent of all HR and staffing professionals use LinkedIn for recruiting at some point in the process.

• **Who Joins?** — Not only individuals, but also companies and associations subscribe to LinkedIn: over 2.7 million LinkedIn business/company pages currently exist.

• **Groups** — There are over 2 million LinkedIn groups, or networks of LinkedIn users, who share something in common (e.g., alumni groups, trade associations, interests, professional industry), and 81 percent of users belong to at least one group.

### 8.1.2 LinkedIn Fundamentals

LinkedIn has many functions and capabilities. Most people are aware of its most well-known capability — *to build your network by connecting with other people*. You can also use LinkedIn to:

- Send messages through the messaging functionality (InMail) (paid version).
- Research the careers of other people.
- Join LinkedIn groups to expand your network, participate in discussions, and gain visibility and access to company recruiters who hire directly through LinkedIn.
- Research companies. (Many companies have a home page on LinkedIn providing general and career information.)
- Follow your target companies for news and job openings.
- Post blogs to gain visibility and build your network.

### 8.1.3 Your LinkedIn Profile

Your LinkedIn profile should be considered an electronic marketing brochure. Its goal is for you to be found by others, especially recruiters who are looking for someone with your experience and skills. It differs from a résumé in a few key ways:

<table>
<thead>
<tr>
<th>Résumé</th>
<th>LinkedIn Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>A chronology of experience relevant to the job targeted</td>
<td>A less formal statement of your experience and skills that expresses your brand and is more personalized</td>
</tr>
<tr>
<td>A historical document focused on past experience</td>
<td>Description of what you can do for a company and your career direction</td>
</tr>
<tr>
<td>Customized in terms of summary, skills, and accomplishments for a specific job</td>
<td>Targeted to an industry or job function</td>
</tr>
</tbody>
</table>

**TIP:** When starting your LinkedIn profile, use a *personal* e-mail address as your primary e-mail address. If you use only a corporate e-mail address, you could lose access to any LinkedIn messages sent to your profile when you leave the company.
8.1.4 Types of LinkedIn Memberships

LinkedIn provides different levels of membership: basic (free) and other levels for which you pay a monthly fee. Each level has incremental capabilities, for example, sending a fixed number of InMails to people outside your immediate network or being able to see the profile for people beyond first and second connections. All of this starts with the basic element of having a LinkedIn profile. We at CNM currently feel you do not need a paid membership; however, as LinkedIn changes, we may change our recommendation. There is no cost to join LinkedIn at the basic level. However, to access certain premium features, you may want to purchase a premium membership.

One helpful feature that is included in the upgraded premium (paid) version is the ability to see all the people who have viewed your profile in the last 90 days, instead of just the last five people who have viewed your profile. It can be especially helpful to know who is looking at your profile (are they recruiters or are they in your profession?). You can test this feature when LinkedIn offers a month’s free trial to determine if you want to pay for an upgraded membership while you are job hunting.

A cautionary note — LinkedIn makes frequent changes to its capabilities and what is included in its membership levels, including the basic free membership. If you find something in LinkedIn that does not work as described in this section, you can use the Help function within LinkedIn (https://help.linkedin.com/) or get help at CNM’s weekly LinkedIn workshop.

8.1.5 LinkedIn Profile: The Header

Your profile describes who you are in ways that are not possible in a résumé. A LinkedIn profile has two sections, the Header and Background. The LinkedIn Header has five parts: your name, headline, geographical location, industry or profession, photo, and contact information.

These five items display in search results when someone searches LinkedIn to find connections or potential candidates. Because of this, it is critical that these items create a reason for someone to click on your LinkedIn profile to learn more about you and present you in the way you want to be seen. The header example below is for Shira Harrington, an executive recruiter who often donates her time to speak and volunteer at CNM.
8.1.5.1 Your Name

Unless your name is unusual, it is advisable to use a middle initial because it is likely that there will be multiple users with your same name.

Although putting educational credentials (e.g., Ph.D.) and professional certificates (e.g., PMP) are normally placed after a person’s name on a business card (see the information on business cards in the Résumés, etc. chapter of this manual), you should not include them as part of your name because it makes it difficult for people to find you in a search. The appropriate place for these items is in the Summary section (described below), where the Education and Certificates sections display your degrees and certificates respectively. If you want these items to be clearly visible to someone looking at your LinkedIn profile, you can also include them in your 120-character headline below your name.

8.1.5.2 Your Professional Headline

The 120 most important characters on your LinkedIn profile are the line(s) below your name in what is called your tagline or professional headline. Use ingenuity when you populate this prime LinkedIn real estate to identify who YOU are and to reflect your brand. Be honest. Avoid negativity.

As mentioned above, your LinkedIn tagline or headline, along with your name and photo, will display in search results. Consider that your tagline consists of only 120 characters. If you do not create your own tagline, LinkedIn will by default fill this field with your job title, which you can edit. Your goal is to use the right keywords so that you appear in searches that LinkedIn or Google users initiate using those keywords.

To help you develop your own tagline, take a look at taglines of people in the same industry or profession where you are looking — what captures your attention? It is okay to get ideas from others, but not to copy directly.

8.1.5.3 Your Target Location and Industry

If you plan to work in a geographical location other than where you currently live, put the target location in this section. The same is true for industry or profession: put the type of business or organization you are targeting in your search.

8.1.5.4 Your Photo

Your photograph is a powerful tool on LinkedIn. Below are the reasons to add a photo to your profile:

- It appears in search results and also when someone clicks to see your full profile.
- Many recruiters will ignore a profile that lacks a photo. If you don’t include a photo in your profile, you are eliminating yourself from the first round of consideration.
• Your photo is the first thing people will see in your LinkedIn profile; scientific studies of eye movement show that the first place people look is in the upper left-hand corner of a screen. A photo can convey a lot about you, and it can ensure people find the right “Jane Doe.”

A good photo is well worth the time and investment. Even if you feel that you are not photogenic, get the best photo you can, and post it. It should make you look professional, but also provide a realistic representation of how you appear. Make sure your photo is current (not from five years ago!); there should be no surprises when you walk into an interview. CNM offers free professional photo sessions every two months.

Note: Just because you post a photo does not mean everyone can view it — you must edit your preferences in Settings to determine which level of contacts can see your photo.

8.1.5.5 Contact Information and Your Web Address

Any contact information you provide appears directly under the header with your profile’s URL, the Internet address for your LinkedIn profile (e.g., www.linkedin.com/in/sarahmadden2000/). Your contact information can include an e-mail address and a phone number. Some people prefer not to provide this information or they use an e-mail address that is reserved exclusively for their job search. For a phone number, some choose to use a Google Voice number so that their personal phone number is not publicly visible. Which information you provide depends on how easy you want to make it for someone to contact you. If this influences your decision, remember that many recruiters have premium memberships that allow them to send an unlimited number of LinkedIn InMails that do not depend on having your e-mail address.

See Chapter 8, section 8.1.6.7 for another way you can indicate how people can contact you.

Customize (and Simplify) your LinkedIn URL (Web address) — The URL for your LinkedIn profile shows in the Contact Info in the Header section. By default, it is long and cumbersome. You can and should customize the URL of your LinkedIn profile to make it shorter and easier for people to access your public LinkedIn profile. A shorter URL looks better, and you should include it on all marketing material, business cards, résumés, and electronic signatures.

Click the Update Your Profile icon ( ) next to your URL to customize and simplify your URL with just your name (and possibly a number). Both types of URLs are below.

• Default (complicated) example: www.linkedin.com/pub/venetia-v-demson/10/65b/874

• Customized (simplified) examples:
  www.linkedin.com/in/venetia-demson/
  www.linkedin.com/in/venetia-demson2000

Great Minds:

“Great minds discuss ideas; average minds discuss events; small minds discuss people.”
~ Anonymous proverb
8.1.6 LinkedIn Profile: The Background Section

The LinkedIn Background section has five main parts: Summary, Experience, Education, Skills, Additional Info (Interests, Personal Details, and Advice for Contacting). You can also add information on honors and awards, projects, volunteer experience, causes, and languages.

8.1.6.1 Summary

Unlike your résumé, which looks backward historically, your LinkedIn Summary looks forward to where you are going. The basis of the LinkedIn Summary section is a restatement of your unique value proposition (See Chapter 5, Personal Marketing Plans and Branding, in this manual); it tells what you have to offer, what you are looking for, and (most importantly!) why you are a better candidate than others. You could also use information from your personal marketing plan (e.g., professional objective and positioning statement) to build your LinkedIn Summary (see Chapter 5). Think about your LinkedIn profile as your electronic marketing brochure. What unique value do you bring? What makes you the right person for the job you are seeking?

Your LinkedIn Summary is less formal than a résumé. You have more flexibility to create a statement about you that goes beyond your professional credentials and that provides a 360° view of you: your personality and what motivates you.

You should take advantage of as much of the Summary space (2,000 characters) as possible. Again, read other summaries for ideas, especially those of people in your profession, but do not plagiarize (copy) their information. Note that even rewording someone else’s words without saying where you found the idea can be considered plagiarism.

Keys to a Great Summary Section:

- **First paragraph** — This is a key part of your summary because in some cases that may be all that gets read. There is no right or wrong length of the Summary. Take advantage of this space to sell yourself.

- **Make it interesting** — It should emphasize your professional passion and your brand! Tell STAR (Situation/Task/Action/Result) stories (see Chapter 11, Interview Skills). People relate to and enjoy stories. Story telling is one of the most effective ways to get your point across. You may want to use a STAR story to illustrate selected achievements that back up or illustrate your skills. If your summary is interesting and effective, you will get the attention of a reader who is looking for someone like you.

> “Do you see a man skilled in his work? He will stand before kings; He will not stand before obscure men.”

Proverbs 22:29 (NASB)
• **Appealing to the eye** — You want your LinkedIn Summary to be easy to read — you can do this by using some white space, subheaders, and graphics. Why not use the media box in your Summary for a one-minute video bio? (Do this if you feel you present well.) Remember that this is the other place (in addition to your headline) to include keywords to ensure that your LinkedIn profile is selected in searches.

• **Contact Information** — Make it easy for someone to contact you by including your e-mail address (you may want a separate e-mail address for your job search) and a mobile phone number. (**Note:** If you include a land line instead of a mobile number, you run the risk that your home address could be found by someone using address look-up software. Be aware of potential fraud when providing contact details.)

### 8.1.6.2 Experience

List your job titles, employers, and what you accomplished. This is another place where keywords are very important to help search engines find you. It is a personal decision on how many positions to list in your LinkedIn profile beyond the last 10 to 15 years of experience you list on your résumé. The advantage of listing more jobs is that it will be easier for colleagues from those employers to connect to you.

• **Using metrics and quality statements** — Both your résumé (see Chapter 6, Résumés, etc.) and your LinkedIn Summary should include metrics to quantify what you’ve done (the percentage, how many) and other details to differentiate you and the quality of your work from your competitors and their work.

• **One popular format** — A short paragraph followed by bullet points.

### 8.1.6.3 Education

The Education section of your LinkedIn Background lists your degrees, including any degree in progress and when the degree award is expected. Although we suggest that you include dates on education (because dates can help someone using LinkedIn to search for people from your class or other school connections), people of “a certain age” (e.g., baby boomers) may not want to list dates in order to avoid age discrimination.

### 8.1.6.4 Additional Info

This section allows you to include additional information not covered in other LinkedIn sections. You may want your network to know your interests, personal details, or contact information.

### 8.1.6.5 Interests

You might want to include hobbies or interests that you pursue outside your professional life that may be somewhat related to your career such as participation in Toastmasters, or other philanthropic activities not listed under Experience. These can also include your community involvement such as serving on the board of directors or committee of your homeowners association. We recommend that whatever you include should either be a noteworthy activity or something related to your career, professional interests, or community involvement.
8.1.6.6 Personal Details

The section on Personal Details is optional. It includes your birthday (but it is not necessary to specify the year or even to list your birthday), and your marital status. Beware that listing your birthday could lead to identity theft. We regard marital status as private information and, because a prospective employer may not ask this in an interview, we recommend that you leave this blank.

8.1.6.7 Advice for Contacting

This section allows you to alert people about your preferred method of contacting you. You can leave this blank and people will use the default Contact Info in the Header. However, if you have intentionally left the Contact Info blank, this is the place for you to provide further information. Make it easy for the recruiter to contact you!

8.1.6.8 Other Sections

The Certificates section should provide all your relevant certificates; again, include ones in progress. The Honors & Awards section includes a place to add the company where you received the honor or award, which will then be listed under your company in the Experience section. Other options include Projects, Volunteer Experience & Causes, and Languages.

8.1.7 LinkedIn Navigation

When you are in LinkedIn, a search box at the top of the page has the word Advanced next to it. This search capability is powerful and will be discussed in Chapter 8, section 8.1.9, Discovering the Power of Searches and Advanced Searches. Figure 8-1 shows the navigation bar.

Figure 8-1. Navigation Bar

The navigation bar contains the following options:

- **Home** — This page displays comments and posts by your first connections.
- **Profile** — Click this to edit your profile and to see “Who’s Viewed Your Profile.”
- **Connections** — Connections has: Keep in Touch where you can see and search your Connections; Add Connections where you can invite another LinkedIn member to connect; and Find Alumni, which allows you to search LinkedIn for fellow alumni of the educational institutions you have listed in your profile.
- **Jobs** — This displays companies with positions that may match your skills.
- **Interests** — This option has: Companies (news about the companies that you are “following” in LinkedIn); Groups (a listing of the groups that you have joined); Pulse (in LinkedIn’s own words, “The news and insights you need to know”); and Education (a list of connections and other LinkedIn members who are alumni of your alma mater and a search capability).
To the left of the search box is a button/icon that provides a drop-down menu for you to search various categories (People, Jobs, Companies, Groups, Universities, Posts, and Inbox).

Click the down-arrow in the striped icon to get the search choices.

In the bar to the right of the search box are several icons:

- **Messages** *(InMail allows you to send e-mails to your first-degree connections.)*
- **Notifications** *(This lists news about your connections.)*
- **Add Connections** *(You can add connections by accepting or sending invitations to connect with you on LinkedIn.)*
- **Account & Settings** *(This is your mini photo on the far right if you have posted a photo on your profile, or a generic blank headshot if you have not.)*

As shown in the figure below, clicking your mini photo reveals the Account & Settings menu: **Sign Out, Account** (the type of account you have), **Job Posting** (to manage), **Language** (the preferred language setting for your profile), **Privacy & Settings**, and **Help Center**.

**Figure 8-2. Account & Settings Menu**
8.1.8 Using LinkedIn to Network: Finding and Connecting with People

8.1.8.1 Degrees of Separation on LinkedIn

On LinkedIn, people in your network are called connections. Your network includes your first-degree, second-degree, and third-degree connections, as well as fellow members of your LinkedIn groups (discussed later in this chapter).

- **First degree** — People who are directly connected to you because you have accepted an invitation to connect, or they have accepted your invitation to connect. You’ll see a first-degree icon (1st) next to their names in search results and on their profiles. You can contact these people directly by sending a message through LinkedIn.

- **Second degree** — People who are connected to your first-degree connections. You’ll see a second-degree icon (2nd) next to their names in search results and on their profiles. To send them an invitation to connect, click Connect on their profiles and write a personal invitation to connect, contact them through InMail messages, or have someone who is a first-degree connection with both of you introduce you.

- **Third degree** — People who are connected to your second-degree connections. You’ll see a third-degree icon (3rd) next to their names in search results and on their profiles.
  - If someone’s full first and last names are displayed, you will be able to send this person an invitation by clicking Connect on his or her profile page.
  - If only the first letter of the last name is displayed, clicking Connect is not an option but you can still contact this person through an InMail or an introduction.

- **Fellow members of LinkedIn groups** — These people are considered part of your network because you are members of the same group. You will see a group icon next to their names in search results and on their profiles. You can contact them by sending messages on LinkedIn or using your group’s discussion. **This capability is one of the advantages of joining the “right” groups in your field.** Look at people who are known in your field, and join the groups they have joined. Then you can contact them!

8.1.8.2 Expand Your Network

Initially you will want to build your network by inviting people you know — former colleagues and friends. As you make new connections at networking events, such as Career Network Ministry and other events, you can expand your network. Keep these best practices in mind:

- If you can’t easily find a particular person, but you have his/her LinkedIn URL, paste it into the Google search bar (NOT the LinkedIn search bar) to locate the right profile.

- **TIP** — Never send out a generic invitation to connect on LinkedIn. Instead of a generic invitation, give the other person a reason to want to connect with you. Customize it to the person you are inviting by going to the person’s profile and clicking the Connect button. You can then personalize the generic invitation that LinkedIn provides (explain your common interests or how you met in person).

Note: **Do not use smartphones to invite someone to link with you on LinkedIn. You should only use a computer to send invitations; as of press time of this manual, LinkedIn’s mobile app does not allow you to customize invitations.**
• When you choose to invite a person to connect with you on LinkedIn, include a reminder of how/where you met. If you both are members of the same group, explain why you want to connect (e.g., you found a recent post about ______ informative).

• If you can’t find someone in LinkedIn, try Googling his/her name, then paste the URL returned in the Google search into LinkedIn to find the person’s profile.

• Best Practice — We recommend that you aim for at least 250 LinkedIn connections, preferably 500. Once you exceed 500, LinkedIn will display “500+” on your profile. Try to connect with 10 people a week so you can help more people and vice versa.

8.1.8.3 Recommendations and Endorsements

Recommendations — Only your first connections can give recommendations, and these recommendations appear in your profile under the job where you both worked and in the Recommendations section below Additional Info. Always read it first and, if you want it to be changed, contact your recommender and ask if he/she would consider making some small changes. You can accept or reject a recommendation. Be sure to thank anyone for writing a recommendation. You may also want to reciprocate and write one for that person.

Endorsements — In LinkedIn, other members can endorse you for certain skills. Most recruiters report that they ignore the millions of daily endorsements as having little importance.

8.1.9 The Power of Searches and Advanced Searches

At the top of the screen is a search box that allows you to search on a name, company, or keywords. While this basic search level is useful, the Advanced search is one of LinkedIn’s most powerful capabilities because it allows you to search by a single criterion or several combined criteria. Click Advanced next to the search box to display the Advanced search dialog box.

8.1.9.1 Search Criteria

Use discretion when you connect with others in LinkedIn. When searching for someone, the search criteria include but are not limited to:

• Keywords
• First name, Last name
• Title
• Company
• Current Company
• Past Company
• Industry
• Location
• Country
• Postal code
• Relationship (1st and 2nd Connections, Group Members, and 3rd + Everyone Else)
• School

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Discretion and Wisdom:

If you “Make your ear attentive to wisdom, Incline your heart to understanding;”

then “Discretion will guard you, Understanding will watch over you,”

Proverbs 2:2 and 11 (NASB)
Using this search function allows you to search as broadly or narrowly as you want. Searching for people is the first step in conducting research for your job search in LinkedIn. When you view someone’s profile, LinkedIn will provide other profiles that other members have viewed in addition to the profile you are viewing. This is to the far right of the screen and is labeled “People also viewed.” When you click on the first profile, LinkedIn will display that profile and additional profiles (if there are any to view) with the same label.

8.1.9.2 Using LinkedIn to Research Individuals

Many LinkedIn members use LinkedIn primarily to build their networks. However, those who limit themselves only to this capability are missing out on a wealth of additional available information that can assist them in their job search. Studying the LinkedIn profiles from your industry or profession can yield valuable information about a person’s experience and career history:

- Keywords applicable to your search
- Job titles in your profession to use in other searches and to include in your marketing plan
- Companies that hire those skills and that might become target companies for you
- Their career progression: where they started, how long they were at a company, and their promotions and/or moves to other companies.

With these facts, you will find it easier to develop a list of questions if you want to reach out to that person for an informational interview (see Chapter 9, Networking).

8.1.10 LinkedIn Groups

There are thousands of groups on LinkedIn related to industries, professions, college and university alumni associations, and professional associations. Joining and participating in groups on LinkedIn can help you in your job search. With membership in a group you can:

- Contribute to discussions and develop visibility as a subject matter expert; pose questions to learn more about an industry or profession.
- Connect to other group members. (InMails sent to fellow group members are free with any membership level, and they do not count against the number of InMails that come with that membership level.)

Many recruiters search for candidates in specific industry groups and will sometimes check a candidate’s memberships in groups as well as how active they are in those groups.

TIP — To find a group that would be helpful to you in your career and job search, look at groups that your boss, colleagues, and others whom you admire in your industry have joined.

Helpful Hint — If you do not want to be bombarded with updates of group posts, you might want to check weekly notifications only rather than daily updates. To do this, hover over your mini photo in the upper right of your profile page. The Account & Settings drop-down menu will appear. Select Manage from the “Privacy & Settings” selection to make any changes.
TIP — The Privacy & Settings feature allows you to select which groups are visible to those reading your profile. However, if you have marked a group as not being visible and someone else is a member of that group, your membership in that group will be visible to that person.

Many groups for professions or industries can also live beyond the virtual world and have actual national and local chapters with regularly scheduled meetings. These meetings are wonderful networking opportunities to interact with people in your profession or industry.

8.1.11 LinkedIn Settings and Maintenance

LinkedIn provides settings that control many visibility and privacy features for your profile:

- Turning off or on any notifications to your connections about changes you make to your profile when you are updating it
- Whether or not you remain anonymous when viewing other profiles
- Who can see your connections
- Who will be notified when you make changes to your profile
- What others see after you have reviewed their profile

As mentioned above, LinkedIn provides a Help Center where you can find this information.

TIP — LinkedIn members typically revise their profiles when they are searching for a job. These profile changes will be broadcast to all your connections unless you change your settings. If you are employed while engaged in a job search, you may want to turn off the broadcast setting before you edit your profile so that your connections within your company will not be notified that you have made changes.

8.1.12 Further Advice about Profiles

- **Updating Your Profile for a Job Change** — When you take a new job, it is important to update your profile with your new position title, company, and experience. Some people opt to wait for a few months to be sure they will remain in the job, for example, after completing a 30-day or 90-day probationary period.

- **Post Retirement** — Many people find it valuable to maintain professional connections after retiring for their own benefit and to continue to be a connector for others.

- **Updates** — Continually update your profile so it’s fresh.

- **Merging Duplicate Profiles** — Most people should have only one LinkedIn profile! However, some people have two or more profiles by accident. Others create duplicate profiles on purpose such as a certain artist who also is an engineer. She keeps two LinkedIn profiles so she can highlight her artistic portfolio in one place, and her engineering expertise in the other. Most people, though, do not fall into this category, or could somehow link two disparate professions in their headline (e.g., “Creative problem solver who delivers superior projects on time and under budget”). The bullets below provide suggestions for solving this issue.

  - **Multiple profiles** — Often people start one profile while they are in one job and then create another profile when they start a new job. **Having multiple profiles**
will hinder your networking by making it more difficult for someone to find you and will confuse anyone searching for you or someone with your skills because it will appear that you stopped working at that first job. Your profile should fully represent your career, job history, skills, and background.

− What to do — If you have two profiles, we advise you to close one profile or merge the two. Go to LinkedIn’s Help Center (https://help.linkedin.com/) to request this. They will move all your contacts into your preferred profile, but you will need to recreate any other information (e.g., recommendations, group memberships).

− Which e-mail address to use? — We strongly recommend that you select a personal e-mail as your primary e-mail address in LinkedIn; do not use your company e-mail as your primary e-mail address because you probably will not be able to access any LinkedIn e-mails sent to you after you leave your company and/or lose access to your corporate e-mail account.

8.1.13 Exporting Your LinkedIn Connections

It is recommended that you export your LinkedIn connections once a month for backup. To find instructions for exporting connections to a .csv file and then Excel, search in the LinkedIn Help Center. Note: This exports only the full name, e-mail address, current employer, and job title. Many columns will be empty, but you can delete those.

8.1.14 LinkedIn after You Get a Job

You should continue to use LinkedIn after you get your job, though it may not be on a regular basis. Today the average time that someone stays in a job is two to four years, so you want to make sure that you continue to build your network and keep your profile updated. Think of it as a job insurance policy and career management tool.

8.2 Blogging for the Job Seeker

Web logs were started by individuals (“bloggers”) as informal websites to post information on the Internet. Soon the term “Web logs” became “blogs.” A blog usually contains articles or “posts” by the “owner” displayed with the most recent post first. Blogs usually focus on a single topic or area of interest, such as a specific hobby, technology, or industry. Usually, other people can comment on blog posts, and the owner can review the comments and decide whether or not to post them online. Bloggers usually write new posts on a regular basis.

For job seekers, creating a blog has multiple benefits. A blog shows potential employers that you are up-to-date with social media, shows evidence of your writing skill and industry knowledge, provides a way to display your personal brand, supplies insight into your personality, and the lists attributes that differentiate you from other job candidates.
Personal Blog — This type of blog commonly shows your interests, whether they are books, history, music, family life, travel, photography, or other topics you love to discuss.

Business-oriented Blog — This type of blog contains topics relating to the business world, and contributors make observations on current newsworthy events or topics that affect their industry. Business blogs provide education for their readers and provide solutions to common workplace problems.

Free Blog — It is easy to set up a free blog at [www.linkedin.com](http://www.linkedin.com) as well as [www.WordPress.com](http://www.WordPress.com) and [www.Blogger.com](http://www.Blogger.com). Just choose a name for your blog (research it online first to make sure no one else uses a similar name), set up your account, choose an appropriate template, and start writing your posts. Be careful with your grammar and spelling, and research reliable sources if you choose to quote someone else. For a greater number of views, you can add videos or photographs to your blog to increase viewer interest. You can use your own photographs or use images from stock photography sites that offer free images (be sure to read the “terms of use” on these websites and follow their legal requirements). Any artwork you use or create should reinforce your personal brand and your professionalism.

Ideally, your blogging should be on a regular schedule, at least two or three times a week. After you’ve developed a readership, your readers will expect to see regular posts from you. As you receive reader comments on your blog, change or adjust them before you allow them to appear on your blog, delete any spam comments, and keep your responses polite. Make reading your blog (or your LinkedIn post) an enjoyable experience for anyone, whether it is a follower or your next employer.

The other side of blogging is following other blogs written by other publishers. Many companies, associations, and experts write blogs on virtually any topic (simply search, for example, “palm tree blogs,” “Agile development blogs,” or “nursing blogs”). When you find a blog that interests you, you can usually submit a post (which the blog owner will probably review before deciding whether or not to post publicly), or subscribe to the blog so you can stay current.

8.3 Other Social Media

Certainly you have heard of Facebook, Twitter, Pinterest, and many other social media sites. Wisely using these sites can boost your search effectiveness by demonstrating that you are current with new technologies and tools — an attribute that may make you look better than your competition in the eyes of a prospective employer. On the other hand, anything you post is immediately public. Be careful to manage your online presence and reputation.
Each social media site has a unique purpose and usually targets a certain type of user. This means you must choose which social media sites to use as part of your job search strategy, and if so, how you will use each one. Below is a brief synopsis of the more popular sites:

**Facebook** — This site has a more personal/family focus than LinkedIn has. Many people use Facebook for personal communications and networking and LinkedIn for professional purposes. In a few industries, Facebook may be a helpful tool in your search, but we caution you to be wary of using it in your search. Do you really want pictures of your new niece or your uncle’s birthday party visible to your prospective employer? Beware!

**Google+** — Your Google+ page connects you with customers, whether they are looking for you on Search, Maps, Google+ or mobile devices. It is one account for everything Google, and it allows you to connect with friends, family, or business associates.

**about.me** — You can use this free site to create your own personal home page to inspire people to connect with you. Go to [https://about.me/](https://about.me/).

**Twitter** — This “microblogging” site is used for sharing and reading news and is more popular in urban areas than rural locations. If you are able and plan to post interesting information about your industry or news that ties to your target job, and you can do it in under 140 characters (including spaces), it might be worthwhile to tweet (send a Twitter message) or follow other tweeters and retweet what they tweet. (Our sample tweet above is exactly 140 characters and spaces, just to save you the trouble of counting.) You’ll even learn about “#s” (hashtags).

**Pinterest** — This is a digital bulletin board using photographic images and videos. Mobile users (e.g., iPad, smartphone) make up a huge percentage of Pinterest users. Much of its content is about clothing fashion, home, arts and crafts, food and drink, family, and parenting. Although it may not be a good choice for certain professional careers, it could prove quite useful for someone like an architect, interior decorator, wedding planner, or event planner who would want to post visual content online to coordinate projects or to advertise their creations.

**Instagram** — Most Instagram users are under 35 years old. It is strong on apparel and entertainment, so unless those are your target industries, this will probably not be a good job search tool for you.

**Snapchat** — This site is popular among females ages 13- to 25-years-old. Messages can be viewed for 10 seconds before vanishing. This site probably will not assist you in your job search.

**Tumblr** — Tumblr is another site used by teens and young adults, mainly for self-expression. This may be fun (or disturbing) to visit, but it will not enable you to find your dream job.

### 8.4 Summary

Overall, focus your social media efforts on LinkedIn and you’ll be on the right track; this is our number one recommendation at CNM.
Networking

Chapter 9. Networking

The old but true idiom, “It’s not what you know but who you know,” applies to your job search. More than that, your job search is all about whom you know and whom they know, and networking is how you discover these connections. In fact, most career experts claim that networking is your number-one tool in job searching, which is backed up by countless surveys.

You used to grow your network by meeting people face-to-face, or perhaps over the telephone, which is still the most effective way to network. Today’s world has added an online dimension. Using Internet resources to add contacts to your network is crucial to your job search. Some aspects of online networking (i.e., social networking) are identical to networking in person, but there are some key differences.

9.1 General Networking Information

9.1.1 What Networking Is

- For the benefits of networking and ideas for how to do it, go to: http://www.how-to-change-careers.com/what-is-networking.html.

- Networking is contacting people you know and telling them that you are in a career transition, letting them know that you need help, and being willing to help them in return. A function of the human condition is that people want to help one another. Let them. Ask them if they know of a job opportunity. Find out if they know someone who may be able to assist you in your job search.

- Ask people you meet or know whether they know of people who work in specific companies; suggest three to five company names you have identified after taking CNM’s marketing plans workshop and completing your personal marketing plan. People often are not aware of a job but know a lot of people in different companies.

- Networking is an inverted pyramid with you as the base. The next tier is the list of people you know. You engage them to build your next tier: their contacts. As you reach out to them, they introduce you to their contacts, and so on.

9.1.2 What Networking Is Not

- Networking is not asking others to find you a job. You are responsible for your own job search.

- Networking is not a series of calling strangers. You are asking people you already know to introduce you to people they know.

Isolation:

“Poverty, I realized, wasn’t only a lack of financial resources; it was isolation from the kind of people that could help you make more of yourself.”

~ Keith Ferrazzi, founder of Ferrazzi Greenlight; author and business consultant

Be Persistent:

“Ask, and it shall be given you; seek, and ye shall find; knock, and it shall be opened unto you.” ~ Jesus

Matthew 7:7 (KJV)
• **Networking is not all about you.** It involves establishing relationships, engaging your network, and valuing the beneficial relationships that are formed in the process.

### 9.2 Networking in Person

Networking in person includes face-to-face meetings, phone conversations, informational interviews, elevator pitches, and attendance at various social/professional events. It involves seeking out and making affirmative connections, but it also means capitalizing on opportunities that present themselves to you. For example, when attending a holiday party, barbecue, concert, or other event where you meet new people, tell them about your search and offer to help them in any way you can.

Engage trusted former managers and peers who know your professional talents. They may even welcome the opportunity of working with you again.

#### 9.2.1 How to Begin Networking

You may not know it, but you are involved in networking every day. In the context of looking for a job, however, you want to plan your networking activities and target those individuals who are in a position to assist with your job search. Begin your networking by asking for job leads from family members, friends, and people in the community (especially those like pastors, dentists, and insurance agents who associate with various groups in the community). Your personal contacts will be happy to help you. However, make sure that you do not waste their time and/or yours.

There is a clear advantage to those who meet and speak with potential employers or referral sources before they get to see your résumé. If you establish a positive initial impression, people will be less likely to weigh the content of your résumé as heavily in considering your candidacy.

To make sure you use your time effectively, just remember to:

• Define your goal.
• Have a clear plan of how you are going to approach each person. For help developing your plan, go to Chapter 5, *Personal Marketing Plans and Branding*, or attend the CNM workshop.
• Have your questions prepared before you meet your contact.

#### 9.2.2 Target Your Network Group

The table below, adapted from the National Career Development Association training manual for Career Development Facilitators, has great suggestions to help you reach out to others who can help you — and people you can help. Remember, start close to home, and work out from there.

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**Getting Help:**

> “Two people are better off than one, for they can help each other succeed. If one person fails, the other can reach out and help. But someone who falls alone is in real trouble.”

Ecclesiastes 4:9–11 (NASB)
Table 9-1. Networking Groups

<table>
<thead>
<tr>
<th>Personal Relationships</th>
<th>Professional Relationships</th>
<th>Organizational and Community Affiliations</th>
<th>Opportunistic Networks</th>
<th>Social Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate family</td>
<td>Organizational colleagues</td>
<td>Professional and trade associations</td>
<td>Volunteering at a community group</td>
<td>LinkedIn</td>
</tr>
<tr>
<td>Extended family</td>
<td>(professionals at all levels, including clerical and support staff)</td>
<td>Union organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close friends, neighbors and acquaintances</td>
<td>Colleagues in other organizations (customers, clients, and collaborators)</td>
<td>Alumni associations – national and local chapters</td>
<td>Talking with classmates during a training course</td>
<td>GovLoop</td>
</tr>
<tr>
<td>Children’s teachers, coaches, music and dance instructors.</td>
<td>Vendors, consultants, contractors and union representatives</td>
<td>Community or volunteer organizations</td>
<td>Conducting informational interviews (not to ask for jobs, but to learn about an industry, organization, and/or occupation)</td>
<td>Indeed</td>
</tr>
<tr>
<td>Parents of children’s friends, classmates, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service professionals (lawyer, doctor, insurance agent, dentist, your teachers or professors)</td>
<td></td>
<td>Philanthropic, cultural, and civic organizations</td>
<td>Working on a contract for a company or the government</td>
<td>Facebook</td>
</tr>
<tr>
<td>Helping professionals (minister, priest, pastor, rabbi, counselor)</td>
<td></td>
<td>Certifying or licensing bodies</td>
<td>Co-workers and contacts at a “maintenance” or temporary job</td>
<td>Twitter</td>
</tr>
<tr>
<td>Social groups (religious groups, fraternal organizations, sororities, sports teams, recreational groups)</td>
<td></td>
<td>Boards of directors, boards of trustees, and advisory boards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job support groups (community, church)</td>
<td></td>
<td>Government agencies (unemployment office, work force group)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9.2.3 Basic Rules of Networking in Person

Below are certain basic rules for how to network in person.

- **Set goals for yourself.** It will help focus you. Do you want to reach out to three people at each networking event? Do you want to learn about a company or industry? Do you want to establish four new contacts each week? Do you want to secure an introduction to someone attending an event? Make your goals ambitious enough to push yourself, but not so ambitious that they will upset you if you do not meet them.
Networking

A guide to discovering your strengths and managing your career

Be specific about the type of help you want. You must succinctly articulate what you are looking for and how they can help. Are you soliciting career advice or are you asking for a referral or recommendation? Are you seeking information about an industry, a profession, or their career path? Do you want them to review your résumé? Do you want the name or address of a resource?

Be positive and energetic. What image do you project? Leave your baggage at the door. Do not burden people with your trials and tribulations. Shut off the “negative chatter” in your head. Remember: You are interesting and it is worth speaking with you.

Listen. Observe the principle: “Listen twice as much as you talk.” You are seeking advice, so listen to it. Make eye contact. When speaking with one person, LISTEN; do NOT scan the room for your next opportunity!

Build an ongoing relationship.
Be prepared to give as well as receive. Networking is a two-way street of helping each other. Also, if you are known to be a powerful resource for others, people will remember you. It will keep you visible and make you more desirable to potential employers. The most successful networkers are those who focus on the other person, not themselves.

Be prepared. Always be prepared for an opportunity when it presents itself. A potential contact might be in front of you at the coffee shop or next to you working out in the gym. Always be ready to make a contact and exchange business cards. Practice your self-introduction. Always be prepared to launch into your elevator pitch. See the Elevator Pitch chapter and the CNM workshop table.

Follow up quickly on referrals you have been given. You are a reflection of the person who is helping you. Respect and honor what others are doing on your behalf. This point is crucial!

Write thank-you notes and follow up with your network. Make sure your contacts feel engaged and appreciated for their actions. Keep them informed on the progress of your job search as a reminder that you are still searching. Look for opportunities to return the favor to those who have made the time to meet with you. Let them know you value them.

Talk to everyone you meet. Do not be afraid to tell them that you are out of work! You do not know who they are or whom they know. Someone you talk to may know someone — or even be someone — in the specific company or type of company where you want to work. It is not unusual for your network to go seven layers deep.

Respect people’s privacy. When e-mailing your résumé, blind copy the distribution list.

Be prepared for rejection. It happens. Do not take it personally. Rejection just means that you are getting one step closer to the “Yes.”

Ask for AIR:
- Advice
- Information
- Referrals

Networking & Helping Others:
“It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself.”
~ Ralph Waldo Emerson, American author
9.2.4 **Informational interview**

The informational interview is a networking tool; it is not an interview for a job. Reach out to someone who wrote an article that resonates with you or who has a high position in a company or industry you admire. This type of networking comes with a certain element of fear since you must contact a person “out of your league” who might possibly ignore or reject your request to meet. Have courage and overcome that fear! Emphasize that you are not asking for a job, that you are doing research on that field and would love to get some advice from someone you admire. People at higher levels (manager, director, vice president, CEO) are often grateful for their success and want to “give back” to others. Reach as high as you feel comfortable. Offer to buy coffee, suggest that an assistant schedule you for only 10 or 15 minutes, and come armed with questions. Often, these “interviews” will spill over into longer sessions — but keep note of the time and ask if it is okay to continue beyond the allotted schedule. Ask for a business card and for other connections. Follow up with a handwritten thank-you note as well as an e-mail expressing your gratitude for the information you received. Stay in touch by sending information or forwarding articles of interest. Below are sample questions you can ask.

**Table 9-2. Informational Interview Sample Questions**

- I have been watching your company and am interested in moving into your industry. What would you suggest I do?
- What are the best reasons for working at this job or company?
- Who is your biggest competitor and why? *(Ask this one because you may want to check out their competition.)*
- What is a typical day like here? What do you actually do?
- What are the most interesting aspects of your job? What do you especially enjoy about your work?
- What are some of the biggest challenges you face at work?
- What are the characteristics of successful people in your organization?
- What are some of the important factors that have contributed to your success?
- What were the jobs that you had which led to this one?
- What skills are most important to be competent in this field?
- What degrees and/or training are necessary for this kind of work?
- What types of training do companies give to persons entering this field?
9.2.5 The Value of Networking in Person

Many job seekers believe the best way to search for a job is to use online job search sites. However, fewer than 2 percent of all online job applications result in job offers! We advise you to expand your search. If you are spending most of your time searching online, you are spending your time engaged in an activity with the lowest potential for success.

Another reason that using online job search sites should not be the principal focus of your efforts is that a large percentage of advertised jobs do not even exist. Many companies post jobs to build up their databases in case of future needs.

If you are looking for work, what can you do? **Most successful job seekers find their jobs through networking.** Effective networking requires developing the skills and completing the preparation in this manual. In particular, you will need a good elevator pitch, effective informational interviewing skills, a solid knowledge of what you offer to an employer (your unique value proposition and brand), and the mindset to make the most of every opportunity to network at informal personal encounters or at formal networking events such as CNM, industry, or professional meetings.

9.2.6 Setting Yourself Apart from the Crowd

Other chapters of this manual provide suggestions for preparing the basic tools of networking: the résumé, the elevator pitch, and business cards. As you begin networking with people you know and with those outside your direct network, take a creative approach with your career marketing and set yourself apart from the crowd by using some unique career marketing tools. Below are additional ideas on the networking card, one-page résumé, and personal marketing plan.

The main advantage of the networking card and one-page résumé is that they highlight your skills in more detail than an elevator pitch or a business card, yet they are far simpler than a formal résumé. Your personal marketing plan helps others think about what you are seeking.

*Be Yourself:*

“Never change who you are so that other people will like you. Just be yourself and the right people will love you just for being you.”

~Anonymous
9.2.6.1 Networking Card/Business Card

Lily Whiteman, author of *How to Land a Top-Paying Federal Job*, recommends creating a networking card. She claims that this tactic will make it easy “for your contacts to sing your praises by arming them with your networking cards, i.e., business cards that provide a concise list of your credentials and your contact info” (Whiteman, 2008). See examples of business cards/networking cards in Chapter 6, section 6.7.

9.2.6.2 One-page Résumé

Another good tactic to use is having a “one-page résumé” handy to give to your contacts. Kathryn Troutman, president of The Resume Place, and an expert with federal résumés, recommends incorporating a one-page résumé to use while networking. Troutman emphasizes that the one-page résumé is “not intended to take the place of a job application or another more serious marketing package, but it does help others remember you when they hear about opportunities that might interest you” (Troutman, 2007).

9.2.6.3 Personal Marketing Plan

Whereas your résumé looks backward over your career and also conveys what you are seeking in the future, your marketing plan looks forward to what you want to do in your next position. See the *Marketing Plans* chapter of this manual as well as the CNM workshop for more information.

9.3 Online Networking

Online networking, or e-networking, has become a popular and effective tool when looking for a new job. Most online networking takes advantage of social media websites such as LinkedIn and Facebook, so it is also sometimes called social networking. Online networking intensifies your other network activities by creating a community of “virtual” contacts to engage the power and resources of the Internet. Social networking facilitates making connections with people you may never meet otherwise. It places you into a virtual community and provides context to who you are and what your interests are. Recruiters and employers commonly use a number of social media sites to find prospective candidates, and most recruiters use these sites as part of the evaluation of applicants. Manage your online presence well! Look at the LinkedIn portion of Chapter 8, *Social Media*, for ideas.

9.3.1 Benefits of Online Networking

- It removes the awkwardness or fear some people feel about networking in person. Online contacts do not involve personal meetings or phone calls.
- It expands your networking possibilities exponentially.
- It does not require a primary contact to facilitate the introduction.
- It “breaks the ice” and may pave the way to ultimately meet your contact in person.
- The other party cannot see you.
- You can determine your level of networking involvement.
9.3.2 Disadvantages of Online Networking

- Establishing a personal relationship online can be difficult.
- Information you place on the Internet is public and permanent. So, be careful about what you post in cyberspace.
- Putting someone in contact with one of your business contacts (by opening up or sharing your contact list) can be risky. Referrals are a reflection of you. You need to investigate these referrals in the same way you would request to network in person.

9.3.3 How to Begin Networking Online

Many websites are open to anyone who wants to sign up. LinkedIn is the most commonly used website for business connections. Many alumni organizations, special interest groups, and clubs also have networking sites. You can also join chat rooms, use virtual meeting rooms, and participate in Web forums. These sites allow you to find other people you know, and people you do not know, but who can help you in your search. You can also investigate bulletin board sites, which are less interactive than the others but may be useful in your search.

9.3.4 Online Networking Tips

- Ensure that your profile is complete and compelling. An “incomplete profile makes you appear lazy and does not showcase all your accomplishments and abilities,” cautions Christine Hassler of The Huffington Post. Make sure your profile includes a photo.
- Let your network know through your status updates that you are seeking a job and briefly describe what position and possible companies you are seeking.
- If you blog, link your blog content to your profiles and status updates. In your profiles, include links that will connect your website, portfolio, and blog together.
- Ask and answer questions through LinkedIn Answers.
- Research employers through company pages on Facebook and LinkedIn.
- Endorse people on LinkedIn. This reminds them of your presence.
- Recommend people or companies on LinkedIn and ask your contacts to recommend you. Recommendations are more extensive and far more effective than endorsements.
- Participate in discussion forums and boards in your career field.
- See if professional organizations in your field offer online networking tools.
- Always offer help to those with whom you connect and thank your contacts for their help.
- Realize that even on sites with good privacy settings, your profiles may be less private than you think, so be careful about what you write on social networking sites.
- Join groups that are relevant to your professional or personal interest (some recruiters search in industry-specific groups). For ideas on good groups to join, look at the LinkedIn profile of someone you admire in your field and see what groups they have joined.
- Follow companies where you would like to work. Then go beyond that and follow companies in the industry that interests you.
- Invite your real-world contacts to join your networks, and invite contacts from one group to join your network on other groups.
9.3.5 Setting Yourself Apart from the Electronic Crowd

Just as there are some tricks to help you do a better job at networking in the real world, there are also some things you can do to stand out in the virtual world. Of course you need to actively manage your profiles, nurture your connections, and follow companies of interest. In addition, here are some other things to consider:

- Try sharing or forwarding posts you find online.
- To stay in touch, follow up with contacts after two to four weeks. (Set a reminder on your calendar.)
- “Like” postings and/or comment on them.
- Send occasional messages that are relevant to your connections. By doing a favor for them, they will more likely remember you.
- Become a blogger. To build your reputation, write and post thoughtful, motivating, relevant information of interest to others. See the blogging portion of Chapter 8, Social Media.
- Create a personal website or post your work in LinkedIn. Include a portfolio of your work (if you are in a creative profession) and interesting facts about yourself. While creating a personal website can be good, for people in transition it is more work than most have time for. We recommend that you concentrate on your LinkedIn profile and consider blogging using LinkedIn’s blogging feature. Make sure it is appropriate for business connections.
- Tweet on Twitter. Post on Instagram. Pin on Pinterest. Link on LinkedIn.

Staying involved and active online will help you be found more easily. Helping others online by providing useful information can make you more desirable as an employee. With all networking, you are building relationships. The more you stay connected in the relationships, and the more you focus on other people, the more successful your online networking will be.

9.3.6 Sample Web Sites

- **Social networking websites** — These profile-driven sites ask you to create a personal profile. This allows you to cull through their membership for networking opportunities. They work on the principle of “six degrees of separation.” It spins who you are, whom you know, and what you know into a spider web of potential networking opportunities. Examples of these services include: LinkedIn, Facebook, and Twitter.
- **Bulletin Boards** — These are websites that are generally run by trade or professional associations, colleges, or alumni associations.
- **Job Boards** — [www.indeed.com](http://www.indeed.com) is the top recommended job search aggregator, which collects data from search engines and job boards. You can also post your résumé on [www.monster.com](http://www.monster.com) and [www.careerbuilder.com](http://www.careerbuilder.com). Find jobs on these sites and network to increase your possibility of being chosen.
• **Chat Rooms, Virtual Meeting Rooms, and Web Forums** — These sites have informal settings where participants discuss current events and topics of common interest. Two examples are below:

  − **OneWire** — For finance professionals. It “allows individuals to quickly and precisely map their experiences — education, work, and life — and distinguish themselves from their peers.” The site states that “firms use the same system to create a search for their ideal candidate. This mirroring of profile and search criteria allows for the precise matching of individual to opportunity.”

  − **www.bradtraverse.com** — For political and Capitol Hill jobs. Join for a small fee.

**So how do you make a contact?**

• Review the various postings and look for someone who shares a common interest, appears to be well informed, or is knowledgeable about a topic that interests you.

• Sites generally post e-mail addresses of participants. They may even provide the person’s company, industry affiliation, and job title. Use this information to e-mail your contact.

Follow business protocols associated with networking in person. For example, **do not** ask for a job. Always be willing to give as much as you receive.

**9.4 Tracking Your Networking Contacts**

You can track your contacts and to-do list on an Excel spreadsheet like the example below. A more elegant and useful method is to import your contacts into [www.jibberjobber.com](http://www.jibberjobber.com) and manage them there. Jason Alba, JibberJobber’s founder and CEO, is a frequent speaker at CNM.

**Table 9-3. Networking Contacts**

<table>
<thead>
<tr>
<th>Name</th>
<th>When &amp; Where Did We First Meet?</th>
<th>Phone</th>
<th>E-mail</th>
<th>Profession</th>
<th>Organization</th>
<th>Comments, Other Meetings</th>
</tr>
</thead>
</table>

**9.5 Directly Contact Decision-makers**

One successful strategy is to directly contact decision-makers who have openings. Send a hard-hitting one-page letter (not an e-mail) *with no résumé*; follow up with a phone call within a week asking for an interview. Demonstrate what you could do for them in that role, and find your way to that key decision-maker. Visit retail companies in person and ask to speak to the key person.

**9.6 Summary and Further Information**

Much of life involves relationships. To find a new job, it’s best to expand the number of relationships you have, nurture them, and ask these people for help in your search. Start close to home; tell family members, neighbors, and close friends that you are looking for a new job and ask for ideas and names of people who may be able to help you — and be ready to help them, too. Do not ask for a job, but ask them for advice and contacts. Be respectful. Be grateful.

Networking in person is still the most effective form of building relationships. Go on! Get out there. Networking will likely find you a job, and who knows, perhaps you will gain a new friend.
Chapter 10. Using Recruiters and Associations

One way to identify your next job is to use recruiters and/or professional associations.

10.1 Using Recruiters

The best way to find a recruiter is to use the keyword search capability on LinkedIn.

10.1.1 Finding a Recruiter

This chapter provides perspectives on using recruiters to help identify companies or agencies with job openings. Use your network, professionals in your field, alma maters, or trade associations to identify recommended recruiting firms. Use LinkedIn and its advanced search to type in a recruiter’s specialty that applies to you. Also check out the LinkedIn profiles of both the recruiter and the firm itself to see whether the fit is good and if you have any areas of commonality with the recruiter. You should not be charged for working with a recruiter.

TIP — Refreshing your résumé every few days on certain online job search sites may stir up a recruiter’s interest enough to call you. To receive the most recruiter calls from job search sites and to make your name rise to the top, update your LinkedIn profile and refresh your online résumé weekly at www.indeed.com, www.monster.com, and www.careerbuilder.com. To refresh your résumé, go to the website, remove your résumé and then upload it. You do not need to make any changes to your résumé for the system to consider it “refreshed.”

In addition to using LinkedIn and the Internet, you can also go to your local library and use their recruiter directories, as these directories can be expensive. The online Riley Guide is free and lists recruiter directories (http://www.rileyguide.com).

Some free online recruiter directories include:

- https://therecruiterlink.com/
- http://www.onlinerecruitersdirectory.com/
- http://www.searchfirm.com/
- http://www.onerecruit.com/ (for recruiters)

Some fee-based online directories of executive and professional recruiters include:

- http://www.recruiterredbook.com/
- https://www.bluesteps.com

10.1.2 Dealing with Recruiters

Recruiters fall mostly into two types: internal and external.

Internal recruiters are employed by the hiring company and are tasked with filling vacancies with the best candidates for each job. Their loyalty is to their company. Companies will try to fill a job opening through internal recommendations first, if possible, before paying a fee to an
external recruiter, unless it is a very unusual or sensitive job. When working with an internal recruiter, it is best to network within a company first, so that someone within the company refers you preferably to the hiring manager who will then refer you to the recruiter.

You need to do your homework on ideal and target companies to receive maximum benefit from an internal recruiter. It will be very helpful to you if you have taken CNM’s personal marketing plan workshop to prepare for this.

**External recruiters** include staffing firms, contract recruiters, executive search recruiters, and those working in specific regions or specific types of positions such as sales, accounting, and/or certain industries or areas (e.g., telecom, defense, or nonprofits). External recruiters work on either a retained or contingency basis. For a retained search, that recruiter is the only recruiter working on finding candidates.

- **Contingency searches** — For a contingency search, multiple recruiters are searching for candidates. These recruiters are paid a percentage if they place someone.

- **Retained searches** — For higher-level positions, the company will often hire a recruiter to conduct a retained search. The recruiter is retained by one client and gets paid to find the right person for a single, high-level position (mostly executives).

You should get your résumé out to firms that recruit or specialize in your industry. External recruiters are driven by the jobs that they have from companies willing to pay their fees. They can, however, provide good industry insight and they may have valuable contacts or know of a firm where you would be a good fit if you have unique skills. They can help you evaluate your experience, salary requirements, and industry trends. Plan to stay in touch periodically with helpful recruiters so that your name comes to mind. They usually prefer e-mails over phone calls.

Staffing firms or temp agencies are often used by companies that like to try employees out, which is also a good way for you to see if the company culture fits what you are seeking. Look up both external and internal recruiters on LinkedIn or Google them so you can find common areas or you can show that you know something about them. Be kind and considerate and present yourself honestly to recruiters so they can better help you.

If you are looking for executive or higher-paying jobs over $100,000, try researching positions on [http://www.theladders.com/](http://www.theladders.com/) and [https://6figurejobs.com/](https://6figurejobs.com/). Be aware that executive search firms do not usually talk to candidates unless they are running a current search that matches your background. It is always good to have established a relationship with the executive search firms in your field before you refer candidates to them.

### 10.1.3 Responding to and Meeting with a Recruiter

Be clear in the subject line of any e-mail. Include the position you are seeking, the requisition number, and your name. Recruiters get many e-mails every day. It is not necessary to include a picture with your attached résumé but do include your LinkedIn profile URL. Be sure to stick with your skill set. Do not apply to every job listed on websites or newspapers. Unless you have

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*Kindness:*

> “Be kind to one another, tender-hearted, forgiving each other, just as God in Christ also has forgiven you.”

_Ephesians 4:32 (NASB)_
most of those skills required, you will not be considered. When you meet a recruiter, act as if he
is part of the company. Do not let your guard down and tell him things that you would not want
the company to know. Ask questions: How long has he been recruiting for the present firm? How
long has he been in the industry? What was his most successful client relationship? Whether or
not the recruiter identifies an immediate job, ask him how you both will stay in contact with each
other and ask what are the preferred check-in time periods. Follow up at those agreed-upon times
unless the recruiter says not to contact him. Offer to serve as a resource to external recruiters by
notifying them of potential job openings and candidates.

10.1.4 If You Have Not Heard From a Recruiter

Internal recruiters are measured by the number of positions filled, and external recruiters are
often paid on a commission-based system. Because external (contingent) recruiters are paid only
if they fill the job, they may be slow to respond to status calls. Do not be discouraged if the
answer is, “Don’t call us, we will contact you.” To let them know you are still in the job market,
e-mail them, unless you are in an active job interview situation with them.

After you have provided a résumé, have been referred to a company, or have gone on an
interview, recruiters will sometimes not inform you that you did not get the job, so a status
e-mail is appropriate after some time. However, due to legal reasons and liability issues, most
recruiters will be vague about why you did not get the job. To keep in touch, try to find a reason
to occasionally drop that recruiter an e-mail note with helpful information or articles.

10.2 Using Professional Associations

Professional associations are an important resource for job
seekers; they can be industry focused (e.g., the satellite
industry) or job function focused (e.g., marketing).
Associations are usually national organizations with local
chapters that have regular meetings. These meetings are good
networking opportunities to meet people in your profession
or industry with similar interests who are employed and may
know of jobs at their company. They also provide an
opportunity to learn about industry trends, new technology,
or other topics of interest. Associations even offer other job
listings from hiring members, private job fairs, online
message boards, and more.

Professional organizations also have a worldwide presence
on the Web. To access all of their services and receive full
benefits, you might have to pay membership dues. However,
almost all provide some free services and you may be able to
investigate their membership benefits online.

Making a point of contact in a professional organization also presents an outstanding opportunity
to get advice about companies to research, often from employees. At professional meetings,
you’ll find it easy to meet people and strike up conversations. Many organizations schedule time
for this networking activity before and/or after meetings.
Alumni associations are also a rich resource for networking, researching companies, and researching career fields. Many colleges and universities offer career resources to alumni and online databases of alumni. When trying to develop network contacts in companies, a shared connection of having attended the same college or university often starts a conversation. Though you may be intimidated, do not be afraid to contact alumni in senior positions.

10.2.1 Best Practices

A few best practices for professional and alumni organizations:

- **Get involved in activities as a volunteer** and participate on projects that help organize or run the organization, or help provide professionally relevant information to the group, such as contributing articles of interest for a newsletter, speaking on a topic of interest, maintaining a website, assisting with fundraising, participating on a board of directors, or serving on committees for special projects.

- **Attend presentations or training sessions**. Note that these often require a small fee. These activities provide the potential to learn and the opportunity to expand your skill set. You can also develop new relationships, establish new networks, and gain education from membership.

For the small investment of a few additional hours each month, you can maintain a network of contacts to which you would not ordinarily have access.

10.2.2 Resources for Finding Professional Organizations

You need to find professional organizations and associations in your field that you can attend/join for successful career networking. Thousands of professional organizations are available. The *Encyclopedia of Associations* is a library reference book, published by Gale Research, Incorporated. The following online tools can help you:

- Riley Guide ([www.rileyguide.com](http://www.rileyguide.com)) — Lists professional organizations and more.
- Associations on the Net ([http://www.ipl.org](http://www.ipl.org)) from The Internet Public Library — Lists organizations that have a Web presence and that you may want to join.
- ASAE Gateway to Associations Online ([http://www.asaecenter.org/Community/Directories/AssociationSearch.cfm](http://www.asaecenter.org/Community/Directories/AssociationSearch.cfm)) — Maintained by the American Society of Association Executives, this site provides a comprehensive directory of websites of business and professional associations.
- WEDDLE’s Association Directory ([http://www.weddles.com/associations/](http://www.weddles.com/associations/)) — Lists several thousand associations from around the world by their primary professional or occupational focus and/or industry of interest.

Guidance:

“Where there is no guidance the people fall, But in abundance of counselors there is victory.”

Proverbs 11:14 (NASB)
Chapter 11. Interview Skills

For many job candidates, the prospect of interviewing provokes great anxiety; however, interview basics are simple. The typical interviewer wants to answer three questions: Can you do the job? Will you enjoy doing the job? Are you a good fit for the team? Look into your past. Think of a good interview you had in the past, whether or not you received the job. What did you do that impressed your interviewer? Note: Much of the work that you have done in earlier chapters of this manual and in CNM workshops will help you prepare for and participate in your interview.

11.1 Phone Screening Interviews

A company’s first call to you for an “interview” may be in the form of a phone-screening interview over the phone or by video chat such as Skype. Congratulations — you’ve made the first cut! The recruiter usually conducts this screening interview, and its purpose is to verify that you are what your résumé says you are. The call may be brief or lengthy. It is as important to be prepared for a screening interview as it is for an in-person interview. Your voice needs to command their attention; show passion over the phone.

You should always be prepared for a screening interview so it will position you well for the next step. A few tips for the screening:

- Have the job description and your résumé in front of you for reference.
- Stand (or even walk around the house) while speaking. It has been proven that standing increases your energy level and presentation focus.
- Dress in business attire; you’ll feel more confident.
- Smile when you speak; you’ll sound more enthusiastic and friendly.
- Give short and complete answers. This rule applies to all interviewing.
- Ask for information from the recruiter, especially questions you have about the job description if you want more detail.
- Be prepared for the salary question. Confirm the experience level required. If you have been able to conduct some research on what your profession pays for a position of that experience level, provide the range and ask for confirmation: “I’m aware that similar positions pay in the range of $__ and $____ and I’m comfortable with that range. Is that the salary range of this position?” If you have not been able to learn this information, you can provide a number in the upper part of your range. For more suggestions on how to

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TIP: “Follow” this company on LinkedIn. If the interviewers or recruiter look at your LinkedIn profile, they will see that you are following their company.

Passion:

“Whatever your hand finds to do, do it with all your might, for in the realm of the dead, where you are going, there is neither working nor planning nor knowledge nor wisdom.”

Ecclesiastes 9:10 (NIV)
handle salary questions, see Appendix E, Interview Questions and Other Resources. You can also go to www.payscale.com, www.salary.com, or www.glassdoor.com.

11.2 STAR Stories/Statements

Use STAR stories to list your accomplishments. Here are the components of a STAR story/statement:

ST: The Situation or Task describing your involvement (what was going wrong, such that you had to act)

A: The Action you took or how you Accomplished your success (what you did)

R: The Result of your action or direction (why that was a good solution)

For example: “For a team that was experiencing low morale and lack of direction, I counseled individuals to identify their personal and professional objectives and developed individualized plans, which resulted in 32 associates being promoted to management positions.”

It is not effective simply to state your job responsibilities for each employer. STAR stories/statements highlight your accomplishments, rather than your assigned tasks. They typically appear as bullet points, and they highlight how you made a difference and how your effort was impactful. STAR stories can appear in various places, but they have the most impact when related to specific jobs you have held, specific clients or employers, or an overall major accomplishment in your professional summary.

11.3 After Landing the Interview: The PASS Framework

Your résumé got your foot in the door, and the phone screening kept it in. Congratulations! You must now show that you are the best candidate for the job.

Your success in the interview hinges on your ability to PASS an interview — you must Prepare, Assess, and Sell for Success, known as the PASS framework.

Let’s take a closer look at each step in the PASS framework to give you all you need to be a superstar in an interview!

11.3.1 PASS Framework: P = PREPARE

The most important step is Preparation. You should plan to prepare well for each interview. Ask yourself, “When I was employed, if I had been asked to make a presentation to the CEO,
how many hours would I have spent preparing?” Now ask yourself, “Are my efforts to promote myself not equally as important?” Of course they are!

11.3.1.1 Research the organization, its industry, and its competitors

An effective interviewing technique is to discuss your skills, accomplishments and talents in the context of the company’s needs and current challenges. This is possible only if you have diligently researched the company thoroughly (e.g., their website, their LinkedIn profile, volunteers at CNM). The list below will assist you in your research.

- **Size** — How small/big is this company? What are their revenues? Where are they located and how many people work for them? Which divisions bring in the most revenue and the least, and who heads up those divisions? (Organizations usually give more salary and hiring flexibility to the strongest revenue-generating divisions.)

- **Philosophy** — What does this company stand for? What is its mission? What are its values? Do they appeal to you? Are they a fit with your values?

- **Financial Standing** — Due to the current state of the economy, most companies are in a state of flux, and a company’s financial standing can change.

- **Notable Successes** — What has this company done in the last five years that is notable? What is it known for? Is it a leader in its industry? Is it innovative?

- **Corporate Standing** — What are its current challenges? Where is it going in the next five years? How can you help the company get there?

- **Competitive Stance** — Who are its main competitors? What is the company’s market share? How is the company ranked against its competitors?

- **Industry Trends** — What are the trends/challenges in the industry? How is the company addressing them?

- **Products/Services** — What products and/or services does this company offer and what do their customers think about their offerings? Are they customer-focused?

- **Culture** — Understanding and assessing the culture of an organization can mean the difference between success and failure in today’s fast-changing business environment. Here are some indications of culture to consider:
  - What is the culture of the organization you are considering? High energy and intense? Laid back? How structured is it? Does the company communicate its values well and are they in line with yours? Does it have an entrepreneurial flair?
  - If it is a non-profit, is its cause one you believe in? What seven words would you use to describe the company? Who gets promoted? What behaviors get rewarded?
  - What do the employees think of the company? Do employees like working there? Do they sponsor sports teams, or community philanthropic activities? Do employees enjoy a work/life balance? Does the company allow/encourage telecommuting? Is it an environment in which you can thrive and grow?

See Appendix E, *Interview Questions and Other Job Search Resources*, for tips on sources for conducting this research for preparation.
11.3.1.2 Research your interviewers

If recruiters or phone screeners provide the names of your interviewers, find out as much as you can about them. LinkedIn should be the primary way you look up your interviewers. Also consider looking up their names in Google as well, since a Google search can yield conference presentations, industry appearances, and interests outside their professional realm. Companies and non-profit organizations often provide biographies of their leadership team on their websites. When you research interviewers on LinkedIn, do the following:

- Determine if you know anyone in common; if so, contact them to obtain some background information on your interviewer. (See Chapter 8, Social Media, for how to use LinkedIn to network.)
- View their profile picture so you will recognize them when you meet in person.
- Identify professional organizations in which they are active.
- Learn about their career. How long have they been with the company? What other positions have they held at that company? Have they had a recent promotion? What has been their career progression and where did they work before joining this company?

11.3.1.3 Practice Answering a Number of Typical Interview Questions

Many interviewers use standard interview questions, so having ready answers prepared will help you to be composed and relaxed in responding. Although you can never know the specific questions you will be asked, practicing answers to typical questions prepares you to talk clearly and confidently. For example, some interviewers will begin an interview with: “Tell me about yourself.” This question gives the interviewer a way to “break the ice” and get his thoughts together, while it gives you, the interviewee, a chance to bring your résumé/experience to life. This can be a version of your elevator pitch, or something different, but it must be brief and to the point. Your question should do the following.

- It should convey your professional passions and where you want to direct your career.
- It should relate your passion and focus to the position for which you are interviewing.

Two other standard interview questions are: “What are your strengths?” and “What are your weaknesses?” For these questions, provide answers that are compelling, thoughtful, and honest.
Interviewers often ask about your career progression; past transitions are extremely important and provide the interviewer with insights into your personality and work ethic. So be prepared to answer why you left each job and why it made sense for your desired career path/master plan. If there is an awkward separation, be sure to word it in a positive manner while being honest. Show that you used your time wisely during that separation, especially if you have done volunteer work, pursued further education or training, or gained more experience through pro bono work.

Last, you should prepare yourself to address any negative issues or gaps in your career history and be able to present these in a positive way. If you are struggling with any part of your background or extended periods of unemployment, the CNM interviewing skills team can offer you one-on-one counseling to develop an appropriate response.

To prepare for the interview questions mentioned above and other “standard” interview questions, it helps to write out your responses and practice them out loud. If possible, practice them with a friend and ask for feedback. Your goal is to be able to respond without hesitation.

11.3.1.4 Come prepared with the questions you want to ask the interviewer(s)

You might be asked if you have any questions. Answering “No” conveys a lack of interest in the position. You should ask a few questions that show you have researched the company — thoughtful questions to explore if the fit is right for you as well as for them. Be sure your questions are pertinent to the job. Do not embarrass interviewers with questions they won’t be able to answer and do not embarrass yourself by asking questions that are not pertinent to the position you want. It’s a sure way to take yourself out of the running! It is a good idea to write down your questions ahead of time. It will show that you are prepared, it will help you remember all your questions, and it will help keep you calm and composed. See Appendix E, Interview Questions and Other Job Search Resources, for sample questions to ask interviewers.

If, after applying to a job, you have learned information about the company that lessens your interest, find a way to ask the interviewer to confirm its accuracy.

11.3.1.5 Answering behavioral questions: Prepare your STAR stories

Interviewers sometimes ask questions to find out how you behave in certain situations. Thus, you will need to have your STAR (also called SAR or SOAR: situation, task/obstacle, action, result) stories at the ready, so you are able to respond to behavioral questions with ease (e.g., “Tell me about a time when you _____” or “What are you most proud of in your career?”). Analyze each STAR story to determine if it applies to more than one scenario you might be asked about. Practice telling each story out loud. If possible, practice with a friend who will provide some feedback. Keep the stories short, no more than a few sentences.
11.3.1.6 Practice

Practice the answers you have prepared to typical interview questions just as you have practiced your STAR stories, optimally with a friend. If this is not possible, practice telling your STAR stories and providing answers to standard interview questions. The practice that counts is saying it out loud without notes, not reading it. (See Chapter 11, section 11.2, STAR Stories/Statements.)

11.3.1.7 Communicate what you offer

In addition to knowing about the company, you must know yourself even better: the skills and experience you offer to this company. Only you can tell your own unique story that will differentiate you from fellow candidates. Be ready to demonstrate how your abilities are relevant to the company. Consider examples that incorporate input from others, for example: “My boss viewed me as his right-hand staff person” or “My team members submitted me for an Excellence Award because of my contributions.” Telling what others valued in you is an indirect way to express what you are good at without sounding like you are bragging.

Reread the job description and take it apart, separating each required and preferred skill/qualification to evaluate on its own. Analyze each required skill/qualification and relate it to your own skill set and experience. Identify your personal attributes, skills, and accomplishments that are likely to help you succeed in this position. Use the list of STAR accomplishments you prepared to substantiate each required skill. Think of other related skills you have that would enhance your execution of the job responsibilities.

Some candidates develop a chart listing each requirement of the position description in the first column and an example of how they meet each requirement in the second column. If you think such a document would be helpful, you might want to provide a copy to your interviewer.

Having a clear vision of what you are seeking is essential to assessing each opportunity and knowing where you will fit, which is the next step of the PASS framework.

11.3.2 PASS Framework: A = ASSESS

Much of the research and analysis of the Prepare step above helps you determine whether you are a match for the requirements of the company and of the position. The Assess step reverses the perspective and asks: Do the company and the position meet your requirements?

Before going into any interview, you must be clear about what you are seeking in the next step in your career and how closely the opportunity meets those requirements. Remember, your goal is to find an opportunity that is a great fit for your knowledge, skills, abilities, experience, interests, career direction, and earning needs. Do not take the first offer without considering whether it is the right fit. Here are some questions to ask yourself in your assessment:

- Is this job the right fit for me?
- Do I want to advance to the next level of responsibility? How much of a stretch do I feel comfortable with?
- Am I seeking an opportunity to develop new skills? What would I like to learn in my next job?
• At what level do I want to work in an organization? Examples: “I want to lead a team,” or “I want to work directly for the CFO.”

• How do I like to be managed? Examples: “I want to be given a goal and have lots of latitude in developing a plan to meet it,” or “I want to be given clear direction so that I will know exactly how to be successful.”

• How do I work best? Examples: “I am happiest as an individual contributor,” or “I need to be a part of a collaborative team,” or “I am happiest as the decision-maker,” or “I need clear directions.”

In addition to assessing the job, consider asking the interviewer questions about benefits and other aspects of the job. See Appendix E, Interview Questions & Other Job Search Resources, for questions you should ask your interviewer. You need to understand which aspects are critical to you.

Note: It is ideal to wait until the recruiter or hiring manager opens the discussion of your requirements, but ensure that you discuss questions that are important to you during the interview.

11.3.3 PASS Framework: SS = SELL FOR SUCCESS

11.3.3.1 Achieving confidence

If you have completed the Prepare and Assess steps, you will have several key points to use in selling yourself as the best and most-qualified candidate. You also will come across as confident to your interviewer because you will not get “stuck” on a question, and answers will come easily.

Keep in mind, the interviewer wants to know three things:

• Can you do the job? (Do you have the skills and abilities required?)

• Will you enjoy doing the job? (No one wants to work with a complainer.)

• Are you a good fit for the team? (Can you be managed and can you bond with the team?)

Interview Do’s and Don’ts:

The following are basic do’s and don’ts for all interviews.

DO:

• Be well rested

• Know where you are going. If you can’t do a test drive the day before, be sure you understand how many miles it is, how to get there, where you will be parking and how much time to allot given traffic at that time of day.

• Arrive at least 15 minutes early to their office (but don’t have the guard call until 10 minutes before your interview). In the interviewing game, “on time” is late and arriving earlier than 10 minutes before the appointment makes you appear over anxious.

If you arrive much earlier, you can spend the extra time observing people arriving for work, just relaxing mentally in your car, in the lobby (if there are places to sit), on a bench near the building entrance, or at a local coffee shop.

DON’T:

• Lie or exaggerate. It’s wrong! (If hired, this is grounds for dismissal.)

• Dominate the interview. Instead, direct what information gets communicated by being prepared.

• Give long answers. Though a question may require a longer response, it is important to stay on point and be as brief as possible.

• Give the interviewer more information than requested.

• Be critical of former employers or supervisors.
11.3.3.2 Closing the Interview

Summarize your qualifications and fit for the position to the interviewers. Identify any reservations that the interviewers expressed and address them. Thank the interviewers and express your interest in the job. Ask about the next steps and the timeline for their hiring decision before you leave. Ask whom you should contact for follow-up — the hiring manager or the recruiter — and ask for business cards so you can follow up and send thank-you notes to everyone.

11.4 The Interview – Additional Information

11.4.1 Types of Interviews

Anticipate that you may have to undergo various types of interviews in your job search. Your interview starts as soon as you step on the premises! Listed below are several common ones.

- **One-on-One** — In this interview, you meet with a recruiter, the hiring manager, and/or a staff member.
- **Team** — Team interviews are one-on-one interviews conducted sequentially by various members of the organization.
- **Panel** — This includes a team or panel, usually between three and six people, who interview one individual. Each person generally focuses on one set of competencies and often the interview consists of a set of questions that will be asked by each person.
- **Group** — This is the least common type of interview, where a group of candidates is interviewed together to see how each acts in a team environment.
- **Flash** — Normally, this is a spontaneous meeting with a top executive who gives the candidate a quick “once over.” This is a good sign, as you are being presented to the executive for final approval. Your meeting will be brief, perhaps as short as a few minutes. You may want to prepare a few questions for this possibility.
- **Dinner/Lunch Interview** — If you are asked to lunch or dinner, accept. Observe proper etiquette and table manners and remember this is not a casual chat or a social occasion. If your spouse is invited, definitely accept, as many job situations require family support (e.g., travel, overtime, relocation).
- **Informational Interview** — This is covered in the Networking chapter because it is more of a networking opportunity than it is an interview for a particular job.

11.4.2 Materials to Bring to the Interview

- The recruiter’s name and phone number.
- The names and titles of the interviewers.
- Copies of your résumé. Make sure that they are the same version that you submitted in response to the job posting and that they are printed on high-grade paper. Bring more copies than the number of interviewers in case additional people interview you.
- A list of references. Be sure that the page has your name, the position title (and ID number if known) and your contact information. Only provide references if asked.
• The list of questions you want to ask.
• Copies of the chart of job requirements and your qualifications if you developed one. Use your judgment if it is appropriate to share this during the interview.

11.4.3 Arrival
Allow plenty of time to find the office. Figure out the logistics ahead of time for where to park, how much time it might take to get there at that time of day, and where to go. Introduce yourself to the receptionist and others with whom you come into contact. Never underestimate the influence of “silent interviewers” (security guards, receptionists, secretaries, maintenance staff, and other employees). Your interviewer may speak with these individuals to get feedback on how you acted, whether you were prepared, and how you treated others.

• Make sure your mobile phone is off.
• Arrive ten minutes before your scheduled interview, not earlier or you make the interviewer feel rushed.
• The more people you meet, the more you increase your chances to be remembered.
• Wait patiently for your interviewer to arrive. Do not fidget or rattle papers.

11.4.4 Non-Verbal Communication
CNM offers sessions from experts who provide advice on dressing for an interview and styling your hair professionally. Pay attention to the following:

• **Eye contact** — Make eye contact and build rapport with your interviewer.
• **Dress** — First impressions count.
  - Dress in business attire — a suit (for women, a pantsuit is acceptable), even if you know that the company dress code is business casual, unless the recruiter advises you to dress down. Fit is important: ensure the suit fits well — not too tight or too loose.
  - Ensure all clothing is spotless. Shine your shoes. Check for missing buttons, uneven or dragging hems, strings, spots.
  - Wear understated fashion and simple jewelry (not jangling or flashy). Avoid loud colors, cleavage, excessive make-up, and/or flamboyant jewelry.
  - If you are unsure whether something is appropriate, don’t wear it to the interview.

**Non-Verbals (Attitude):**

**Attitude:** Achieving a calm presence is not always easy during the interview process, but the following tips can help.

• **Be friendly** and smile. A warm attitude and smile can warm up even the toughest interviewer.
• **Be considerate** — Let the interviewer speak first and often. However, if the interviewer is too chatty, you may need to gently guide the discussion so you can bring up your most important qualifications and ask questions.
• **Be a good listener** — Active listening allows you to respond intelligently.
• **Be involved** — Speak directly to the interviewer and don’t be afraid to ask questions during your meeting. It will create interest on the part of the interviewer and allow a give and take that is closer to a normal discussion.
• **Be respectful and unfailingly polite** — Follow up your clear answers with, “Is there anything more I can tell you?” or “How can I help you further assess my skills for this position?”
• **Personal Hygiene** — Make sure your hair and nails are trimmed/clean and your breath is fresh. Wear little or no perfume, cologne, or aftershave. Neutral nail polish is always safe. Outrageous nail polish colors might work if you are interviewing with an artsy company, but it should NOT be chipped! Tattoos can be a problem for certain industries; be sure to cover them up if you are unsure.

• **Handshake** — Nobody likes a limp or crushing handshake. Practice a web-to-web handshake (web located between thumb and forefinger) with a friend. Make it short (three pumps) while maintaining a smile and eye contact with your interviewer.

• **Behavior** — To communicate confidence, stand tall, walk tall, and sit tall. Be aware of how you sit so you are not putting a barrier between you and the interviewer. Sit toward the front of the chair, leaning slightly forward. Beware of fidgeting, drumming your fingers, and bouncing your feet/legs as this communicates nervousness.

### 11.4.5 A Word about Interviewers

While there are many talented people who interview, most interviewers have not perfected the skill. Be mindful that interviewing is stressful on both sides of the desk, which provides you the perfect opportunity to be “the candidate who makes it easy.” You can achieve this simply by knowing who you are, being friendly, and making the interviewer feel comfortable. Most interviewers have a good idea of what they are looking for, and will seek to assess your fit based on what you say and on your behavior.

### 11.4.6 Additional Interviewing Tips

- Don’t share too much personal information, and don’t ask probing, personal questions.
- Avoid negative topics, and don’t bad-mouth your last job or co-workers.
- At the end of the interview, ask how soon you should follow up.
- Learn from your experience at each interview.

### 11.4.7 Salary Discussions

Just as in real estate, start with a high number and work your way down. Do not be vague about what you want. Pick one number that is at the comfortable high point of your range (e.g., $100,000). If the interviewer asks you what you are considering, say, “I am seeking a total cash compensation package in the $100,000 range.” If you are above their range, they will ask you if you have any flexibility. By phrasing it the way you just did, you are giving yourself flexibility, which you can indicate. Then you can say, “What can we do to get me closer to my target number?”

Salary does not usually come up in first-round interviews, and you should never be the one to raise the salary issue in an interview.

In all likelihood, the phone screening interview (discussed previously) will have determined if your salary requirements are within the range of the position. If you are asked this question early in the process, you should be prepared with a response. An example of a response is:

“My research has indicated that the range for this position in the marketplace is between $____ and $ ____. My research indicated your company is competitive. Is that correct?”
Additional questions on salary and appropriate responses are:

- **Q: What is your salary history?**
  
  **A:** “Salary is not as important to me as the opportunity. Once we determine that this is a good fit, I can provide salary history information. At every salary review, I received merit increases. My salary has always been a reflection of my contributions to my employer’s success and my career progression.”

- **Q: What is your minimum salary requirement?**
  
  **A:** If forced to give an answer, say you are “looking for a total compensation package in the neighborhood of $______” (give only one number that would be acceptable to you with the right benefits such as time off). Let them know that the salary is negotiable depending upon the benefits package of the company.

### 11.5 After the Interview

#### 11.5.1 E-mail a Thank-you Note

Write an e-mail thank-you note to each interviewer, expressing appreciation for their time and your continued interest in the position, as soon as you leave the interview, if possible, but always within 24 hours of the interview/contact.

- Personalize the e-mail to each interviewer.
- Thank people for their courtesy and time.
- If possible, reference a relevant discussion point from your interview and build on the rapport established during the interview.
- Use the thank-you e-mails as a further marketing opportunity to:
  - Restate your enthusiasm and continued interest in the position.
  - Stress your qualifications.
  - Add any significant information you may have forgotten to mention or turn around any objections that occurred during the interview.
  - State that you will follow up in the time frame that was discussed at the end of your interview.

- **NO TYPOS!!!!** *(Read your e-mail out loud to help detect errors.)*

#### 11.5.2 Hand-write a Thank-you Note

Sending a short hand-written note in addition to an e-mail is highly recommended. Because few candidates do this, sending one will make you stand out from the crowd.

### 11.6 Follow-up Strategy

Place a call to the hiring manager or recruiter in the time frame discussed at the end of your interview and as you mentioned in your thank-you e-mail or note. This reminds him/her of the
Interview and re-emphasizes your interest in the position. Ask about the status of their search. If a decision has not been made, offer to provide additional information that might help them make a decision and ask when you should follow up again. Always thank them for their time.

Many companies do not let candidates know that another candidate has been selected and instead rely on silence to send the message to the candidate. It is important to remain friendly and not express any dissatisfaction or annoyance. After several weeks past the decision timeframe provided in the interview, it is probably safe to assume that they have selected another candidate and to cease contacting them. Knowing when to stop following up is an art, not an exact science.

11.7 Evaluating the Offer

When you are offered a job, do not accept the job offer on the spot. Although you may have already been considering what might be offered, take time to make a wise decision and evaluate all the factors of this decision. Be prepared to negotiate about the time frame to respond with your decision. Employers know you are interviewing with other organizations and will appreciate your being honest and careful about your decision.

As you evaluate the offer and the opportunity, be clear about your priorities, your values, your fit with the culture and team, and its role in your career development.

An important factor to consider is how you have made previous important decisions in your life. What compromises are you willing or unwilling to make? If you have successfully been able to make important decisions in your past, then the method you used for making those decisions will apply to your career decision-making. If your decision-making process has not been successful, you may want to seek some help from trusted friends or from the websites listed in Appendix E, Interview Questions and Other Job Search Resources.

11.8 Negotiation

Once you have an offer, you will need to take steps to ensure an effective negotiation. Give yourself time to think it over. It is important to determine what you want from the offer, but it is also important to know the minimum you will accept in the offer.

Think about what is most important to you long before the actual negotiating begins. Salary is one element in the total package. Think broadly about compensation to include company 401(k) contributions and vesting schedule, employee share of health insurance, and education and training opportunities. Other critical elements include job design, promotional opportunities, vacation, and assistance for a spouse who needs to find another job. If you have not already done so, make a list of your needs and their priority to you. For example, is a few thousand more dollars in salary more important than more time off, the ability to telecommute, a longer commute, or a later start date? See Appendix E, Interview Questions and Other Job Search Resources, for a list of compensation and other items to consider.
Leslie Mulligan, principal of Watershed Associates, provided 22 “Best Negotiating Practices” at a recent speech at CNM. See Table 11-1. For more on how to negotiate, go to Appendix E, Interview Questions and Other Job Search Resources or www.WatershedAssociates.com.

Table 11-1. Best Negotiating Practices®

1. Everything is negotiable.
2. Believe in mutual gain. Win-win is an attitude, not an outcome.
3. Listen until it hurts.
4. Build in time and be patient.
5. Keep things positive.

Prepare
6. Prepare! Identify Most Desired Outcomes (MDOs), Least Acceptable Alternatives (LAAs), and Best Acceptable Alternatives (BAAs).
8. Focus on trust, relationships, and interests.

Exchange
9. Don’t forget the warm-up.
10. Understand their interests early.
11. Develop a joint agenda and begin with easier issues.

Bargain
12. Think big; ask for what you want.
13. Be ready to challenge first offers.
14. Never say No or Yes; use the Yes, if …
15. Make slower, smaller moves.
16. Probe to explore and create options.
17. Trade creative concessions that address interests.
18. Use independent standards and objective criteria.
19. Make offers and proposals.

Conclude
20. Summarize early and often.
21. At impasse, be graceful to avoid deadlock.
22. Always thank them.

http://www.watershedassociates.com/
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Note that experts at CNM tables can offer advice on preparing for negotiation.
Approach — The person with whom you negotiate will most likely be the recruiter but it could be the hiring manager. Therefore, when you negotiate, turn your discussion into a problem-solving session during which you focus on mutual gain. Try to find out with whom you are negotiating and try to negotiate in person rather than over the telephone. Appendix E, *Interview Questions and Other Job Search Resources*, includes some sample scripts for your negotiation discussions.

Take your time while negotiating — Once an offer is made, determine the time frame for your response. Call any other companies that interest you to accelerate their interview/offer process. Insist on receiving details of your offer in writing, especially when it contains terms that are at variance with company policies.

### 11.9 Accepting/Declining the Offer

#### 11.9.1 Accepting

Acceptance letters are extremely important in restating your understanding of the offer. You will want to compose a letter of acceptance especially if you do not receive an offer of employment in writing or there were other factors that you feel were vague or were not in writing. Should you need to write an acceptance letter, be sure to include your starting salary, starting date and time, and any perks, signing bonuses, time off, etc. that were agreed to in the negotiation.

#### 11.9.2 Declining

To decline an offer, do it in writing as soon as you have reached your decision. This is important because it helps the company, and you may need this contact later on, so be gracious — never burn your bridges. If you are fortunate enough to be considering more than one offer, you should decline the other offer(s) as soon as you have accepted and confirmed your chosen offer. See Appendix E, *Interview Questions and Other Job Search Resources*, for a sample letter rejecting an offer.

### 11.10 Rejection

If you are rejected, do not be discouraged. If you did everything you could to have an effective interview, let God do the rest. If you believe that you have established a good relationship with the interviewer, contact the interviewer to ask for suggestions on how you could improve your résumé/interview skills. If your résumé and interview skills are fine, ask about other opportunities either within the organization or in other firms with which the employer is familiar.

### 11.11 Summary

Interviewing is like going on a blind date. You have a vague idea of what to expect, but you are prepared for anything. Will I be accepted? Will I like him/her? Is this a good fit for the long term? Put forth your best “you” and follow your heart.
Chapter 12. Finding a Federal Job

The federal government is entrusted with protecting America, so serving your country in a federal job is a noble pursuit. Now that you have been working with the CNM Passport and manual and have been attending the workshops and motivational presentations, you most likely have a solid, or at least a basic, understanding of how the hiring process works. However, if you decide to pursue a career in federal service, you will notice distinct differences from the private sector in terms of how to identify and especially how to apply for a federal job. You will find it helpful to attend CNM’s federal jobs workshops, network, contact human resources (HR) offices, and go to USAJOBS® (www.usajobs.gov) and agency websites.

To help you plan your job search, follow these steps:

1) **Match Your Strengths**

2) **Conduct Your Search**

3) **Network and Market Your Experience**

As you continue to read, keep in mind the many resources and information — both online and in books — that provide great tips and techniques to enhance your unique value and, more importantly, to increase your individual marketability when applying for a federal government job (see appendices).

12.1 **Match Your Strengths**

Chapter 5, *Personal Marketing Plans and Branding*, in the subsection *Your Purpose and Direction*, provides exercises to help you develop a clear understanding of your strengths and talents. This insight will definitely help you align your qualifications to the mandatory performance requirements and core competencies of a position. Derrick T. Dortch, president of the Diversa Group consultancy and a federal careers expert, stated that a job seeker “needs to determine what agencies and positions really match his skills, experience, education and qualifications.”

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In short, it is essential that you match your strengths and transferable skills to your desired federal career field. To do this, consider the following:

- Learn about the various occupational fields the government offers in the Office of Personnel Management’s Handbook of Occupational Groups and Families, which defines both white-collar and trade career fields in the federal government (www.opm.gov).

- Match your skills to a federal career field (e.g., writer, accountant, program analyst, lawyer). If you are not sure what type of federal job you would be qualified for, try looking at “Federal Jobs by College Major” on the USAJOBS website. (See the sections below for more information on how USAJOBS can help you.) This source is particularly useful for recent graduates and job seekers looking for a career change to the federal government.

- Once you have decided on a career field, review some of the federal job announcements related to that field. Pay particular attention to the sections listing the position’s essential qualifications, and the required knowledge, skills, and abilities. These sections list the critical attributes the hiring official is seeking in the successful candidate. This step will help you identify the common career characteristics of that career field so that you can tailor your résumé and cover letter to it. Your résumé should stress the words emphasized in the job announcement (use www.wordle.net or www.tagcrowd.com to compare words and word frequency).

12.2 Conduct Your Search

**Success in Your Federal Job Search**

“Success in obtaining a federal job depends to a great extent on the active efforts that are made to find available job openings and then to apply for them in the manner specified; this will almost always be through a specific agency or office where an opening exists.” *(LRP Publications, 2010)*

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2 The Office of Personnel Management uses the phrase “position classification standards” to “define Federal white collar occupations, establish official position titles, and describe the various levels of work” (www.opm.gov) that are classified under the General Schedule (GS) classification system.
The puzzle diagram on the first page of this chapter shows the four steps to learning about jobs: networking, contacting HR offices, using USAJOBS, and researching agency websites. Together, they create a robust job search capability. Once you have decided to take the plunge to look for a federal government job, you should incorporate the following steps into your search:

- Get input from Kathryn Troutman, The Resume Place (http://www.resume-place.com/).
- Network. Contact HR offices.
- Research agency websites.
- Use USAJOBS to its full potential.
- See Appendix D, Federal Job Search Resources, for more information.

12.2.1 Network

The Networking chapter in this manual contains excellent suggestions for expanding your network in order to find job openings both online and through more traditional methods. All of the information in that chapter applies to people looking for jobs in the federal sector.

The Importance of Networking

In another report,³ nearly 45 percent of new hires had first learned about their new federal job from their friends and relatives. (U.S. Merit Systems Protection Board, 2008)

In looking for a federal job, as with any other position, networking is most effective when you cast a large net to include many individuals and groups. In particular, when you network with someone who is a federal employee, you will want to use the “informational interview” approach described in the Networking chapter. Federal employees will be able to help you by providing information about the hiring process, and what it is like working for that agency or office. They may also be able to provide information about what positions are open and the knowledge, skills, and abilities the agency is seeking. It’s also possible they will know the duties, responsibilities, qualifications, and other requirements of positions that interest you. Therefore, you need to plan carefully, and target those individuals who are in a position to assist with your job search.

To make sure you use your time effectively, do the following:

- Define your end goal.
- Have a clear plan of how you are going to approach the contact and the specific information you hope to gather from the interview.
- Prepare your questions before the interview. (You should write them down.)
- Take notes during the interview.
- Send a thank-you note immediately after the interview. It’s a good idea to send both a handwritten note and an e-mail thank-you note.

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12.2.2 Contact Human Resources Offices

Keep in mind that hiring officials cannot just bring you in for an interview. They are bound by law to uphold the Merit System Principles. In other words, the hiring official must avoid any probability that discrimination, political bias, favoritism, or other questionable factors are involved.

Therefore, when you are talking with people who work for the government, remember they cannot hire you directly. You must apply competitively along with other job seekers.

Contacting personnel or HR offices is a great way to find out the latest information about career opportunities at a particular agency. In addition to looking for jobs on USAJOBS, networking with personal and professional contacts, and searching for opportunities on agency websites, you should also contact HR offices directly to obtain information about special hiring programs and current vacancies. This approach is very effective when searching for jobs that are not required to be posted on USAJOBS. Just note that some HR offices will not be aware of every opportunity in their particular agency. A hiring official may be in the process of adding another position to a program, but has not approached HR about it. Nevertheless, there are still many benefits to calling agencies directly.

HR representatives are able to:

- Refer you to suitable openings quickly
- Help match your skills to federal jobs
- Explain the bureaucratic language of special hiring programs

12.2.3 Research Agency Web Sites

Even though USAJOBS is the federal government’s primary location to look for civil service jobs, you should also look at individual agency websites to find out about career opportunities. You should be able to find a “Career” or “Opportunities” link on the home Web page. Most, if not all, agency websites will have information about their current vacancies and internship opportunities, fellowships, and cooperative education programs. However, keep in mind that some agencies do not update their websites on the same day they submit to USAJOBS.

12.2.4 Use USAJOBS to Its Full Potential

The Office of Personnel Management’s job posting hub — USAJOBS — is a database that contains a federal job search engine that is managed by Monster.com. This website is the first place to check for federal job openings available to the general public. Not only does USAJOBS provide a job seeker a convenient single location to look for federal job vacancies, but it provides a résumé builder, a search agent (renamed as “saved searches”) that automatically searches for jobs based on your job criteria, and the flexibility to upload a cover letter and other required documents. Simply put, USAJOBS is a far cry from the old way of posting vacancy announcements as paper notices in post offices throughout the U.S. To learn more about...
USAJOBS, visit their YouTube page at: http://www.youtube.com/user/usajobsapp. Remember, though, that networking is critical. Do not count on anyone seeing your application; follow up on it because most online applications do not result in an actual job.

Nearly all federal agencies must advertise their vacancy announcements on USAJOBS\(^4\); however, certain agencies are exempted from posting vacancy announcements on the website. Instead, they have their own hiring systems and assessment tools. Excepted agencies are listed in the table below.

<table>
<thead>
<tr>
<th>Table 12-1. Excepted Service Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excepted Service Agencies</strong></td>
</tr>
<tr>
<td>About half of federal jobs are part of the competitive civil service, where applicants must compete with other applicants under the merit system administered by OPM. However, some agencies are excluded from these provisions, and, although they mainly work on a merit system, they have their own hiring systems and evaluation criteria. These agencies are called excepted agencies.</td>
</tr>
<tr>
<td>Applicants interested in positions with these excepted agencies can contact the agencies directly. OPM is not required to provide information or application forms for jobs with these agencies, but in some instances, you can find excepted service positions posted on USAJOBS. The principal excepted agencies are:</td>
</tr>
<tr>
<td>• Central Intelligence Agency (CIA)</td>
</tr>
<tr>
<td>• Defense Intelligence Agency (DIA)</td>
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<tr>
<td>• Department of State (Foreign Service)</td>
</tr>
<tr>
<td>• Department of Veterans Affairs (VA)</td>
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<tr>
<td>• Federal Bureau of Investigation (FBI)</td>
</tr>
<tr>
<td>• Federal Reserve System (the Fed)</td>
</tr>
<tr>
<td>• Government Accountability Office (GAO)</td>
</tr>
<tr>
<td>• National Security Agency (NSA)</td>
</tr>
<tr>
<td>• Nuclear Regulatory Commission (NRC)</td>
</tr>
<tr>
<td>• Postal Regulatory Commission (PRC)</td>
</tr>
<tr>
<td>• Tennessee Valley Authority (TVA)</td>
</tr>
<tr>
<td>• U.S. Agency for International Development (USAID)</td>
</tr>
<tr>
<td>• U.S. Mission to the United Nations</td>
</tr>
<tr>
<td>• U.S. Postal Service (USPS)</td>
</tr>
</tbody>
</table>

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\(^4\) One of the merit principles requires agencies to select applicants solely on the basis of their relative knowledge, skills, and abilities as determined through fair and open competition. To achieve fair and open competition, federal agencies publicly advertise job vacancies. As a means of notifying the public of federal job openings, agencies are required to post their vacancies in OPM’s centralized electronic job database, USAJOBS.
Similarly, applicants interested in employment with the legislative or judicial branches must apply directly to Congress or to the courts, as the case may be. Both the House and Senate have placement offices, as does the Library of Congress. The administrative office of the U.S. Courts similarly has a personnel division.

Although USAJOBS is the federal government’s primary location to look for a federal job, you cannot depend on this website alone. You must also integrate some other useful methods in your job search. Remember: your success in landing a federal job depends directly on your efforts to find job openings, and then applying for them with great determination!

### 12.3 Write a Federal Government Résumé

On May 11, 2010, President Obama issued a presidential memorandum to improve the federal recruitment and hiring process so that agencies can find and hire the best candidates. The reform has benefited job seekers by doing the following:

- Allowing them to submit résumés and cover letters when applying for a federal job
- Eliminating the requirement to respond to essay-style questions when submitting their initial application

Please note that résumé writing is covered in detail Chapter 6, Résumés, etc. That chapter should help you to compose effective résumés, but there are some specific approaches that are helpful when preparing a résumé for a federal job. The information below gives specific best practices concerning résumé writing for federal jobs.

#### 12.3.1 Chronological Federal Résumé

Essentially, the federal hiring reform allows a job seeker to use any type of résumé during the application process: chronological, functional, or combination. However, it is highly recommended that you use a chronological résumé.

The **advantages** of a chronological résumé are that they contain a logical flow of text, are easy to read, highlight a steady work record, and showcase advancement and growth in responsibilities. Also keep in mind the chronological résumé is easy for you to prepare and familiar to most federal hiring officials.

The **disadvantages** of a chronological résumé are that it emphasizes gaps in employment and does not work well for job seekers with little or no previous work experience or who are trying to make a career change.

When preparing a federal government résumé the following resources are highly recommended:


"I am not influenced by the expectation of promotion or pecuniary reward. I wish to be useful, and every kind of service necessary for the public good, becomes honorable by being necessary."

~ Nathan Hale,
*Soldier in the Continental Army*, September 1776
The Partnership for Public Service’s book, *The Complete Idiot’s Guide to Getting Government Jobs*. This is another great resource that gives clear tips and techniques on how to write a federal résumé, along with much more helpful advice.

### 12.3.2 Length

Unlike private-sector résumés that are one to two pages long, a federal résumé can be two to five pages long, and even longer for Senior Executive Service (SES) applicants (at least six pages). A federal résumé is longer than a private sector one because you must prove on paper that you are qualified for a job. This entails providing detailed information describing your knowledge, skills, and abilities. You cannot just imply that you supervise. You have to provide details (e.g., manage a team of 10 staff members, monitor their work, and assign workloads).

You should highlight 10 to 15 years of experience. Most federal hiring officials want to know your most recent experiences and accomplishments. Do not include more than 15 years of experience in your federal government résumé. Instead, you may want to highlight some of your stellar accomplishments in a cover letter, or translate them into core competencies that you can incorporate into your summary of qualifications at the beginning of your résumé. In short, bring the good and relevant information up to the top; do not bury it in the middle of your résumé.

### 12.3.3 Federal Industry Terms

The federal government has its own industry language. In fact, each department, such as Homeland Security and Defense, has its own terms and acronyms. So, make sure you adapt your résumé to fit the position’s unique language and key terms.

You must also remember when writing your federal résumé that the government focuses on budgets and spending money wisely, while the private sector is focused on making profits. Use terms that are associated with budgets, accounting, and business management, etc., rather than terms regarding increasing revenues, maximizing margins, or adding customers.

There are two federal résumé presentations:

- **Formatted federal résumé** — This type of résumé allows you to be creative by incorporating different fonts, boldface type, bullets, etc. Most hiring officials prefer a formatted résumé because they can quickly scan it. Also, the formatted résumé allows you to highlight your summary of qualifications and significant accomplishments. Basically, a formatted résumé is more pleasing to the human eye!

- **Scannable federal résumé** — This type of résumé, also referred to as an electronic résumé, can be scanned easily by a machine for keywords. It is not formatted, but it contains the same content as your formatted résumé. The text is converted to plain text so that it is machine readable using optical character recognition (OCR) software. It does not have bold face text or any other special formatting. An electronic résumé contains only 11 or 12 point, Times New Roman or Courier font, and the text is aligned flush left. Special fonts and formatting, such as bold print, italics, bullets, tables, and columns are not available. A scannable résumé is very plain and generally harder for the human eye to read than a formatted résumé is; however, it is easy for you to copy and paste into a website or e-mail, and applicant tracking software can read it for keywords and other...
information. Keep in mind that some federal government websites allow only 8,000 characters in a scannable résumé, thus reducing how much information you can include. Pay careful attention to make sure you include everything about you that matches the qualifications, skills, knowledge, and abilities in the job announcement.

12.3.4 Summary of Qualifications

If your résumé does not catch the reader’s attention in five seconds, the reader may go on to the next résumé. So, the best way to catch someone’s eye is to spice up your résumé with a well-crafted “Summary of Qualifications,” or a similar heading like “Career Highlights” or “Professional Achievements.” You can also use the job title you are targeting. Apart from the title, this is the area where you really define who you are. If you catch them here, they will most likely continue to read your entire federal government résumé.

Nicholas Lore, the author of *The Pathfinder* (1998), writes that the summary focuses the “reader’s attention on the most important qualities, achievements and abilities you have to offer. Those qualities should be the most compelling demonstrations of why they should hire you instead of the other candidates. It gives you a brief opportunity to telegraph a few of your most sterling qualities. It is your one and only chance to attract and hold their attention, to get across what is most important, and to entice the employer to keep reading.”

12.3.4.1 What do you include in the summary?

Before you start crafting a summary, go back to the vacancy announcement and review the position duties and requirements sections again and ask yourself, “What type of job candidate are they looking for?” or “If I were the hiring manager, what would I like to see in a candidate?” Also, look for the qualities the selection official will care about most. Then, after you have identified the core competencies of the position, assemble your best experiences and skills that meet the requirements and highlight the qualities they are looking for.

12.3.4.2 Accomplishments

Significant accomplishments are the results of your work. Accomplishments are most effective in a résumé when they can be quantified with dollar figures, percentages, time periods, or other measurements. Other examples are: upward progression in your chosen career, work-related awards, academic scholarships, and industry-specific certifications or licenses (e.g., CPA, APR, PMP). You could also describe the quality of what you delivered. For example, stating that 98 percent of the widgets you assembled passed inspection might be noteworthy, especially if the industry standard is that only 85 percent pass.

Lore suggests that after you write about your most significant accomplishments in the summary, you then “tell the rest of the best of your story. Let them know what results you produced, what happened as a result of your efforts, what you are especially gifted or experienced at doing. Flesh out the most important highlights in your summary” (Lore, 1998). Your accomplishments give evidence to support your summary. They stand apart from your regular job activities because they emphasize the best
of what happened while you were fulfilling your duties. They can also spotlight what you did that went beyond what was expected or how you turned what could have been a potential failure into an outstanding accomplishment.

12.3.4.3 What is NOT an accomplishment?
A significant accomplishment is not acceptable performance of a regular job duty. It is a grave mistake to use your standard job duties and responsibilities as significant accomplishments; this is a résumé killer! Significant accomplishments do not include completing expected work (i.e., daily tasks), and being prompt and congenial. If an activity cannot be quantified by dollar figures, percentages, awards, etc., then it is probably not a significant accomplishment.

12.3.4.4 Mining those marketing gems
You may have trouble mining your significant accomplishments from the past. If so, just think, “What did I do to improve the efficiency of a business process in previous jobs?” In today’s work environment, we are expected to do more in less time, with fewer resources, and with less help. This challenge alone demands that we be more creative and innovative as it helps both you and the organization.

12.3.5 KSAs and Mastering the Infamous Government Essay
Some people ask, “Did the federal government get rid of KSAs (knowledge, skills, and abilities statements)?” The short answer is, “No.” Although lengthy essay-style questions (infamously known as KSAs) are no longer required with the initial application, agencies may require them during the assessment phase as the job candidates are narrowed down to a few. This section covers what KSAs are and why are they important to you and to the hiring official. Also, it will help you locate KSAs in the job announcement. Address them in your essay, then end by following them with some good examples.

12.3.6 KSAs Defined
“KSA” stands for knowledge, skills, and abilities.

- **Knowledge** is an organized body of information that an individual must know to perform a task (e.g., public affairs knowledge includes expertise with communications planning, familiarity with the Privacy Act, and familiarity with the Associated Press Stylebook).

- **Skills** are the proficiencies to carry out specific tasks required for the job (e.g., skill in using computer programs like PowerPoint).

- **Abilities** are the underlying traits to perform an activity or task (e.g., oral comprehension — the ability to listen to and understand spoken information and ideas).

12.3.6.1 What do KSAs mean to you?

- KSAs are directly related to the job and correspond to the duties of the position; likewise, KSAs are specific core competencies that are required by the hiring official.

- KSAs are a set of questions to determine suitability — as you read through each KSA, ask yourself if you can readily perform and produce in each core competency. If you know you can match your past experiences and skills to at least 80 percent of the position’s requirements, then you should consider applying for that position.
KSAs clearly state the requirements to perform successfully in the position — the position’s job duties along with KSAs should give you a clear understanding of your ability to carry out the job functions at the basic qualification level.

KSAs allow you, the applicant, to describe your value and worth. One advantage of doing KSAs is that the process allows you to highlight your outstanding qualifications even before you meet the hiring official, and KSA highlights serve as excellent talking points for the interview.

12.3.6.2 Where are KSAs located in the job vacancy announcement?

KSAs are usually in the “Qualifications and Evaluations” section but may be called:

<table>
<thead>
<tr>
<th>Quality Ranking Factors</th>
<th>Selective Placement Factors</th>
<th>Evaluation Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative Factors</td>
<td>Self-Assessment Questionnaire</td>
<td>Rating Factors</td>
</tr>
<tr>
<td>Technical Qualifications</td>
<td>Statements of Qualifications</td>
<td>Job Elements</td>
</tr>
</tbody>
</table>

12.4 Summary

Looking for and landing a federal job is similar to seeking a job in the commercial job market. For example, it is always a good idea to try to network your way to someone who does a similar job to what you want to do or someone in your target agency. (See Chapter 9, Networking, or attend networking workshops at CNM.) You will also need to submit a résumé, which needs to cover your most recent employment — probably ten to fifteen years. There are, however, some distinct differences.

- Even if you are able to network and connect with the hiring manager for the position you want, you still need to complete the full hiring process. There are no shortcuts.
- The résumé you submit may need to be significantly longer than one you would use for a commercial job. Your federal résumé needs to fully cover your experiences as they relate to all of the qualifications listed in the job posting.
- Another difference is that you may need to submit a KSA, which is basically an essay detailing your KSAs as they relate to the specific job you are seeking. These must align with the position requirements for a specific job posting; a general essay will not work.
- You must also provide accomplishments so the hiring manager can see how well you used your knowledge, skills, and abilities in prior jobs. These are probably best included in a cover letter. Rather than focusing on your skills and responsibilities, tell about the results of your actions (how many, how much, how fast, dollars saved, etc.). Focus on developing a budget, managing money, streamlining operations, and saving dollars.
- See Appendix D, Federal Job Search Resources, for more information.
Chapter 13. Ongoing Career Development

Many of the skills covered by this manual and taught at Career Network Ministry are important to your ongoing career development, not just when you are looking for a job.

Keep your résumé current and incorporate new accomplishments. These can contribute to your STAR stories (Chapter 11, Interview Skills), and help you refresh your elevator pitch (Chapter 7), which is always useful when meeting a fellow professional. When you do update your résumé, remember to update your LinkedIn profile with new accomplishments or professional achievements (awards, new certificates, and new skills).

13.1 Networking and Visibility

As we have stressed at CNM, being visible in your professional sphere is extremely important. This manual stresses two types of networking:

- **Face-to-face meetings** — Even if your job does not require a lot of interfacing with people outside your own work environment, you can keep current by attending professional association meetings and events such as trade shows. Also, informational interviews (Chapter 9, Networking) can sharpen your interviewing skills and confidence and can inform you of developments in the job market.

- **Social Media** — Expand your LinkedIn network (Chapter 8, Social Media). When you meet another interesting professional, take his or her card and send an invitation to connect on LinkedIn. Online, you can increase your visibility by participating in LinkedIn discussion groups and other professional blogs and in other social media, as described in Chapter 8.

Remember that it is not just the number of contacts you make with other professionals, but the quality of these contacts that is important. Ensure that you are always consistent with your brand in everything that you do, especially in your use of social media.

Ongoing skills development is critical to career growth so that you stay current in your field and increase your value to your current employer and marketability to future employers. As the marketplace continues to change rapidly, so should you. Whether or not your current employer pays for education, it is a good idea to attend meetings and workshops that increase your...
professional knowledge and skills. Where appropriate, professional certificates enhance your credibility in the workplace. Professional organizations can provide information about these.

By making these best practices part of your normal way of doing business, you can develop your career, expand your professional network, and be ready for the next time you find yourself on the job market and “between business cards,” or even better, you can make a professional move before you are forced to. Remember … you are in a stronger position when looking for a job if you are currently employed. You are always welcome at Career Network Ministry. Many of our current volunteers first came to CNM as job seekers. Remember also that helping others can reap tremendous benefits for others as well as for yourself now and in the future. After you land a job, come back to CNM and tell us your story (“victory lap”).

### 13.2 Summary

In addition to workshops and presentations, CNM offers many ways for you to continue to develop your career skills such as the CNM Toastmasters group that meets twice a month during the Tuesday resource hour or the technical skills training courses that are offered for free (or reduced rates) outside of the regular CNM meetings (e.g., training in various software applications and help with Project Management Professional exam preparation). After you land your new job, we request that you come back to a CNM meeting to give your “victory lap” — tell the group about your success and provide encouragement to other job seekers.

Leave the results to God. Once you start a job, you have a short window of time (90 days) to set yourself up for success, according to Dave Ramos, CEO of SHIFTPOINTS. This is the time to:

- Learn the cultural and procedural norms before boldly suggesting innovative ideas.
- Revisit the question you asked in your interview, “What would success look like for me after 90 days?”
- Build followers and friends; build personal, non-work relationships with the team. Build strategic relationships with leadership, executives, etc.
- Sell yourself to your co-workers as being qualified for the job.
- Do something that makes your boss say, “Wow!”
- Learn how to deal with long-time employees (the “old guard”) who may have different ideas and may be used to structured routines.
- Be wise about your doubters; show them you can do the job! Explain your vision clearly.

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**Take Control of Your Career:**

- **Be perceptive!** *(Be the captain of your career.)*
- **Be prepared!** *(Research the company.)*
- **Be prudent!** *(Never complain about anything.)*
- **Be persistent!** *(Set achievable goals.)*
- **Be picturesque!** *(Use a good LinkedIn photo that is friendly and professional.)*
- **Be predominant!** *(Refresh your résumé weekly online at monster.com, indeed, careerbuilder.)*
- **Be personal!** *(Showcase your personality.)*
- **Be pliable!** *(Be coachable.)*
- **Be pleased!** *(Be grateful for the “small” things.)*
- **Be PATIENT!** *(You WILL land that job!)*

~ Abby Kohut, CNM speaker, former recruiter, author of *Absolutely Abby’s 101 Job Search Secrets*
Chapter 14.      Trusting God

This chapter is written to encourage you in your walk with the Lord. Trust the God who created
the universe with your life and with your career search. Our Lord is great and loving, and He has
shown Himself to be mighty. Wherever you are on your spiritual journey, we hope that you find
McLean Bible Church and Career Network Ministry to be safe places to grow with God and
connect with others.

Although the earlier chapters in this manual apply to
everyone, if you are on a spiritual journey, this chapter
includes additional things for you to consider as you lean
on God more heavily. The Christian approach to a
successful job search works best for those who have a
growing relationship with the Lord Jesus Christ. The
effectiveness of certain steps is directly related to this
relationship. As you go through your search, you will sense
His leading, and your relationship with Him will grow
closer. If you have questions about your relationship with
Jesus, you can talk with CNM volunteer leaders or enroll in
studies at your church.

Refer to Chapter 14, section 14.3, Discover Your Spiritual
Gifts, and Appendix A, Spiritual Gifts Survey, for help
discovering your spiritual gifts once you have trusted in
Jesus Christ.

14.1 Trusting God in Your Job Search

14.1.1 How do I honor God in my
search?

At CNM, we encourage you to discover your gifts and
honor God as you search for a job:

- Recognize that God knows what’s going on. He
  has a place for you.
  Jeremiah 1:5; Psalm 25:12; Psalm 27:11;
  Psalm 32:8; Psalm 37:5,23; Isaiah 30:21
- Pray over your anger, fear, and disappointment. Pray and invite others to pray.
- Relax, and invite God to intercede for you.
- Identify the job/vocation to which you are led. Prepare a résumé and job hunt materials.
- Research your options. Research companies. Go on informational interviews.
- Target best options based on where God leads.
- Wait! Expect a miracle!

Faith:

“Faith is a belief in testimony. It is
not a leap in the dark. God does
not ask any man to believe without
giving him something to believe.
You might as well ask a man to
see without eyes, as to bid him
believe without giving him
something to believe.”

~ Dwight L. Moody, American
preacher, evangelist, and publisher;
founder of Moody Bible Institute
(The D.L. Moody Book: A Living
Daily Message from the Words of
D.L. Moody)

Grounded in Testimony:

“I believe God, that it shall be even
as it was told me.”

Acts 27:25b (KJV)
14.1.2 How do I rely on God?
Relying on God involves the following steps.

1. Some people rely only on themselves for everything; this can be a lonely place. Turn to God and rely on Him for guidance and strength. You are valued by God.

   “Yet I am not alone, for my Father is with me.” (John 16:32b, KJV)

2. When you are choosing a new job, make sure you reflect on your own values and how they compare with those of your target company. Realize that God knows what is best for you. Seek, then follow, His guidance.

   “Seek the Lord while He may be found; Call upon Him while He is near.” (Isaiah 55:6, NASB)

3. Pray before researching a job or searching for answers.

   “You want something but don’t get it. You kill and covet, but you cannot have what you want. You quarrel and fight. You do not have, because you do not ask God.” (James 4:2, NIV)

4. Relax, believe God will intercede, and recognize that God has a plan. When you have accomplished everything you can do, relax — and trust God for the results.

   “Ask, and it shall be given to you; seek, and you shall find; knock, and it shall be opened to you. For everyone who asks receives, and he who seeks finds, and to him who knocks, it shall be opened.” (Matthew 7:7–8, NASB)

   “Now this is our boast: Our conscience testifies that we have conducted ourselves in the world, and especially in our relations with you, in the holiness and sincerity that are from God. We have done so not according to worldly wisdom but according to God’s grace.” (2 Corinthians 1:12, NIV)

   “What shall we then say to these things? If God be for us, who can be against us?” (Romans 8:31, KJV)
5. In whatever you do, glorify God.

“May the God who gives endurance and encouragement give you a spirit of unity among yourselves as you follow Christ Jesus, so that with one heart and mouth you may glorify the God and Father of our Lord Jesus Christ.”
(Romans 15:6, NIV)

“Jesus looked at them and said, ‘With man this is impossible, but with God all things are possible.’” (Matthew 19:26, NIV)

You are God’s handiwork. He created your innermost being and knit you together in your mother’s womb. You are fearfully and wonderfully made. You have been given work-related gifts that have been chosen specifically for you. God desires for you to use the gifts He has given you. Working out His plan will bring you satisfaction, will bless and enable you to serve others effectively, and will bring glory to God. To make good career decisions, you must have a thorough knowledge of your personality, skills and abilities, interests and values, and spiritual gifts. Without this knowledge, you are not fully equipped to make good career decisions. Our goal is to help you discover His path.

14.2 Prayer

Prayer is a communication between you and God. It is a time for you to get before Him and open your heart to Him so that He can change you. It will draw you close to God so He can prove His sufficiency to you. It will help you attain peace of heart and mind.

“So I say to you, ask, and it will be given to you; seek, and you will find; knock, and it will be opened to you. For everyone who asks, receives; and he who seeks, finds; and to him who knocks, it will be opened.”
(Luke 11:9–10, NASB)

“But if any of you lacks wisdom, let him ask of God, who gives to all men generously and without reproach, and it will be given him.”
(James 1:5, NASB)

Are you willing to take a few minutes every morning? Ask God to help you: “Lord, I want to meet You first thing in the morning for a few minutes. Tomorrow when the alarm goes off, I have an appointment with You.”

Your morning prayer might be, “In the morning, O LORD, You hear my voice; in the morning I lay my requests before You and wait in expectation.” (Psalm 5:3, NIV)

Often, people do not pray because they find themselves caught up in “I don’t know what to say.” Prayer is not a show for God; it is a communication between you and God that is personal and
private. God created and designed us to relate to Him! Prayer is talking to someone we love. The following information might help you get started if you are stuck.

There are four dimensions to prayer; remember “ACTS”:

A: ADORATION. This is the purest kind of prayer because it is all for God — there is nothing in it for you. You do not barge into the presence of royalty. You begin with the proper greeting. So, worship Him. Tell the Lord that you love Him. Reflect on His greatness, His power, His majesty, His wisdom, and His sovereignty!

C: CONFESSION. Having seen Him, you now want to be sure every sin is cleansed and forgiven. Confession comes from a root word meaning “to agree together with.” Apply this to prayer. It means to agree with God. Something that you call a slight exaggeration, God calls a lie! You call it strong language — God calls it swearing. You call it telling the truth to people about somebody at work — God calls it gossip.

“If I regard iniquity in my heart, the Lord will not hear me.” (Psalm 66:18, KJV)

T: THANKSGIVING. Express your gratitude to God. Think of several specific things to thank Him for: your family and friends, your possessions and health, your skills and abilities, your church, ministry or other responsibilities — even thank Him for hardships. This is tough, but it will help improve your attitude toward life, and a good attitude shows in everything you do in your search.

“In everything give thanks: for this is the will of God in Christ Jesus concerning you.” (1 Thessalonians 5:18, KJV)

S: SUPPLICATION. This means to “ask for, earnestly and humbly.” This is the part of your prayer life where you make your requests known to Him. Ask for others, then for yourself. Why not include other people around the world, such as missionaries, students studying abroad, friends in distant places, and, above all, the people of many lands who have yet to hear about Jesus Christ.

This is simply a guide. Very soon, you will discover that it is impossible to spend only a few minutes with the Lord. An amazing thing happens: a few minutes can turn into 20 and it is not long before you are spending 30 precious minutes with Him.

Do it not because other people are doing it, not as a spiritless duty, but because God has granted us the priceless privilege of fellowship with Himself.
14.2.1 Ask God to intercede
We need to focus on God, not just on our needs and wants. God’s objective for our prayers and His answers is to change us, not simply our circumstances! He will provide the best answer for you! Prayer is two-way communication. God wants to speak to us when we meet with Him in prayer.

“For I know the thoughts that I think toward you, saith the LORD, thoughts of peace, and not of evil, to give you an expected end.” (Jeremiah 29:11, KJV)

14.2.2 Ask others to pray with and for you

“Confess your faults one to another, and pray one for another, that ye may be healed. The effectual fervent prayer of a righteous man availeth much.”

(James 5:16, KJV)

14.2.3 Pray daily
Throughout Scripture we are encouraged, even commanded, to pray and not to give up (Luke 18:1). Since our battle is really a spiritual one, we must FIGHT with spiritual weapons or we will suffer defeat after defeat! Prayer is one of these spiritual weapons. Colossians 4:2 says, “DEVOTE yourselves to prayer …” Following is a prayer that could be used as a model.

“Dear Father, I need You. I acknowledge that I have been directing my own life and that, as a result, I have failed. I thank You that You have forgiven my sins. I now invite Christ to again take His place on the throne of my life. I pray that my heart would be willing to follow the guidance of Your Holy Spirit. I pray this in the name of Jesus. As an expression of my faith, I now thank You for directing my life and for filling me with the Holy Spirit.”

Some things to pray for could include:

Salvation

Pray that we would not drift away, become lukewarm, or neglect such a great salvation. (Hebrews 2:1-4; Revelation 3:15–16)

Pray that God would send the right laborers to speak the truth in love to our unsaved families, friends, and coworkers. (Ephesians 4:15; 2 Timothy 2:24–26; Romans 10:1)

Pray that godly sorrow would come into their hearts so they would repent (2 Corinthians 7:10) and that they would not harden their hearts. (Hebrews 3:15; Matthew 13:15)
Speech

Pray that God would enable us to speak His Word with great boldness and that He would heal and perform miraculous signs and wonders through us. *(Acts 4:29–30)*

Pray that we would be quick to listen, slow to speak, and slow to become angry. *(James 1:19)*

Pray that we would control our tongues, so that we won’t deceive ourselves and make our Christianity worthless. *(James 1:26)*

Godly Character

Pray that we would set our hearts and minds on things in Heaven, not on things here on Earth. *(Colossians 3:1–4)*

Pray that we would be both godly and content with our unchangeable circumstances. *(1 Timothy 6:6)*

Pray that we would set our hearts to honor God. *(Malachi 2:2)*

Pray that we would not be eager for money or deceived by it in any way. *(1 Timothy 6:10; Mark 4:19)*

Pray that God will keep us also from willful sins; may they not rule over us. *(Psalm 19:13)*

Pray that the words of our mouths and the meditations of our hearts would be pleasing to God. *(Psalm 19:14)*

Pray that we would be humble and repentant in spirit and would tremble at God’s Word. *(Isaiah 66:2)*

Pray that we may always glorify the name of the Lord Jesus. *(2 Thessalonians 1:12)*

Fruitfulness and Purpose

Pray that we would grow in fruitfulness and make the most of every opportunity. *(John 15:1–8; Ephesians 5:15)*

Pray that God would grant us wisdom, health, and deliverance from trouble. *(2 Chronicles 1:10; James 5:13; 3 John 2)*

Pray that God would count us worthy of His calling and that by His power He may fulfill every good purpose of ours and every act prompted by our faith. *(2 Thessalonians 1:11)*

Belief and Sight:

“I believe in CHRIST like I believe in the sun. Not because I can see it, but by it I can see everything else.”

~ C.S. Lewis, British novelist, poet, academic, medievalist, literary critic, essayist, lay theologian, and Christian apologist
14.3 Discover Your Spiritual Gifts

Spiritual gifts are those special abilities that God bestows on each Christian, through the Holy Spirit, so that he or she may effectively glorify Christ and edify the Body of Christ. There is nothing you can do to receive a spiritual gift, because spiritual gifts are of grace, given to believers by the Holy Spirit as He sees fit (Romans 12:6). We use these gifts to glorify Him. Appendix A, Spiritual Gifts Survey, is a great tool to help you determine your spiritual gifts. For example, your gift may be caring/mercy, and you express it best in your passion for children.

Look where and when you are loving people. For example, if you look for ways to spend time, effort, and energy with children, this is probably where you are gifted. All Bible passages that deal with gifts are followed by a teaching on love. (1 Corinthians 12; Romans 12; Ephesians 4)

Below are ways to discover your spiritual gifts:

- When you discover a new truth from the Bible, how do you apply it to your everyday life? For example, how do you apply your faith, wisdom, encouragement, or mercy in daily situations? (2 Timothy 3:14–17)

- Try different things. If you have the gift of teaching, helping, or administration, find a place to try it out. When used, gifts will grow and mature over time. (James 1:17–18)

- Ask family, friends, and current or former co-workers what they think your gifts are. Get advice from godly people who love you. (Proverbs 16:2 and 19:20)

- Look for experiences or activities that come easily. For example, if it is easy to plan and organize an event, chances are you have the gift of administration. Or if you like to meet and talk with strangers or entertain in your home or church, you might have the gift of hospitality.

- Take the Spiritual Gifts Survey in Appendix A to determine your motivational gifts, those gifts that drive you to teach or help or give or serve or administer, and so on.

Explore the possibilities. You may study the Bible, examine your feelings — we feel good when we use our gifts. Gifted people get results. The person with the gift of evangelism will see people come to know Jesus. Expect confirmation from the Holy Spirit. God will let us know He is using us and He will hold us accountable.
14.4 Glorify Him

“For ye are bought with a price: therefore glorify God in your body, and in your spirit, which are God’s.” (1 Corinthians 6:20, KJV)

As we go through our journey, God will be taking us many places that we would never have chosen to go, and teaching us things that we would never have learned on our own. While some of the travels and lessons have been — or will be — tough, we must always remember that He is in charge. As the ultimate “good father,” He wants, and will do, only the best for us. He has demonstrated this by giving His only begotten Son for us, so that we might have life everlasting. Therefore, give Him the praise, honor, and glory that are due Him.

Praise the Lord:

“Praise the Lord!
Praise God in His sanctuary;
Praise Him in His mighty expanse.

2 Praise Him for His mighty deeds;
Praise Him according to His excellent greatness.

3 Praise Him with trumpet sound;
Praise Him with harp and lyre.

4 Praise Him with timbrel and dancing;
Praise Him with stringed instruments and pipe.

5 Praise Him with loud cymbals;
Praise Him with resounding cymbals.

6 Let everything that has breath praise the Lord.
Praise the Lord!

Psalm 150 (NASB)
Appendices

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Appendix A.  Spiritual Gifts Survey

Take the survey below, and then compare your results with the descriptions of the spiritual gifts later in this appendix. May God be glorified in your search. See Chapter 14, Trusting God, for additional help on your spiritual journey, especially section 14.3, Discover Your Spiritual Gifts.

A.1 Spiritual Gifts Survey

<table>
<thead>
<tr>
<th>For each of the following statements, check which box describes you best: much, some, little, or not at all.</th>
<th>3 Much</th>
<th>2 Some</th>
<th>1 Little</th>
<th>0 Not at all</th>
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</thead>
<tbody>
<tr>
<td>1. You can easily delegate job responsibilities to others.</td>
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<td>2. You enjoy designing brochures and illustrating text.</td>
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<td>3. You wish to protect others spiritually.</td>
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<tr>
<td>4. You enjoy introducing people to Jesus Christ so that they understand what a personal relationship with Jesus Christ is.</td>
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<td>5. You enjoy encouraging people when they are discouraged.</td>
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<tr>
<td>6. You find it easy to make money and you enjoy giving it to the Church and other Christian projects.</td>
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<tr>
<td>7. You like helping people do things as long as you can stay behind the scenes.</td>
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<tr>
<td>8. You like to provide food and/or housing for people when they are in need.</td>
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<td>9. You like to pray often for other people.</td>
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<tr>
<td>10. When you read the Bible, you see new truths and you want to explain them to others in everyday language.</td>
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<tr>
<td>11. You enjoy getting others to accomplish their goals.</td>
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<td>12. You enjoy reaching out to the down-and-outers.</td>
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<td>13. You like music and enjoy playing an instrument or singing praises to God.</td>
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<tr>
<td>14. You like doing the little routine things around the church that no one else ever gets to.</td>
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<tr>
<td>15. You like helping other people learn new things about the Bible.</td>
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<td>16. You like to organize time, talent, and people for accomplishing projects.</td>
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<td>17. You like working in gardens and flowerbeds.</td>
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<tr>
<td>18. You feel called to a commitment to helping others grow spiritually.</td>
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<td>19. You enjoy telling others how you began your relationship with Jesus Christ, and how they too can have a personal relationship with Christ.</td>
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</tbody>
</table>
For each of the following statements, check which box describes you best: much, some, little, or not at all.

<table>
<thead>
<tr>
<th>Statement</th>
<th>3 Much</th>
<th>2 Some</th>
<th>1 Little</th>
<th>0 Not at all</th>
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<tbody>
<tr>
<td>20. You like helping people resolve problems they are having in their lives.</td>
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<tr>
<td>21. You give a lot of time, talent, or money to the church because you are thankful for what God has done for you.</td>
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<tr>
<td>22. You enjoy doing office work such as typing, filing, and answering the phones.</td>
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<tr>
<td>23. You enjoy having people stay with you in your home and sharing your things (cars, equipment, etc.) with them.</td>
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<tr>
<td>24. You have faith that your prayers are heard by God and that He acts on them.</td>
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<tr>
<td>25. You enjoy discovering new facts and principles that help others in their spiritual growth.</td>
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<tr>
<td>26. You enjoy knowing that people feel good about following your example and leadership.</td>
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<td>27. You like calling on people when they are sick, or in jail, or just can’t get out of the house.</td>
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<tr>
<td>28. You enjoy taking part in a church, school or a community musical program.</td>
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<tr>
<td>29. You enjoy doing simple little fix-it jobs around the church.</td>
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<td>30. You enjoy teaching Biblical stories and helping other people understand them better.</td>
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<tr>
<td>31. You enjoy programs that help other Christians.</td>
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<tr>
<td>32. You enjoy working with your hands.</td>
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<td>33. You feel compelled to spiritually feed people with Scripture.</td>
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<tr>
<td>34. You enjoy telling a stranger about Jesus Christ and how he has changed your life.</td>
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<td>35. You enjoy encouraging people who are discouraged, suffering from shame, or addicted.</td>
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<td>36. You enjoy helping when confronted with financial needs.</td>
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<tr>
<td>37. You really enjoy being of service to someone who needs some practical help.</td>
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<td>38. You like making people feel at ease when they come to church.</td>
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<tr>
<td>39. You really enjoy prayer.</td>
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<tr>
<td>40. You can help people make sense out of the Bible and help them learn how to use their new insights.</td>
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<tr>
<td>41. You enjoy motivating others to make positive decisions to complete projects.</td>
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</tbody>
</table>
For each of the following statements, check which box describes you best: much, some, little, or not at all.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Much</th>
<th>Some</th>
<th>Little</th>
<th>Not at all</th>
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<tbody>
<tr>
<td>42. You enjoy visiting retirement homes and places where people are sick or disadvantaged.</td>
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<td>43. You enjoy giving other people enjoyment by doing something special musically.</td>
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<td>44. You really enjoy helping when people ask for help.</td>
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<tr>
<td>45. You enjoy teaching children or adults about God’s love.</td>
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### A.2 Summary of Results

In the blanks next to each question number below, write the value of your answer from the Spiritual Gifts Survey above. Your total will help determine your motivating spiritual gift. Not all the gifts are included in this list.

<table>
<thead>
<tr>
<th>Value of Answers</th>
<th>Total</th>
<th>Gift</th>
</tr>
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<tbody>
<tr>
<td>1 16 31</td>
<td></td>
<td>Administration</td>
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<td>2 17 32</td>
<td></td>
<td>Artistic</td>
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<td>3 18 33</td>
<td></td>
<td>Pastor</td>
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<td>4 19 34</td>
<td></td>
<td>Evangelism</td>
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<td>5 20 35</td>
<td></td>
<td>Encouragement</td>
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<td>6 21 36</td>
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<td>Giving</td>
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<td>7 22 37</td>
<td></td>
<td>Helps</td>
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<td>8 23 38</td>
<td></td>
<td>Hospitality</td>
</tr>
<tr>
<td>9 24 39</td>
<td></td>
<td>Prayer</td>
</tr>
<tr>
<td>10 25 40</td>
<td></td>
<td>Knowledge</td>
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<tr>
<td>11 26 41</td>
<td></td>
<td>Leadership</td>
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<td>12 27 42</td>
<td></td>
<td>Mercy/Caring</td>
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<tr>
<td>13 28 43</td>
<td></td>
<td>Music</td>
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<tr>
<td>14 29 44</td>
<td></td>
<td>Serving</td>
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<td>15 30 45</td>
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<td>Teaching</td>
</tr>
</tbody>
</table>

List your three highest gifts:

1. 
2. 
3. 
A.3 Explanation of Spiritual Gifts

Spiritual gifts are listed in Acts 6:1–7; Romans 12:6–8; 1 Corinthians 12:8–10 and 12:28–30; Ephesians 4:7 and 7:11–12; and 1 Peter 4:9–11. Below are descriptions of the gifts.

I. The Communication/Speaking Gifts:

1. Apostle
   In the strict sense there are no apostles today, but in the general sense an apostle is one who takes a message of God to a new place. They are God’s messengers. This may refer to the divine desire and ability to leave home and family to serve Christ in a foreign culture. An example of this is in 2 Peter 1:16–21, 3:1, 2, and 16.

2. Prophecy
   The divine desire and ability to proclaim God’s word applying it in a timely and culturally relevant fashion. A prophet is one who stands and speaks for God. An example of this is Acts 11:27–30, 21:7–12. All Christians are called to be prophets, people who stand and speak for God.

3. Teaching
   The divine desire and ability to understand God’s word and apply it sensitively, wisely, and clearly to people’s needs. This person is able to teach the Bible to the Christians and they are to train and encourage and protect people in the church. An example of this is John 21:15–17 or 1 Timothy 4:6, 11; 5:17.

II. The Person-to-Person Gifts:

4. Shepherding, Pastoring
   The divine desire and ability to provide leadership, nurture, and care to members of the Body of Christ over an extended period of time. A person with this gift has the special ability to love, encourage, feed, and guide a group of Christians. An example is in Ephesians 4:11–12.

5. Evangelism
   The divine desire and ability to effectively communicate their faith and the message of Christ to non-Christians. They also have the ability to help other Christians learn how to share their faith. An example is Peter in Acts 2:14–29 or Phillip in Acts 8:4–13; 26–40.

6. Helping, Mercy
   The divine desire and ability to personally minister cheerfully and appropriately to people in need. The ability to express deep concern and loving compassion toward people who have been discouraged and mistreated, or for those who are down and out. Examples are Acts 9:36; Romans 11:31–32, 15:1; and Romans 16:1–4.
7. **Hospitality**
   The divine desire and ability to provide food, shelter, and care for people in need. This is the ability to open your home and make people feel comfortable there. This is also noted by the ability to make newcomers to the church feel welcome. An example is in Acts 15:16.

8. **Encouragement, Exhortation**
   The divine desire and ability to perceive the need for and offer strength, assurance, and affirmation to those who are wavering. This person has a unique ability to encourage, comfort, and challenge others to action/excellence. An example is Act 9:26–30.

9. **Leadership (“ruleth,” KJV)**
   The divine desire and ability to attract, motivate, and lead people to involvement in God’s ministry. These people also have a concern for the ones they lead. Examples are in Acts 13:1–3 and Acts 15.

### III. The Service Gifts:

10. **Helps, Serving**
    The divine ability and desire to invest talent and energy in practical and often material ways that enable the whole Body to function more effectively. This is the ability to meet the physical or practical needs of people or the church. In addition, there can be a special ability to know how something needs fixing and the knowledge and desire to fix it with ease. See Acts 6:1–6 and 2 Chronicles 34:9–13.

11. **Administration**
    The divine ability and desire to understand the purpose and goals of the Body and organize its work efficiently and effectively. This person has the ability to help the church set goals and direction. An example is in Acts 15.

12. **Giving**
    The divine ability and desire to contribute beyond the tithe, both liberally and cheerfully. This is the ability to use material wealth or time and talents to help others. It is always done with unselfish motives. An example of this is in 2 Corinthians 8:1–7.

### IV. Additional Gifts:

13. **Wisdom**
    God-given insight into how to use knowledge and carry out the ministry of the Body.

14. **Knowledge**
    The God-given ability to discover, accumulate, organize, clarify, and analyze information that will build up the Body. This is the ability to discover truths that one has gained in studying the Bible. An example of this is 1 Corinthians 12:8.
15. **Faith**  
The divine ability to put extraordinary trust in God that He will act to achieve His purpose even in the face of extreme and seemingly insurmountable obstacles. Faith is the ability to see what isn’t, believe what will be, and trust God will do it. It is the gift of vision. Examples are in Acts 16:9, 10; 18:9–11; 27:21–16.

16. **Healing**  
The work of God through persons to bring about miraculous healing in a human body or mind in a manner that is not the work of human knowledge or ability. This is the ability to make a person well physically, emotionally, or spiritually. Examples are in Acts 3:2–10, 5:12–16, 14:8–10.

17. **Miracles**  
Doing natural acts in a supernatural way. The work of God through persons to perform acts that are perceived by observers to have altered the ordinary course of nature. Examples are in Acts 8:6–13; 9:36–43; 13:6–12.

18. **Discerning of Spirits**  
The divine ability to determine if certain behavior is of divine, human, or satanic origin. See 1 Corinthians 12:10.

19. **Prayer**  
This gift is the unique ability to pray for others and see results. When this person prays, God answers. Examples are in Colossians 4:12 and James 5:13–15.

20. **Music**  
This gift is the unique ability for one to use an instrument or his or her voice to bring praise to God or to encourage the church. An example is in 1 Chronicles 16:41–42.

21. **Art/Graphic Artist**  
The artist has a good sense of craftsmanship and what will look good for decorative and practical purposes (e.g., paper, banners, paintings, and in special places like buildings and gardens). An example is in Exodus 31:3–11.

22. **Tongues**  
This gift is listed in the New Testament, but its purpose may have been only for use by the early church. This is the Spirit-given ability to speak in a language unknown to the speaker, speaking praises to God as a sign to unbelievers. Look at 2 Corinthians 14. There is to be the gift of interpretation at work when tongues are being used, which means someone present will understand what has been said. See Acts 2:3–13, 19:1–7.

23. **Interpretation of Tongues**  
This gift is listed in the New Testament, but its purpose may have been only for use by the early church. This is the divine ability to understand the message spoken in tongues and convey it to others. Its purpose is to edify the church. See 1 Corinthians 12 and 14.
Appendix B. Joining Meetup

To find out about upcoming meetings of Career Network Ministry, become a member of Meetup (an online network of various groups) and join CNM’s Meetup group. **Membership is free.** Once you are a member of CNM’s Meetup group, you can RSVP for upcoming events, see the schedule for future workshops and speakers, and download this manual as well as any briefings that are posted online. **Note:** To find earlier presentations, go to CNM’s Meetup page. Click More, then Files. You may have to scroll through many pages to find the presentation you want.

- To start the sign-up process, go to [www.meetup.com](http://www.meetup.com) and click the **Sign up** button at the top. (If you already have a Meetup account, click the **Log in** button at the top and skip the sign-up steps.) As a member, you can see all CNM meetings, and in many cases download presentations.

- This takes you to the following screen. Sign in with a valid Facebook or e-mail account. To create your Meetup account, fill in the blanks and click the **Sign up** button bar. Clicking this **Sign up** button makes you a Meetup member. As a Meetup member, you can join CNM as well as other Meetup groups.

**TIP —** You can choose to fill in or skip other screens that ask you for personal information such as gender and interests.
Meetup will send you an “Almost Done” message onscreen alerting you that it has sent a new-member message to your e-mail address. The message will look like the following.

Go to your e-mail inbox. Meetup’s new-member e-mail is titled “Verify your Meetup account” plus your account number. Below is a sample e-mail. To verify your account, click the link in the e-mail.

Clicking the verification link in your new-member e-mail will take you back to Meetup. To find the CNM group, click the Find a Meetup Group tab at the top as shown below.

Type “Career Network Ministry” in the search box on the lower left, and change the miles and location. You could change the miles to “10” and the city to “Vienna,
Career Network Ministry APPENDIX B: Joining Meetup
A guide to discovering your strengths and managing your career

Virginia.” (CNM meets at McLean Bible Church’s main location — 8925 Leesburg Pike, Vienna, Virginia — not far from Tysons Corner.) Meetup will provide you with any group names that match your criteria.

• **Click the Career Network Ministry @ McLean Bible Church group** with over 5,300 members ([http://www.meetup.com/mbc-cnm](http://www.meetup.com/mbc-cnm)).

• The following screen will appear. To join the CNM group, click the **Join us!** button on the right. *(Note: Membership is open to everyone, but content is only visible to members.)*
TIP — Once you are a Meetup member, you can always update your profile or settings, or log out, by clicking the “?” icon at the top. (Note: Once you add a photo to your profile, the question mark is replaced by a miniature of your profile photo.)

As a member of CNM’s Meetup group, you can now see upcoming as well as past events for Career Network Ministry.

- Do you want to find out which workshops or speakers are on the schedule? Log into Meetup first. To find out the schedule for CNM Meetups and to RSVP for events, go to http://www.meetup.com/mbc-cnm/events/2016-12/ (where “2016” is the year and “12” is December). Change the year and month as needed. This is also where you can RSVP for the next professional photo shoot (usually held on the second Tuesday of even months).
- Click the Home tab to see the schedule of events and to RSVP for upcoming meetings. Other tabs include Members, Sponsors, Photos, Pages, Discussions, and More.
- Note: To find earlier presentations as well as the most-current version of this Job Search Manual, log into Meetup and go to CNM’s Meetup page. Click More, then Files. You may have to scroll through many pages to find the file you want.

In the future, whenever you log into Meetup, Career Network Ministry group will pop up as one of your selections so you can quickly go to the CNM page.

Go to Meetup to find out updates about future meetings, to RSVP for sessions, or to find out if a past presentation is available for download.
Appendix C. Volunteering at CNM

Volunteering at CNM can enrich your life, encourage others in their job search, and sharpen your skills during a time of transition or even while working. Many people continue to volunteer at CNM even after landing a full-time job. Friendly, loving, caring, compassionate, and helpful people are always welcome as CNM volunteers! CNM is a ministry of McLean Bible Church, and even though not everyone shares those beliefs, we request that you honor what McLean teaches (see http://www.mcleanbible.org/who-we-are/what-we-believe and http://www.mcleanbible.org/sites/default/files/resources-files/What_We_Teach_Booklet.pdf).

The Career Network Ministry Needs YOU!

If you feel that you are receiving helpful support in your job search and would like to give back to CNM, please consider serving as a volunteer.

By volunteering, you will stay engaged and connected during your search, expand your network, and fill in any gap in your résumé or LinkedIn profile.

We are seeking persons with experience in administration, organization, project management, caring and support, and job search consulting. Other areas include registration, Meetup, LinkedIn, coordination of printing requests, and ordering supplies. Even if you haven’t signed up in advance as a volunteer, we always need help setting up tables and chairs, bringing out the racks of free business suits, and setting up the refreshment table.

The number of hours you can give is totally up to you. If you would like to volunteer, please stop by the Returning Members registration table to sign up.

Thank you and God bless you.

The CNM Volunteer Team
Appendix D. Federal Job Search Resources

D.1 Further Reading: Federal Job Profiles

To learn more about the types of careers offered by the federal government, go to:

- GovLoop Career Portal (http://jobs.govloop.com)
- Go Government (http://gogovernment.org)

D.2 Works Cited in This Manual


Appendix E. Interview Questions and Other Job Search Resources

E.1 Sample Questions that May Be Asked During an Interview

In addition to overall career assessment, you should also consider a broad range of work conditions: work/life balance, telecommuting, or flexibility to meet personal life needs. Understanding which of these are critical priorities (“must haves”) and which are less important will help you know what adjustments (compromises or trade-offs) you are willing to make. While it is unlikely that the first interview will address all of these issues, you should know your requirements so that you are ready when these issues are discussed.

E.1.1 Employers may ask you the following:

- General Questions/Requests
  - Tell me about yourself. (*This often is the first question*/”stress interview.”)
  - Tell me something interesting about yourself that is not on your résumé.
  - Do you consider yourself a leader or a follower?
  - What is your work preference: head’s down focus, interaction with people including clients, project management, or interaction with your peers?
  - How would you describe your leadership style?
  - Describe your perfect job.
  - Describe your ideal career.
  - How do you handle pressure?
  - In what type of environment do you thrive?
  - Why do you want to work for us? Why should we hire you?
  - How would you describe your interpersonal skills?
  - What are your long-range and short-range goals and objectives, when and why did you establish these goals, and how are you preparing yourself to achieve them?
  - What goals, other than those related to your occupation, have you established for yourself for the next ten years?
  - What do you see yourself doing five years from now?
  - What do you really want to do in life?
  - What are the most important rewards you expect in your career?
  - What do you expect to be earning in five years?
  - Why did you choose the career for which you are preparing?
  - Which is more important to you — the money or the type of job? Why?
  - What motivates you?
  - What do you consider to be your greatest strengths and weaknesses? Give examples.
• How would you describe yourself?
• How would a friend, professor, or co-worker who knows you well describe you?
• What motivates you to put forth your greatest effort?
• How has your education/experience prepared you for a career in ______________?
• Why should I hire you?
• What qualifications do you have that make you think that you will be successful in ______________ (your field)?
• How do you determine or evaluate success?
• What do you think it takes to be successful in an organization like ours?
• In what ways do you think you can make a contribution to our organization?
• What qualities should a successful ______________ (manager, teacher, etc.) possess?
• Describe the relationship that should exist between a supervisor and those reporting to him or her.
• What two or three accomplishments have given you the most satisfaction? Why?
• Describe your most rewarding professional experience.
• If you were hiring someone for this position, what qualities would you look for?
• Why did you select this company?
• What led you to choose your field?
• What areas of your previous position did you like best? Why?
• What areas of your previous position did you like least? Why?
• If you could do so, how would you plan your career differently? Why?
• What changes would you make in your present company? Why?
• Do you have plans for continued study? An advanced degree?
• What have you learned from participation in volunteer activities?
• In what kind of work environment are you most comfortable?
• How do you work under pressure?
• In what part-time or full-time jobs have you been most interested? Why?
• How would you describe the ideal job for you?
• Why did you decide to seek this position?
• What do you know about our company?
• Who was your most favorite boss and least favorite boss and why? (It shows what management style works best for you.)
• What two or three things are most important to you in your job?
• Often people SAY they left a company for more money, but if the old company had matched your price, would you have stayed? (Often an interviewer will ask this one to find out your REAL reason for leaving the other company.)
Behavioral Interview — Sample Questions

Behavioral interview questions address how you have behaved in real-life situations.

- Describe a time when you had to motivate a person who was experiencing difficulty in his/her work environment. What action did you take?
- Tell me about a time you provided excellent customer service. What did you do?
- Give an example of how you communicated an unpopular decision.
- Tell me about the most stressful day you had in the last six months and how you dealt with it. What made it stressful for you?
- Think about a time you arrived at work expecting to do certain projects but instead were given new projects and had to drop everything to work on them. What steps did you follow to organize and prioritize?
- Describe a time when you addressed a difficult situation with a co-worker. What was the outcome?
- Give an example of a time you were not satisfied with a procedure, policy, or process. What did you do? What was the outcome?
- Tell me about a time you were proud of your decision-making skills.
- Pick a technical problem you had to solve, give the details involved in it, and tell me about what you did to create the solution to that problem.
- Give an example from your current job that shows your ability to deal with pressure.
- Describe a situation in your job that has successfully tapped into your creative skills. Be specific.

Frequently Asked Interview Questions

- What exactly do you want from us? (also known as “describe your job”)
- Why did you leave your last job? (Do not say anything bad about your last company.)
- What is your best accomplishment? (Tell me about the highlight of your career.)
- What are you good at? (What are your strengths? What is your strong suit? Sell yourself.)
- What’s wrong with you? (What are your weaknesses? What’s the one thing about yourself that you would improve? What’s the one piece of advice you wish you had been given when you started your last job?)
- Describe a time you failed.

Questions for You to Ask

About the Job and the Company:

- How would you describe the organizational culture?
- What are the plans/projections for growth?
- Where does this job fit in the overall organization?
• What is the reputation of this department in the firm?
• What are the company’s future growth plans? What role will this job have in those plans?
• What are the biggest organizational challenges for this company and industry?
• What is the leadership style and value system of the top two executives? (*Value systems usually run down from the top.*)
• May I see a company organization chart?

➤ **About the Boss, Peers and Subordinates:**
• What is the title and background of the immediate supervisor?
• To whom does this position report? How many other direct reports are there to this position? Can you tell me a little about them?
• Who will be my peers? Can you tell me about them? May I meet them at some point?
• What is the management style of my boss?
• How do you like to receive communication?

➤ **About My Work and My Position:**
• Why is this position open/vacant at this time?
• How many people have held this position in the last three years and why did they leave? (*This tells you if it is a difficult boss, how promotable the spot is, or if the company has some issues.*)
• Is this position contingent or direct? In other words, is it contingent on the company winning a certain contract, or is it a direct hire?
• What will be the scope of my responsibilities? What are the challenges in this job?
• What qualifications are important for this position?
• What are the daily activities and responsibilities of the job? What are the most important responsibilities? What are the least important?
• What are the immediate job priorities?
• May I see a job description?
• At the end of 90 days, what would success look like for me? What would you have expected me to accomplish?
• What will it take in this position to be successful?
• How will my work be evaluated?
• What career paths are available for me?
• What are the opportunities for advancement?

➤ **Closing the Interview:**
• What can I do to further convince you that I am the ideal candidate for this position?
• When do you expect to make your decision?
• How many candidates are there? How do my qualifications fit the job? Where do I currently rank?

• Is there anything that I have said or shown you that would make you pause before considering me as an ideal candidate for the job? *(This gives you a chance to answer their concerns.)*

• What is my/our next step?

### E.2 Salary Role Plays

The following are sample role-play questions if you are trying to postpone discussions of salary. Every recruiter will want to know your past salary history.

<table>
<thead>
<tr>
<th>Role Plays for Salary Negotiations/Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What salary did you make in your recent job(s)?</strong></td>
</tr>
<tr>
<td>• “My research shows that the salary range for this type of position is between $____ and $_____. I’m looking for something in the neighborhood of $____.”</td>
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<tr>
<td>• “I’m paid very fairly for my responsibilities in my present job, and I expect a fair salary with respect to my responsibilities here.”</td>
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<tr>
<td>• When asked, “What did you make there?,” smile and say, “A lot!” Pause. “But don’t worry, salary isn’t my main concern.”</td>
</tr>
<tr>
<td>• <em>(When interviewing for a different type of job than your last position)</em> “I hesitate to disclose a compensation figure because the position we are discussing contains elements that differ from my most recent position. We may be wrongly comparing apples and oranges, size of organization, location of company, and the cost of living in the location. The goal is to arrive at a salary level that reflects the breadth of the responsibility of the position.”</td>
</tr>
</tbody>
</table>

The following are sample salary questions and answers.

<table>
<thead>
<tr>
<th>Salary Questions and Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What salary do you want?</strong></td>
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<tr>
<td><strong>What salary or salary range do you have in mind?</strong></td>
</tr>
<tr>
<td><strong>What salary are you looking for?</strong></td>
</tr>
<tr>
<td><strong>What is it going to take to get you on board?</strong></td>
</tr>
<tr>
<td>• “I understand the market range is $____ to $_____.” <em>(When you do state a range for yourself, you must then state why you believe you are worth what you want. Negotiate from a position of strength and not greed!)</em> “What range are you thinking for this position?”</td>
</tr>
<tr>
<td>• “I believe that salary should be based on the responsibilities of the position and what that person can contribute. I would like to learn more about the responsibilities of the position so I can discuss better what this job is worth. What do you see the job being worth based on the responsibilities you know of the job?”</td>
</tr>
</tbody>
</table>
### Salary Questions and Answers

- “I’m sure you have a figure in mind, what have you budgeted for the position?”
- “Salary is not the most important thing to me. Quality of the company and the responsibilities of the position are very important to me. It is more important to me to be sure the position is a right match for my skills and interests.” Stress that you are looking to make a long-term commitment in a company and a career and to find that optimal niche you are willing to be somewhat flexible if necessary regarding compensation.
- “Compensation is an important issue; however, my goal is to pursue positions that will allow me to maximize my strengths and solve significant challenges within an organization. I’m looking for a strong fit between my skills and what the company needs. When that happens, I’m sure the compensation will fall into place.”
- “I’m sure we can come to a salary agreement if we both agree I am the right person for this job. So, let’s agree to defer a salary discussion until later.” *(Redirect conversion with a question regarding skill, responsibilities, e.g., “Are you saying that ________ experience is needed for the position, etc?”)*
- “Let’s see how I can make you money or save you money and then I’m sure you will be willing to make an investment in me that we can both agree to.”
- “I won’t require any salary outside the industry market. As long as you pay within the industry market, I’ll be fine. This could throw us off focus on important issues of what I can do. Let’s discuss salary later.”
- “I have no upper limits. What did you have in mind?” *(This needs to be delivered well and with a sense of humor.)*
- “An employee’s worth is measured by his or her contribution to an employer. I expect to contribute and be paid a salary commensurate with that contribution. I am looking for a fair salary.”
- “I am pleased that you are prepared to discuss money at this point. What is the salary range for this position?”
- “Well, I am sure that you have something fair and reasonable in mind. May I ask you what you have budgeted for the position?”
- “I am certainly prepared to discuss money in specific terms after we have mutually agreed on job requirements and scope.”
- “For my part I am interested in finding the position that has the challenge, growth possibilities, and people I enjoy working with. So far this position seems to have it all, commitment, the people, and my role in contributing to the goals of the company. While money is important, I am not locked into a set figure. However, since you have brought the subject up, what kind of range did you have in mind for this position?”
### E.3 Salary Negotiation Items to Consider

<table>
<thead>
<tr>
<th>Salary Negotiation Item</th>
<th>Present Company</th>
<th>Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
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<tr>
<td>Bonus Yearly/Quarterly Maximum/Minimum</td>
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<tr>
<td>Compensation</td>
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<td>Stock Options</td>
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<tr>
<td>Christmas Bonus</td>
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<tr>
<td>Sign-on Bonus</td>
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<td>Relocation Package</td>
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<td>Criteria or objectives bonus is based on</td>
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<td>401(k) benefits</td>
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<td>Retirement Package</td>
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<td>Travel %</td>
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<td>How many states/cities/countries</td>
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<td>Telecommute/Office</td>
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<td>Flex time/scheduled hours</td>
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<td>Car: Total coverage or allowance</td>
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<td>Car insurance</td>
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<td>Car repair</td>
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<td>Gas for car</td>
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<tr>
<td>Frequency of car turnover</td>
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<td>Health Insurance: Total coverage or %</td>
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<tr>
<td>Who’s covered (stepchildren, college age)</td>
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<td>Medications coverage</td>
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<td>Mental Health coverage</td>
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<td>% of surgery</td>
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<td>% of family physician</td>
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<tr>
<td>Out-of-network benefits</td>
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<tr>
<td>Employee Assistance Program (EAP)</td>
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<td>Eye Care</td>
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<td>Orthodontia</td>
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<td>Dental</td>
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<td>Life Insurance</td>
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<tr>
<td>Salary Negotiation Item</td>
<td>Present Company</td>
<td>Offer</td>
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<td>----------------------------------------------------</td>
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<tr>
<td>Disability Insurance (long-term, short-term)</td>
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<tr>
<td>Severance Package</td>
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<tr>
<td>Vacation: Number of days/accrual method</td>
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<tr>
<td>Holidays: in vacation or in addition to</td>
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<tr>
<td>Personal days</td>
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<td>Bereavement days</td>
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<td>Sick days</td>
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<tr>
<td>Supplemental vacation</td>
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<tr>
<td>Compensation for unused days</td>
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<td>Medical leave</td>
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<td>Conference days</td>
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<tr>
<td>Can vacation accrue?</td>
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<tr>
<td>Limit of vacation accrual</td>
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<td>Limit of expense account</td>
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<tr>
<td>Is staying within expense account tied to bonus structure?</td>
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<tr>
<td>Corporate card</td>
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<tr>
<td>How are expenses reimbursed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is/not covered on expense account?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education reimbursement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition reimbursement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University tuition grant for dependent children</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air travel (business class, first class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keep mileage points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company-paid airline VIP lounge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf/tennis/health club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Luncheon clubs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company-operated country or sports clubs, gym</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities available to family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certification or license cost reimbursement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuing education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of in-town company courtesy apartments</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Salary Negotiation Item

<table>
<thead>
<tr>
<th>Salary Negotiation Item</th>
<th>Present Company</th>
<th>Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-paid financial planning/tax preparation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company-paid legal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company-provided or paid-for parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toll/metro fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available child care</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### E.4 Sample Thank-You Letter

From the Fairfax Job Service Professional Resource Center

(Date)

(Your address)

(Person’s name)
(Person’s title)
(Company name)
(Company address)

Dear (Name):

Thank you for the time you spent with me on (date/date) describing the activities of the (department/section) and your requirements for additional staff.

I am enthusiastic about the prospects of working for (company name) and believe my experience is relevant to your needs, especially my most recent work as a (position) with (company name). I have enclosed a copy of (any supporting documents) that I developed for (whomever). From this, you can see (general details).

Please contact me if you want more information about my education or experience. (If appropriate) I will be out of town between (dates), but otherwise you can reach me at the telephone numbers I gave you at our meeting. I look forward to being in touch.

Sincerely,

(Signature)

(Your typed name)

Enclosure (Identify document[s])
E.5 Sample Letter Rejecting an Offer

From the Fairfax Job Service Professional Resource Center

(Date)

(Your Address)

(Person’s name)
(Person’s title)
(Company name)
(Company address)

Dear (Name):

Thank you for the time you have spent considering me for the position of (position title) with your company. (If appropriate) I also want to express my appreciation for the efforts of (identify anyone else) who gave me so much of their time.

I have just made a very difficult decision – with which company to continue my career. I have been quite fortunate in having a choice of several outstanding opportunities.

After much deliberation, I must respectfully decline the invitation to join your company. I feel that another offer better matches my qualifications and interest at this stage of my career. I never close a door as you never know what other opportunities might develop at a different point in time. Your company is definitely a company to keep in mind as my career journey progresses. However, I want to express my appreciation for the opportunity to consider your outstanding professional operation.

Sincerely,

(Signature)

(Your typed name)
E.6 Books for Career Transitions and Job Searches

The Internet and your local library are excellent sources of materials. Below are some resources to help you manage your career. **Note:** CNM does not necessarily endorse all of these books, but we do recommend the latest editions of *StrengthsFinder* and *What Color Is Your Parachute?*

- *Absolutely Abby’s 101 Job Search Secrets*, Abby Kohut
- *Been There (Should’ve) Done That: 955 Tips for Making the Most of College*, Suzette Tyler
- *Best Resumes for $100,000 Jobs*, Wendy Enelow
- *Career Change: Everything You Need to Know to Meet New Challenges and Take Control of Your Career*, David P. Helfand, Ed.D.
- *Your Career in Changing Times*, Lee Ellis, Larry Burkett
- *Change Your Job, Change Your Life*, Ron Krannich, Ph.D.
- *Consulting for Dummies*, Bob Nelson, Peter Economy
- *Cover Letters for Dummies*, Joyce Lain Kennedy
- *Cover Letters that Knock ‘Em Dead*, Martin Yate
- *Decide ONE Thing: The One Thing EVERY Executive Team Must Decide*, Dave Ramos
- *Dig Your Well Before You’re Thirsty: The Only Networking Book You’ll Ever Need*, Harvey Mackay
- *Don’t Send a Résumé: And Other Contrarian Rules to Help Land a Great Job*, Jeffrey J. Fox
- *God’s Little Instruction Book for Graduates*, Honor Books, Inc.
- *How to Get a Job in 90 Days or Less: A Realistic Plan for Finding the Right Job Fast*, Matthew J. DeLuca
- *How to Make Use of a Useless Degree*, Andrew Frothingham
- *Job Hunting for Dummies*, Max Messmer, Jr. (CEO of Robert Half)
- *Job Hunting for the Utterly Confused*, Jason R. Rich
- *Job Searching Online for Dummies*, Pam Dixon
- *Kiplinger’s Survive and Profit from a Mid-Career Change*, Daniel Moreau, Dave Madden
- *Life 101*, Peter McWilliams
- *Live Your Dreams*, Les Brown (also wrote the “Live Your Dreams” series)
• Never Eat Alone: And Other Secrets to Success, One Relationship at a Time, Keith Ferrazzi
• Non-Profits & Education Job Finder, Daniel Lauber
• Professional’s Private Sector Job Finder, Daniel Lauber
• Résumés for Computer Careers, VGM Career Horizons
• Résumés for Dummies, Joyce Lain Kennedy
• Rites of Passage at $100,000 to $1 Million+, John Lucht
• Sales and Marketing Résumés for $100,000 Careers, Louise M. Kursmark
• StrengthsFinder 2.0, Tom Rath
• The Accelerated Job Search, Wayne D. Ford, Ph.D.
• The Career Coach: Carol Kleiman’s Inside Tips to Getting and Keeping the Job You Want, Carol Kleiman
• The College Grad Job Hunter, Brian D. Krueger, CPC (certified placement counselor)
• The Complete Idiot’s Guide to Changing Careers, William Charland
• The Complete Idiot’s Guide to Getting the Job You Want (audio cassette), Marc Dorio, Shauna Zurbrugg (reader)
• The Complete Idiot’s Guide to Getting the Job You Want, Marc Dorio
• The Complete Idiot’s Guide to Starting a Home-Based Business, Barbara Weltman
• The Complete Idiot’s Guide to Starting Your Own Business, Ed Paulson
• The Complete Idiot’s Guide to the Perfect Cover Letter, Susan Ireland
• The Complete Idiot’s Guide to the Perfect Interview, Marc Dorio
• The Complete Idiot’s Guide to the Perfect Résumé, Susan Ireland
• The Complete Job-Search Handbook, Howard Figler, Ph.D.
• The Job Search Kit for Dummies (audio), Joyce Lain Kennedy (reader), Polly Adams (narrator)
• The Job Seeker’s Guide to Socially Responsible Companies, Katherine Jankowski
• The New Rules of the Job Search Game: Why Today’s Managers Hire ... and Why They Don’t, Jackie Larson, Cheri Comstock
• The Pathfinder: How to Choose or Change Your Career for a Lifetime of Satisfaction and Success, Nicholas Lore
• Through the Brick Wall: How to Job-Hunt in a Tight Market, Kate Wendleton
• Total Life Management, Bob Shank
• Welcome to the Real World, Stacy Kravetz
• What Color Is Your Parachute?, Richard Nelson Bolles
• Writing your Résumé, Simon Howard, Robert Heller
• You’re Hired! Interview skills to get the job, Lorne Epstein
Appendix F. LinkedIn Tips

Almost every recruiter and hiring manager looks at your LinkedIn profile at some point in the hiring process. For more details on LinkedIn, refer to Chapter 8, Social Media. This appendix provides selected highlights from Chapter 8.

LinkedIn Profile: The Header

- **Your Name**
  Include your nickname and/or maiden name (within parentheses).

- **Your Professional Headline**
  120 characters. Reflect your brand. You can rewrite what LinkedIn automatically inserts there.

- **Your Target Location and Industry**
  “Washington, D.C., Metro Area” is a good suggestion instead of your town.

- **Your Photo**
  - Recruiters will overlook a profile without a photo. Use a recent photo!
  - CNM offers free professional photos every two months or so. Sign up on Meetup.

- **Contact Information and Your Web Address**
  Customize/shorten your LinkedIn URL (Web address) and use it on business cards & résumés.

LinkedIn Profile: The Background Section

- **Summary**
  First paragraph is KEY. Sell yourself. Make it interesting. Tell a story (maybe use a STAR story to illustrate your skills). Make it appealing to the eye.

- **Experience**
  List job titles, employers, dates, what you accomplished. List something for your transition period even if you are volunteering somewhere.

- **Education**
  Don’t add dates unless you are a very recent graduate.

- **Additional Info**
  Include hobbies or interests, community involvement, philanthropic activities not listed under Experience.

Personal Details

Carefully choose what you put in this section. You may prefer not to list your birthday.

Advice for Contacting

You can tell people how you want them to contact you (e-mail, mobile phone).

Other Sections

Add details: Certificates, Honors & Awards, Volunteer Experience & Causes, and Languages
LinkedIn Groups
Join CNM’s LinkedIn group for easy access to over 4,000 CNM members (search for Career Network Ministry – McLean Bible Church in the LinkedIn navigation bar).

Degrees of Separation on LinkedIn
A first-degree connection is a direct connection. A second-degree connection is someone connected to one of your connections. Third-degree is everyone else. Personalize your invitations to connect.

LinkedIn Navigation
![LinkedIn Navigation Bar]

*Figure F-1. LinkedIn Navigation Bar*

The navigation bar contains the following options:

- **Home** — This page displays comments and posts by your first connections.
- **Profile** — Click this to edit your profile and to see “Who’s Viewed Your Profile.”
- **Connections** — Connections has: Keep in Touch where you can see and search your Connections; Add Connections where you can invite another LinkedIn member to connect; and Find Alumni, which allows you to search LinkedIn for fellow alumni of the educational institutions you have listed in your profile.
- **Jobs** — This displays companies with positions that may match your skills.
- **Interests** — This option has: Companies (news about the companies that you are “following” in LinkedIn); Groups (a listing of the groups that you have joined); Pulse (in LinkedIn’s own words, “The news and insights you need to know”); and Education (a list of connections and other LinkedIn members who are alumni of your alma mater and a search capability).

Further Advice about Profiles

- **Updating Your Profile for a Job Change** — When you take a new job, update your profile with your new position title, company, and experience.
- **Post Retirement** — Many people find it valuable to maintain professional connections after retiring for their own benefit and to continue to be a connector for others.
- **Updates** — Continually update your profile so it’s fresh.
  - **Merging Duplicate Profiles** — See Chapter 8 for how to do this.

Blogging for the Job Seeker
You can easily post an article/blog in LinkedIn. Your posts will then show up on your Profile page.
Appendix G. References

Contents for this manual have come from a variety of sources. Following is a partial list:

- Achelpohl, Rosemary (Lee Hecht Harrison)
- Alba, Jason. [www.jibberjobber.com](http://www.jibberjobber.com)
- Career Development Center, Indiana University Southeast
- Careers Service, University College London
- Christians are Networking Workbook – Version 1.0
- CNM Guidebook – Version 1
- CNM Handbook Version 3.0, June 11, 2009
- Foster, Robert D. *7 Minutes with God*, Navpress
- JobShop, Inc.
- Ramos, Dave (CEO of SHIFTPOINTS)
- University Career Center, The University of Kansas
- [www.distinctiveweb.com](http://www.distinctiveweb.com) – Distinctive Career Services’ insider secrets to improve your résumé
- [www.evangelicaloutreach.org/pray.htm](http://www.evangelicaloutreach.org/pray.htm)
- [www.Gotprint.com](http://www.Gotprint.com) – Printing services for business cards, etc.
- [www.resiliencycenter.com](http://www.resiliencycenter.com)
- [www.RileyGuide.com](http://www.RileyGuide.com)
- [www.susanireland.com](http://www.susanireland.com) – Résumé site with examples of résumés and cover letters
- [www.technical-résumés.com](http://www.technical-résumés.com) – Technical résumé articles and examples
- [www.vault.com](http://www.vault.com) – Provides information and solutions for professionals and students who are pursuing and managing high-potential careers
- [www.Vistaprint.com](http://www.Vistaprint.com) – Printing services for business cards, etc.
- [www.write.englishclub.com](http://www.write.englishclub.com)
Appendix H.  CNM Style Guide

The following are some style conventions used in the CNM Job Search Manual. See separate document (CNM Style Guide) for additional details on how to use document template styles, etc.

- Use “website” (not “Web site”); Internet (not “internet”); URLs are hotlinks, so underline them.
- Heading 4 styles are italics to make them visually different from Headings 1, 2, and 3.
- Do a final spell check and grammar check. MEETUP: Post PDF in Meetup & delete old one.
- PRINTING: Create three files (front cover, back cover, inside pages) in Word. Print as PDFs. Send PDFs to copy center. Ask for front cover in color, and the rest in B&W (to conserve costs).

The document was created using compatibility mode (Word 97 to 2003) so everyone can access it.

- Italicize names of keyboard keys or online buttons or tabs (e.g., Enter, Connect, Sign up).
- Italicize chapter titles when they are referenced (e.g., Chapter 2, Transition and Support).

Update the tables of contents (main TOC, tables TOC, figures TOC, and appendices TOC) often.

Revision Dates: Update the revision date in four places (cover, main & appendices footers, Passport).

Version Numbers: Update the version number on the cover. The 1/6/2015 version number was 4.0. Minor revisions will be 4.01, etc. Intermediate revisions will be 4.1. A major revision will be 5.0.

Replace apostrophes and quotation marks throughout so they are all “curly/printer’s quotes” instead of the straight marks that occur when pulling text from the Internet or if someone’s default computer setting uses straight quotes, which you would only use for inches and feet. Do a global find/replace.

Remove double spaces throughout (e.g., after periods between sentences!!!). Do a global find/replace.

Put a single space before and after em-dashes — in every case. Treat an em-dash like a word.

TEXT BOXES: Make the text box styles consistent. Title: CNM_TextBox-title:White  
Box border is shadowed on the right, and line color is 50% grey.  
Scripture text: Verse_CNM_left  
Scripture Reference (e.g., John 3:16): Cell9:left  
Quotations: Cell10:left  
Author/person (with description): Cell9:left_ital

MAJOR TEXT STYLES in this manual (style applied to the examples below): Text in regular paragraphs is “BODY—CNM.”

- First-level bullets within the regular text are “Bullet1.”
  - Second-level bullets are “Bullet2.”
  ♦ Third-level bullets are “Bullet3.”

Text within a table is “Cell10:left.”

- First-level bullets in a table are “Cell10:bullet1.”
  - Second-level bullets in a table are “Cell10:bullet2.”

Unnumbered subheads are “Box Title.”

Numbered heading titles are Heading 1 (for the main chapter title), followed by Heading 2 (e.g., 1.1), Heading 3 (e.g., 1.1.1), Heading 4 (e.g., 1.1.1.1). Appendix headings are Heading 6 (e.g., Appendix A). The table of contents recognizes heading styles (for this manual, the TOC used Headings 1 and 2).

Page numbers include the chapter number/appendix letter and a dash (e.g., 1-1, A-1).
10 Core Values of McLean Bible Church

In order to accomplish our vision, McLean Bible must be a unique kind of church — the kind of church that God can use to make a difference in Washington and beyond. Our **10 Core Values** define us, guide us, and ensure that everything we do is aligned with our vision. Career Network Ministry is one of the ministries of McLean Bible Church.

1. People matter to God — and to us.  
   *Luke 15*

2. The Gospel message transforms people’s lives.  
   *2 Corinthians 5:17*

3. The goal of our ministry is to transform people into fully devoted followers of Christ.  
   *Matthew 28:18-20, Ephesians 4:11-16*

4. Ministry and evangelism must be carried out in a relevant way.  
   *1 Corinthians 9:22b*

5. People must be treated gently and respectfully.  
   *1 Peter 3:15*

6. People need to be connected to a caring community.  
   *Acts 4:34-35*

7. Every Christian has a God-given ministry.  
   *Ephesians 4:12*

8. Everything we do must be done with excellence.  
   *Colossians 3:23-24*

9. Our church must have an evangelistic impact on our community.  
   *Acts 6:7, 1 Thessalonians 1:8*

10. To accomplish our mission we must be willing to step out in visionary faith and take risks for God.  
    *Hebrews 11:6*

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**Jesus’ First 90 Days:**

In His first 90 days of ministry, Jesus faced major challenges to His authority. He had to build His team (disciples), make His first executive appointment, prove His credentials, perform a miracle to prove His divinity, get away with His team to build personal relationships, deal with the “old guard” who did not quite agree with His agenda, manage the first doubters, build a strategic relationship with a high-level guy (Nicodemus), and give His first vision message (John 3:16–21). He then had three years “on the job” to put His vision into practice.

“If you set yourself up well in the first 90 days [of a new job], you are on a trajectory for long-term success. Conversely, if you start off badly, it’s almost impossible to turn it around.”

*— Dave Ramos, MBA (Harvard); CNM Speaker; CEO of SHIFTPOINTS®; Author of Decide ONE Thing: The One Thing Every Executive Team Must Decide*
To suggest changes to this manual, please contact any volunteer at CNM or send an e-mail to cnmmanual@mcleanbible.net.

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www.mcleanbible.org
(703) 790-5590

This manual is updated often. To access it online, go to http://www.meetup.com/mbc-cnm/files/ or http://files.meetup.com/1396273/CNM_Job_Search_Manual.pdf.

To find the manual and other CNM files without the above hyperlink, join CNM’s Meetup group, log into Meetup, go to CNM’s page, click "More" at the top, and click "Files." Scroll down until you find the file you want. The most-recent posts are at the top. **NOTE: You must join CNM's Meetup group — and be logged in — to access speakers' presentations. Not all presentations will be posted.**

*See Appendix B for information on how to join Career Network Ministry’s Meetup group.*

**Do you want to find out which workshops or speakers are on the schedule?**

To find out the schedule for CNM Meetups and to RSVP for events, log into Meetup and go to http://www.meetup.com/mbc-cnm/events/2016-12/ (where “2016” is the year and “12” is December). Change the year and month as needed. This is where you can also RSVP for the next professional photo shoot (usually held on the second Tuesday of even months).

*In case of emergency, contact Security (703.770.3833 or dial 3833 from a security phone).*