

Identify and evaluate targets before you send your résumé. Ideas are all around you. Talk to friends and family members. Look at the categories from A to Z in the yellow (and blue) pages. Read ads—not just the Help Wanted ads—in daily and weekly newspapers. Leaf through the ads in the magazines you read. Listen to ads on your favorite radio stations. See ads on television. Use the Internet.*

Mindful of the inescapable perishability of any suggested link, the following is, at the time of this writing, a list of examples of free sites you may find helpful in exploring prospective employers.

<i>www.allexperts.com</i>	<i>www.news.me</i>
<i>www.amiando.com</i>	<i>www.newsvi.be</i>
<i>www.answers.com</i>	<i>news.ycombinator.com/ask</i>
<i>www.ask.com</i>	<i>www.99events.com</i>
<i>askville.amazon.com</i>	<i>www.pulse.me</i>
<i>www.digg.com/reader</i>	<i>www.quora.com</i>
<i>www.duckduckgo.com</i>	<i>reader.aol.com</i>
<i>www.eventbrite.com</i>	<i>www.reddit.com</i>
<i>www.feeddemon.com</i>	<i>www.refseek.com</i>
<i>www.feedly.com</i>	<i>www.rssbandit.org</i>
<i>www.feedreader.com</i>	<i>www.rssowl.org</i>
<i>www.flipboard.com</i>	<i>www.stumbleupon.com</i>
<i>www.google.com/alerts</i>	<i>www.theoldreader.cm</i>
<i>www.loc.gov/rr/askalib/</i> (Ask a Librarian @ U.S. Library of Congress)	<i>www.twubs.com</i>
<i>www.meetup.com</i>	<i>www.yahoo.com</i>
<i>www.netvibes.com</i>	<i>www.zite.com</i>
	<i>www.zoo.com</i>

You can use these free resources to learn more about employers in whom you're already interested, discover new ones, and see if any are targets for an inquiry letter and résumé. Doing groundwork such as this avoids the low response rates associated with inadequate targeting.

*No Internet access at home or on your smart phone? Access is free at many public libraries. Are you new to the Web? Your friendly local librarian can show you in less than two minutes how easy it is to use.

Wanted poster	<i>www.google.com</i> result page
<i>www.amazon.com</i> product page	<i>www.linkedin.com</i> page format
<i>www.ebay.com</i> product page	<i>www.twitter.com</i> page format
<i>www.facebook.com</i> page format	

Just when you thought the list of creative examples was finished . . . the following are examples of a variety of Internet sites (available at the time of this writing) that you can use as you see fit to creatively spread your content to prospective employers and beyond. Proceed with even more caution!

<i>www.about.me</i>	<i>www.pulse.me</i>
<i>www.evernote.com</i>	<i>www.slideshare.net</i>
<i>www.facebook.com</i>	<i>www.snapchat.com</i>
<i>www.flickr.com</i>	<i>www.tumblr.com</i>
<i>www.flipboard.com</i>	<i>www.twitter.com</i>
<i>www.ghost.org</i>	<i>www.vimeo.com</i>
<i>www.instagram.com</i>	<i>www.vine.co</i>
<i>www.keek.com</i>	<i>www.visualcv.com</i>
<i>www.linkedin.com</i>	<i>www.wordpress.com</i>
<i>www.mobli.com</i>	<i>www.youtube.com</i>
<i>www.pinterest.com</i>	<i>www.zite.com</i>

abandon the human touch completely, however. “Dear [Properly Spelled Contact Name],” and “Respectfully, [Your Name]” remain appropriate in e-mail messages to employers. Be one of the few people who help to prove that civility is not dead.

Figure 6-1 shows the text of a sample response letter for you to play with and make your own. Copying it word for word will prove embarrassing for you if competing candidates use the same text. Construct your letter to reflect your personality.

FIGURE 6-1. SAMPLE RESPONSE LETTER

Jason D. Case
123 Main Street, Metropolis, NY 10001-0001
phone: 123-456-7890, fax: 234-567-8901, e-mail: xyz@domainname.com

[Date]

Properly Spelled Contact Name
Properly Spelled Current Title
Properly Spelled Employer Organization Name
Properly Spelled Street Address
Properly Spelled City, ST nine-digit Zip code

Re: Title of Advertised Position

Dear [Contact Name],

Given your requirements and my skills and experience, I may be the person you're after. I am enthusiastic about [Organization Name] and this work.

Would you be so kind as to please review my résumé and contact me soon? I eagerly await your reply. Thank you in advance.

Respectfully,

Jason D. Case

Do you think this is too brief? If so, I ask you to stop thinking like a candidate and start thinking like an employer. Imagine you are an employer. You are slogging through (not actually reading) hundreds of

FIGURE 7-1.

Scott A. Bennett Confidential Salary History		
Employer		Final Compensation
writersummesright.com, Metropolis, CT		
1/00– present	General Manager (part-time)	variable
ABC-Metropolis Psychiatric Hospital, Metropolis, CT		
3/11–3/14	Licensed Clinical Social Worker II	\$100,000
1/08–3/11	Licensed Clinical Social Worker	\$70,000
ABC University School of Medicine, Dept. of Psychiatry, Metropolis, CT		
7/05–6/07	Post-MSW Fellow, Clinical Social Work	\$19,000
XYZ Foundation, Metropolis, NY		
9/00–3/01	Career Developer	\$45,000
ABC College School of Business, Metropolis, NY		
11/97–5/99	Career Services Counselor	\$36,000
Self-employed, Metropolis, NY		
5/96– present	Freelance Writer and Lecturer	variable
FireSoft/Public Service Computer Software, Inc., Metropolis, MA		
8/94–4/96	President/Chief Operating Officer	\$120,000
6/93–8/94	Sales and Marketing VP	\$80,000
4/92–6/93	Sales Manager	\$40,000
Tulip/Polymerics, Inc., Metropolis, MA and Cityville, MA		
10/90–4/92	Director of Purchasing	\$67,000
Command Marketing/American Optical Corporation, Metropolis, CA		
4/89–7/90	Manager, Materials and Distribution	\$42,000
1/87–4/89	Materials Project Manager	\$35,000
1/86–1/87	Manager, Distribution, Western U.S.	\$28,000
MetPath, Inc., Metropolis, CA and Eville, CA		
1/85–1/86	Operations Manager	\$24,000
9/84–1/86	District Logistics Manager	\$22,000
9/83–9/84	Logistics Manager	\$18,000
6/83–9/83	Medical Courier	\$12,000

tial reference's response is anything other than genuinely enthusiastic, do not use that person as a reference.

If a potential reference respects your work but performs poorly on the phone, proceed with caution. A prospective employer—or anyone else, for that matter—can easily confuse a naturally low-key or monotone voice with an absence of enthusiasm. Smart candidates prevent this confusion whenever possible. Follow your instincts. You may choose not to use the person as a reference, or you may simply warn prospective employers. For example, “Please bear in mind when you call her that Georgette is quite soft-spoken, but she has consistently rated my work ‘outstanding’ on performance appraisals.”

Figure 7-2 is a sample. Provide such data only if it is requested.

FIGURE 7-2.

Scott A. Bennett
Professional References

Please contact only in the event I am a finalist. Thank you in advance for your discretion.

John Lennon, VP, Operations (direct report)
ABC-Metropolis Psychiatric Hospital, Metropolis, CT
123-456-7890 (office)

Paul McCartney, Director of Student Services (final direct report)
ABC College School of Business, Metropolis, NY
234-567-8901 (office)

George Harrison, PhD (professor, professional ethics)
Professor, Counseling Psychology Program
Metropolis University/Downtown Campus, Metropolis, NY
345-678-9012 (office)

Ringo Starr, EdD (professor, group counseling)
Adjunct Professor, Counseling Psychology Programs, Retired
Metropolis University/Uptown Campus, Metropolis, NY
456-789-0123 (home)

GOAL VS. OBJECTIVE

Both “goal” and “objective” convey the same information, but the latter takes longer to read. *Goal* conveys the needed information and respects the reader’s time.

EXECUTIVE SUMMARY SECTION?

A summary at the top of a résumé is often interpreted to mean, “My résumé is kind of long and tedious. Here is the good stuff you really need to know about me, so you need not actually read the whole document.” Is this an admission you want to make? Properly written, your résumé *is* a summary. If it needs summarizing, then it needs work.

GIVE READERS A REASON TO BELIEVE

Despite our best intentions, sometimes our wording is too vague to be taken seriously—and in the absence of clear evidence, vague claims are usually interpreted as empty claims.

Most of the résumés employers receive are loaded with vague claims. Avoid such claims and your résumé will stand out from the stack. See examples in Figure 4-1.

FIGURE 4-1. VAGUE CLAIMS TO AVOID.

Able	Astute	Clean*
Active	Attentive	Clearheaded
Adaptable	Attractive	Clever
Adept	Brilliant	Committed*
Aggressive	Bubbly	Compassionate
Alert*	Businesslike	Competent
Amazing	Calm*	Competitive
Ambitious	Capable	Confident
Amiable	Careful	Conscientious
Analytical	Cautious	Conservative
Appealing	Charitable	Consistent
Articulate*	Charming	Coolheaded
Assertive	Cheerful	Cooperative

Courageous	Generous	Original
Courteous	Goal-oriented	Outgoing
Creative	Gregarious	Patient*
Curious	Hands-on	People-oriented
Customer-oriented	Hardworking	People-person
Daring	Healthy	Perceptive
Decisive	Helpful	Persevering
Dedicated*	High-energy	Persistent
Dependable	Honest	Personable
Detail-minded	Humble	Persuasive
Detail-oriented	Humorous	Pleasant
Determined*	Imaginative	Poised
Diligent	Independent	Positive
Diplomatic	Industrious	Practical
Disciplined*	Innovative	Proactive
Discreet	Instrumental	Productive
Eager	Introspective	Professional
Easygoing	Introvert	Proficient
Effective	Judicious	Receptive
Effervescent	Kind	Reliable
Efficient	Knowledgeable	Resilient
Eloquent	Levelheaded	Resourceful
Energetic	Logical	Responsible
Enterprising	Loving	Results-driven
Enthusiastic	Loyal	Results-oriented
Ethical	Mature	Sassy
Excellent	Methodical	Savvy
Experienced*	Meticulous	Seasoned*
Extrovert	Modest	Self-confident
Fabulous	Motivated*	Self-managing
Fair	Multitasking	Self-motivated
Fantastic	Neat	Self-reliant
Firm*	Objective	Self-starter
Flexible	Obliging	Sense of humor
Forceful	Open-minded	Sensitive
Frank	Optimistic	Sharp
Friendly	Organized*	Sincere

(continues)

FIGURE 4-1. VAGUE CLAIMS TO AVOID. (continued)

Sophisticated	Swell	Vivacious
Spectacular	Tactful	Well-groomed
Strong	Takes initiative	Well-organized
Suave	Talented	Wonderful
Successful	Team player	Zestful
Supportive	Tenacious	Zippy

*Do not use as an adjective/descriptive word.

Why write such vague and unconvincing claims when specific action statements provide quick and powerful evidence of valuable skills? For example, compare “Excellent written communications skills” and “Wrote jargon-free *User Guide* for 11,000 users.” Do you see the crucial difference? The former is hollow self-puffery; the latter, credible evidence of a valuable skill. See Figure 4-2 for more examples.

As you write:

- Avoid vague claims.
- Use brief, specific examples to demonstrate—rather than merely claim—skills.

FIGURE 4-2. HOLLOW SELF-PUFFERY VS. EVIDENCE OF USEFUL SKILLS.

Vague Claims, Viewed by Readers as Hollow Self-Puffery	Specific Action Statements, Viewed by Readers as Evidence of Valuable Skills
Experience working in fast-paced environment.	Registered 120+ third-shift emergency room patients/night.
Excellent verbal skills.	Trained 30 new hires on customer service protocols.
Confident and poised.	Developed and presented cost-reduction plan to board of directors.

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Team player with cross-functional awareness.	Collaborated with clients, A/R, and Sales to increase speed of receivables and prevent interruption of service to clients.
Rare combination of superior interpersonal skills and in-depth technical skills understanding.	Translated complex changes into jargon-free written updates for nontechnical users in 4 countries.
Provided a broad-based flow of data.	Interpreted survey results to create 16 unique monthly reports for Sales, Marketing, and Finance.
Dedicated hands-on management style.	Cut annual employee turnover rate 85% (from 40%/year to 6%/year) in 36 months.
Demonstrated success in analyzing client needs.	Created and implemented comprehensive needs assessment mechanism to help forecast demand for services and staffing.
Make well-thought-out decisions.	Created RFPs with clear requirements, evaluated complex results, and selected new suppliers.

EDUCATION OR WORK EXPERIENCE SECTION FIRST?

If you are attending or recently completed vocational school, college, or graduate school and have little relevant work experience, place your Education section first. If you have a lot of relevant work experience (even if you recently returned to school), place the Work Experience section first.

“WORK EXPERIENCE” VS. “PROFESSIONAL EXPERIENCE”

Both terms convey the same information, but the latter takes longer to read. “Work Experience” says what is needed and respects the reader’s time.

“Experience” alone (without “Work” or “Professional”) is ideal, but only on résumés with no Volunteer Experience section.

No colon is required after this heading or any other section heading on your résumé.

- The word *per* may be replaced with the forward slash (/) (e.g., “Achieved fivefold sales increase—from \$120K to \$720K/year”).
- If necessary, the word *and* may be expressed using the forward slash (/) as well (e.g., “Analyzed 50 businesses owned/operated by consumers with mental illnesses”).

More Words and Phrases to Avoid

Why write “utilize” when “use” is simpler and more direct? Why write “Was responsible for office management” when “Managed office” is more active and more direct?

If *any* of the words or phrases in Figure 4-3 are on your résumé, then cut them out and rewrite your sentences so they are simpler and more direct.

FIGURE 4-3. MORE WORDS AND PHRASES TO AVOID.

A	Basically	Commence
Accompany (use <i>escort</i>)	Because	Competency
Accumulate	Benchmark	Concerning (use <i>on or about</i>)
Actually	Best of breed	Conciliate (use <i>reconcile</i>)
Add value	Best practice	Consequently
Am	Big picture	Constitute (use <i>form</i>)
Ameliorate (use <i>improve</i>)	Blaze	Core
An	Bleeding edge	Countless
Appease	Brainstorm	Cross-functional
Architect (as a verb)	Broad-based	Currently (use <i>now</i>)
Are	Business logic	Cutting edge
Ascertain (use <i>discover or learn or determine</i>)	Buy in	Cycle
Assume	Carry out	Deal (as a verb)
At the present time (use <i>now</i>)	Catalyst	Decrease (use <i>cut</i>)
Avoid (use <i>avert</i>)	Cease (use <i>stop or end</i>)	Deliverable
B to B	Challenge	Dialogue (as a verb)
Ballpark (as a verb)	Charge	Disincant (not a word)
Bandwidth	Client-focused	Dissect (unless you are in science, use <i>examine</i>)
	Clone (unless you are in science)	
	Command	

(continues)

FIGURE 4-3. MORE WORDS AND PHRASES TO AVOID. (continued)

Disseminate (use <i>publish</i> or <i>send out</i>)	Gap analysis	Little
Downsize	Globalization	Lower (use <i>cut</i> or <i>reduce</i>)
Dream	Going forward	Manipulate
Drill down	Go public	Many
Due to the fact that	Group (as a verb)	Me
Duties	Guarantee (as a verb)	Memorize
Economize	Hardball	Mindset
Ecosystem	Harmonize (unless you are in music)	Mine
Effectuate	Harvest (unless you are in farming/science)	Mission
Elucidate (use <i>clarify</i> or <i>explain</i> or <i>unravel</i>)	Head (use <i>lead</i>)	Mitigate (use <i>ease</i>)
Empower	Her	Moreover
Empowering	High level	Move the ball
Empowerment	His	Moving forward
Endeavor	I	My
End result	In reference to	Myriad
Excellence	In the event that (use <i>if</i>)	Necessitate
Fast-track	In the loop	Numerous
Figure (as a verb, use <i>calculate</i>)	Incent (not a word)	Objective (use <i>goal</i>)
Final outcome	Indeed	Offline
Fine-tune	In-depth study	Off-site
Fire (as a verb; use <i>dismiss</i> or <i>replace</i>)	Indicate	Orientate (use <i>orient</i>)
Float (as a verb)	Interact	Our
Following (use <i>after</i>)	Interface (as a verb)	Out-of-pocket
For the purpose of (use <i>for</i>)	Interpersonal	Out of the box
Fortify (use <i>strengthen</i>)	Interrelated	Out of the loop
Front line	Is	Outline (as a verb; use <i>summarize</i>)
Function (as a verb; use <i>serve</i>)	Just	Outside the box
Functionality	Keep (use <i>retain</i>)	Oversee (use <i>supervise</i> or <i>manage</i>)
Game plan	Keynote (as a verb)	Paradigm
	Knowledge base	Parameter
	Leadership	Paramount
	Leading edge	Particularly
	Leverage	Past experience

Perfect (as a verb or an adjective)	Re-vision	Tolerate
Peruse (use <i>review</i>)	Revisit	Totally
Point in time	Right-size	Total quality
Possess (use <i>own</i>)	Roll up sleeves	Touch base
Possibility	Schema	Transmogrify (use <i>trans-</i> <i>form</i>)
Preplan (unless you are in the fire service; use <i>plan</i>)	School (as a verb; use <i>educate</i> or <i>train</i>)	Transpire
Preventative (use <i>preventive</i>)	Scope (as a verb)	Undertake
Proactively	Set up	Underwrite (use <i>spon-</i> <i>sor</i>)
Problem-solve	Simulate	Until such time as (use <i>until</i>)
Prototype (as a verb)	Smart-size	Utilize (use <i>use</i>)
Quality-driven	So	Value-added
Quite	Solutions	Verbalize
Really	Spearhead (use <i>initiate</i> or <i>lead</i>)	Verbally
Rectify (use <i>correct</i> or <i>amend</i>)	Spell out	Very
Regarding (use <i>on</i> or <i>about</i>)	State-of-the-art	Viable
Reinforce	Strategize (use <i>plan</i>)	Viable alternative
Remainder (unless you are in publishing)	Subsequently	Virtual
Remediate	Substantiate (use <i>prove</i> or <i>verify</i>)	Vision (as a verb)
Remember	Such	Visioning
Remunerate (use <i>compensate</i> or <i>pay</i>)	Suggest (use <i>propose</i>)	Visualize
Repeat	Target audience	Was
Responsibilities	Team (as a verb)	Well
Responsible for	Team building	Were
	That	Which
	There	Win-win
	This	World-class
	Thought leader	www
	Time frame	

The blurb is not intended to list everything you did in each position. Employers know this. I repeat: *Employers know this*. Be terse and pithy. Get to the point. Stick to the highlights. A descriptive blurb is not a job description. In fact, if you are using a copy of a job description to help you write your résumé, throw it away. Instead, as you write a blurb for each position, think beyond your specific tasks and your department:

- In what ways does your work impact other departments?
- In what ways does your work contribute to the overall success of the organization?
- Have you identified problems and solved them? If so, give brief examples.
- Have you identified opportunities and acted on them? If so, give brief examples.
- Have you worked collaboratively? If so, what did doing so accomplish?
- Pretend you're the reader. As an employer, what would you want to know?
- What brief example shows/proves my skills and experience can add value for the reader?
- What brief example shows/proves my skills and experience can make the reader look good?
- What brief example shows/proves I possess traits valuable to the reader?
- What brief example shows/proves my interpersonal skills?
- What brief example shows/proves my analytical skills?
- What is in it for the reader—not for me—if s/he hires me?

What's your "elevator speech"? If you ran into a prospective employer in an elevator, how would you describe the highlights of what you do in three or four concise sentences, before the elevator arrives at the employer's floor? Think about it. Once you've figured this out, drop the word *I* from each sentence and, *voilà*, you have the blurb for your present position.

Sample Position Descriptions/Blurbs

1/00–present writeresumesright.com, Metropolis, NY
General Manager (part-time)

Provide free career resources. Write articles on résumé writing and interview skills. Select for inclusion useful information (sites, books, and software) on self-assessment, career exploration, salary negotiation, self-employment, education, and jobs (for profit, public, and non-profit).

Do not justify (even lines on the right-hand side) the blurbs. An aligned left edge with a ragged right edge is much easier to read.

9/00–3/01 XYZ Foundation, Metropolis, NY
Career Developer

Provided comprehensive career counseling to staff at all levels and to clients, including formerly homeless, ex-offenders, persons living with HIV/AIDS/mental illnesses, recovering from substance abuse, and moving from welfare to work. Compiled and distributed job data and resources related to literacy, learning disabilities, credit counseling, driver training, job preparedness, and vocational training. Launched JobLand career counseling office.

11/97–5/99 ABC College School of Business, Metropolis, NY
Career Services Counselor

Launched Career Services Office. Facilitated workshops for and counseled 2,000+ students and alumni on résumés, cover letters, pre-interview research, interviews, and post-interview follow-up skills. Developed mailings, broadcast faxes, job bank, job search training materials, and annual résumé book.

4/92–4/96 Public Service Computer Software, Metropolis, MA

8/94–4/96 President and Chief Operating Officer

Published country's best-selling administrative and educational software for firefighters. Published 3 educational software titles for kids age 11 and older: *UpFront Sex, Drugs, and Rock & Roll* (awarded Parents' Choice Honors), *UpFront Geography: You Can't Get There from Here*, and *UpFront History: What'd That Dead Guy Do?*

6/93–8/94 Sales and Marketing VP

Expanded number of users from 2,000 to 11,000+. Collaborated with technical team to meet complex and frequently changing local, state, and federal client specifications.

4/92–6/93 Sales Manager

Notice that there is no blurb for Sales Manager. A blurb is not always required for every position. In this case, the blurb for Sales and Marketing VP conveys an overview of sales achievement.

Notice also that present-tense verbs/action words are used for a current position and past-tense verbs/action words for past positions.

On an 8½ × 11-inch résumé page with one-inch margins, none of the sample blurbs uses more than six lines of text—the most that's needed to convey the highlights of nearly any position. See Appendix A for more examples of effective position descriptions/blurbs.

SENTENCES/ACTION STATEMENTS

The action statements in each blurb represent examples of the skills you can bring to bear wherever you work. The power of these examples is at the heart of a winning résumé. Make each action statement clear, pack it with compelling evidence of your relevant skills, and keep it brief. See Figure 4-4.

FIGURE 4-4. SENTENCES/ACTION STATEMENTS.

- Achieved \$X in weekly sales.
- Achieved sixfold sales increase—from \$120K to \$840K/year.
- Co-chaired Continuous Quality Improvement Team.
- Co-developed system to streamline O and P.
- Collaborated with materials vendors to cut lead times in half. (The phrase “in half” is more quickly read than “by 50%.” Similarly, for example, “tripled” is a quicker and more powerful read than “increased by 200%.”)
- Completed M ahead of deadline and under budget.
- Conducted disaster-recovery training for X staff.
- Cut average accounts receivable from 62 to 38 days.
- Cut monthly expenses X% to \$X.
- Defined and implemented procedures to serve E, F, and G.
- Defused tensions and promoted collaboration among sales and market research staffs, yielding faster, more relevant research.
- Designed recruitment literature and managed its production and distribution.
- Doubled monthly sales to \$X.
- Evaluated and recommended J.
- Evaluated and selected K.
- Extracted relevant data from H to create timely I.

- Fostered collaboration among W, X, and Y to increase Z.
- Identified prospects. Closed \$X in new business in first year.
- Increased annual sales X% to \$X.
- Initiated and developed procedures to accelerate communication among L, M, and N.
- Initiated and implemented outsourcing of payroll, reducing administrative costs by \$X/year.
- Introduced and enforced protocols for B, C, and D.
- Managed \$X annual budget.
- Managed high volume of I.
- Managed introduction, pricing, promotion, and branding of Q.
- Managed migration of U system from mainframe to client/server environment.
- Managed relationships with D, E, and F.
- Managed X staff.
- Met complex local, state, and federal requirements.
- Met time-sensitive requirements of G and H.
- Nurtured small business clients, moving several from under \$X to more than \$Y/year.
- Participated in development of A.
- Performed outreach to J and K.
- Persuaded colleagues at corporate headquarters to replace retiring domestic fleet vehicles with more fuel-efficient imports, saving \$X/year.
- Persuaded R and S to collaborate on new T strategy.
- Produced content for, maintained, and marketed X websites.
- Provided seamless transition to successor.
- Quadrupled annual sales to \$X.
- Recruited, extensively trained, and remotely supervised X.
- Reduced expenses \$X/year.
- Scrutinized expense reports to identify errors. Trained staff on proper expense reporting to prevent recurrences.
- Selected sites and managed complex logistics for X trade shows.
- Served as liaison among V, W, and Y to develop Z.
- Streamlined in-house recruiting function, reducing average vacancy time frame by 14 days.

(continues)

FIGURE 4. SENTENCES/ACTION STATEMENTS. (continued)

- Successfully integrated 2 culturally disparate sales forces and streamlined processes, resulting in X% margin increases and smaller staff able to serve X% more customers.
- Synthesized survey results from multiple sources to develop clear system requirements.
- Thrived amid X mergers/acquisitions. (Instead of explaining complex ownership and organizational changes, this brief sentence lets readers easily infer your flexibility and relationship skills.)
- Trained X staff on service protocols and quality measurement.
- Tripled seasonal sales to \$X.
- While continuing to serve as X, also managed A, B, and C.
- Wrote detailed specs and jargon-free *User Guide* for L.

VERBS/ACTION WORDS

Begin every action statement of every blurb with an action word. See Figure 4-5. Shop here for the most accurate and powerful action words to briefly describe your achievements. Choose your action words with care.

FIGURE 4-5. VERBS/ACTION WORDS.

Abolish	Address	Air	Answer
Absorb	Adhere	Alert	Anticipate
Accelerate	Adjudicate	Align	Appeal
Accept	Adjust	Allay	Appear
Access	Administer	Allocate	Apply
Accomplish	Admit	Allow	Appoint
Accredit	Adopt	Ally	Appraise
Accrue	Advance	Alter	Apprehend
Achieve	Advertise	Amass	Apprise
Acquaint	Advise	Amaze	Approach
Acquire	Advocate	Amend	Appropriate
Act	Affirm	Amplify	Approve
Activate	Affix	Analyze	Arbitrate
Adapt	Aid	Anchor	Arouse
Add	Aim	Announce	Arrange

Arrest	Borrow	Centralize	Commission
Articulate	Brace	Certify	Commit
Ascend	Braid	Chair	Communicate
Ask	Breed	Champion	Compare
Assemble	Bridge	Change	Compensate
Assert	Brief	Channel	Compete
Assess	Bring	Chart	Compile
Assign	Broadcast	Charter	Complement
Assist	Broaden	Check	Complete
Assure	Budget	Choose	Comply
Attain	Build	Choreograph	Compose
Attend	Buoy	Chronicle	Compost
Attract	Buy	Circulate	Compound
Audit	Calculate	Circumvent	Compress
Augment	Calibrate	Cite	Compute
Authenticate	Call	Claim	Computerize
Author	Calm	Clarify	Conceive
Authorize	Campaign	Classify	Concentrate
Automate	Cancel	Clean	Conceptualize
Avert	Canvass	Clear	Conclude
Award	Capitalize	Climb	Condense
Bake	Capture	Clip	Conduct
Balance	Care	Close	Confer
Barter	Carry	Clothe	Configure
Bathe	Carve	Coach	Confine
Beat	Cash	Co-author	Confirm
Begin	Cast	Cobble	Conform
Best	Catalog	Co-chair	Confront
Bid	Catapult	Co-create	Connect
Bill	Catch	Code	Conserve
Bind	Categorize	Collaborate	Consider
Blanket	Cater	Collate	Console
Blend	Cause	Collect	Consolidate
Block	Caution	Combine	Construct
Bolster	Cede	Comfort	Consult
Book	Celebrate	Commemorate	Consummate
Boost	Cement	Commend	Contact

(continues)

FIGURE 4-5. VERBS/ACTION WORDS. (continued)

Contain	Debit	Detain	Divide
Contest	Debug	Detect	Document
Continue	Decentralize	Deter	Dominate
Contract	Decide	Determine	Donate
Contrast	Decipher	Develop	Double
Contribute	Declare	Devise	Draft
Control	Decline	Devote	Dramatize
Convene	Decode	Diagnose	Draw
Convert	Decorate	Diagram	Dress
Convey	Dedicate	Differentiate	Drill
Convince	Deduce	Direct	Drive
Cook	Deepen	Disband	Dry
Cooperate	De-escalate	Disburse [funds]	Duplicate
Coordinate	Defend	Discern	Earn
Copy	Defer	Discharge	Ease
Copyedit	Define	Discipline	Eclipse
Correct	Deflect	Disclose	Edge
Correlate	Defuse	Discontinue	Edit
Correspond	Delegate	Discover	Educate
Counsel	Delight	Discuss	Effect
Count	Delineate	Dismantle	Elaborate
Cover	Deliver	Dismiss	Elect
Craft	Demonstrate	Dispatch	Electrify
Create	Demystify	Dispense	Elevate
Credit	Depict	Disperse [crowds]	Elicit
Criticize	Deploy	Display	Eliminate
Critique	Depose	Dispose	Elude
Cull	Deposit	Disprove	Embed
Cultivate	Depreciate	Dispute	Embrace
Curb	Deprive	Dissolve	Emerge
Cure	Derive	Dissuade	Empathize
Curtail	Describe	Distinguish	Emphasize
Customize	Design	Distribute	Employ
Cut	Designate	Diversify	Enable
Dazzle	Detach	Divert	Enact
Debate	Detail	Divest	Encounter

Encourage	Excise	Fix	Guard
End	Excite	Focus	Guide
Endorse	Execute	Fold	Halt
Endow	Exercise	Follow	Halve
Energize	Exert	Forecast	Hammer
Enforce	Exhibit	Forewarn	Handle
Engage	Expand	Forge	Harness
Engender	Expedite	Forgive	Hasten
Engineer	Experiment	Form	Hear
Enhance	Explain	Formalize	Heighten
Enjoin	Explode	Formulate	Help
Enlarge	Exploit	Forward	Highlight
Enlist	Explore	Foster	Hire
Enliven	Export	Found	Hoist
Enrich	Expose	Frame	Hold
Enroll	Express	Freeze	Hone
Ensure	Expunge	Fulfill	Honor
Enter	Extend	Fund	Host
Entertain	Extract	Furnish	House
Entice	Extrapolate	Further	Hypothesize
Enumerate	Extricate	Fuse	Identify
Equate	Fabricate	Gain	Ignite
Equip	Facilitate	Garner	Illuminate
Eradicate	Factor	Gather	Illustrate
Erase	Familiarize	Gauge	Imagine
Erect	Fashion	Generate	Impart
Escalate	Feature	Ghostwrite	Impel
Escort	Feed	Give	Implement
Establish	Field	Glean	Import
Estimate	File	Govern	Impress
Evaluate	Fill	Grade	Improve
Evoke	Finagle	Graduate	Improvise
Examine	Finalize	Grant	Inaugurate
Excavate	Finance	Graph	Incite
Exceed	Find	Greet	Include
Excel	Finish	Groom	Incorporate
Exchange	Fit	Grow	Increase

(continues)

FIGURE 4-5. VERBS/ACTION WORDS. (continued)

Index	Iron	Mail	Navigate
Indict	Isolate	Maintain	Negotiate
Individualize	Issue	Make	Net
Induce	Itemize	Manage	Neutralize
Infer	Join	Maneuver	Nominate
Influence	Journalize	Manufacture	Normalize
Inform	Judge	Map	Notarize
Infuse	Justify	March	Note
Initiate	Kindle	Mark	Notify
Innovate	Knit	Market	Nudge
Inoculate	Label	Master	Number
Inspect	Land	Match	Nurture
Inspire	Landscape	Maximize	Observe
Install	Laud	Measure	Obtain
Instill	Launch	Mediate	Offer
Institute	Launder	Meet	Officiate
Instruct	Lead	Mend	Offset
Insure	Learn	Mentor	Open
Integrate	Lecture	Merge	Operate
Intensify	Legitimize	Mind	Optimize
Intercede	Lend	Minimize	Orchestrate
Intercept	Lessen	Mix	Order
Interest	Let	Mobilize	Organize
Interpret	License	Model	Orient
Interrogate	Lift	Moderate	Originate
Intervene	Lighten	Modernize	Outbid
Interview	Limit	Modify	Outdistance
Introduce	Link	Mold	Outdo
Invent	Liquidate	Monitor	Outmaneuver
Inventory	Listen	Motivate	Outpace
Invest	Litigate	Mount	Outperform
Investigate	Load	Move	Outrun
Invigorate	Lobby	Mow	Outsell
Invite	Locate	Multiply	Outsource
Invoice	Log	Name	Overcome
Involve	Magnify	Narrate	Overhaul

Overturn	Pledge	Prorate	Recall
Pack	Plow	Prosecute	Recast
Package	Poll	Prospect	Receive
Paint	Portray	Protect	Recite
Pair [couple]	Pose	Protest	Reclaim
Pamper	Position	Prove	Recognize
Paraphrase	Post	Provide	Recommend
Pare [cut]	Practice	Provoke	Reconcile
Part	Praise	Prune	Reconfigure
Participate in	Predict	Pry	Record
Partner with	Prepare	Publicize	Recover
Pass	Prescribe	Publish	Recruit
Patch	Present	Pull	Recycle
Patrol	Preserve	Pump	Redeploy
Pattern	Preside	Purchase	Redesign
Pause	Presort	Pursue	Reduce
Pay	Press	Push	Reengage
Peg	Prevail	Quadruple	Reengineer
Penalize	Prevent	Qualify	Refer
Penetrate	Print	Quantify	Reference
Perceive	Prioritize	Query	Refine
Perform	Probe	Question	Refocus
Permit	Process	Quicken	Reform
Persevere	Proclaim	Quiz	Reformat
Persuade	Proctor	Quote	Refresh
Phase	Procure	Raise	Refund
Photograph	Produce	Rally	Refute
Pick up	Profile	Rank	Regain
Pilot	Program	Rate	Regale
Pinpoint	Progress	Reach	Register
Pioneer	Project	React	Regulate
Pitch	Promise	Read	Rehabilitate
Place	Promote	Realize	Rehearse
Plan	Prompt	Reap	Reinstate
Plant	Proofread	Reassure	Reinvigorate
Play	Propel	Rebuild	Reject
Plead	Propose	Rebut	Relate

(continues)

FIGURE 4-5. VERBS/ACTION WORDS. (continued)

Relocate	Retrieve	See	Slash
Remand	Return	Segment	Slate
Remedy	Revamp	Seize	Slaughter
Remit	Reveal	Select	Smooth
Remodel	Reverse	Sell	Soften
Remove	Review	Send	Solder
Render	Revise	Separate	Solicit
Renegotiate	Revitalize	Sequence	Solidify
Renew	Revive	Serve	Solve
Renovate	Revolutionize	Service	Soothe
Reorganize	Reward	Set	Sort
Repair	Rewrite	Settle	Source
Replace	Risk	Sever	Spark
Replicate	Rivet	Sew	Speak
Reply	Rotate	Shape	Specialize
Report	Rouse	Share	Specify
Reposition	Route	Sharpen	Spin
Represent	Run	Shatter	Split
Reprimand	Safeguard	Shed	Sponsor
Reproduce	Salvage	Shelter	Spot
Request	Sanitize	Shelve	Spotlight
Require	Save	Shift	Spread
Rescind	Scan	Ship	Spur
Rescue	Schedule	Shlep	Stabilize
Research	Schlep	Shmooze	Staff
Reserve	Schmooze	Shop	Stage
Reshape	Scoop	Shorten	Standardize
Resist	Score	Shovel	Start
Resolve	Scour	Show	State
Respond	Scout	Showcase	Steer
Restore	Screen	Shrink	Stem
Restrict	Script	Shut	Stimulate
Restructure	Scrutinize	Shuttle	Stock
Retain	Seal	Sign	Stop
Retool	Search	Simplify	Streamline
Retrain	Secure	Sketch	Strengthen

Stretch	Tend	Tutor	Vindicate
Strip	Terminate	Type	Visit
Structure	Test	Unblock	Voice
Study	Testify	Uncover	Void
Submit	Thank	Underscore	Volunteer
Succeed	Theorize	Unearth	Vote
Sum	Thrive	Unify	Vow
Summarize	Tighten	Unite	Warn
Summon	Time	Unlock	Wash
Supersede	Top	Unpack	Watch
Supervise	Total	Unravel	Water
Supplement	Trace	Unveil	Weather
Supply	Track	Update	Weave
Support	Trade	Upend	Weigh
Surpass	Train	Upgrade	Welcome
Survey	Transact	Uphold	Weld
Suspend	Transcend	Upholster	Widen
Sustain	Transcribe	Up-sell	Win
Sway	Transfer	Urge	Wind
Sweep	Transform	Use	Wipe
Switch	Transition	Usher	Wire
Synthesize	Translate	Vacate	Withdraw
Systematize	Transmit	Validate	Withhold
Tabulate	Transport	Vary	Withstand
Tailor	Travel	Vault	Wow
Talk	Treat	Veer	Wrest
Tally	Trigger	Vend	Wring
Tap	Trim	Verify	Write
Target	Triple	Vest	Yield
Teach	Troubleshoot	Veto	
Tell	Turn	Vie	
Temper	Turn around	View	

Kyla Sample

123 Main Street, Metropolis, NY 10001-0001

phone: 123-456-7890, fax: 234-567-8901, e-mail: kylasample@domainname.com

Work Experience

10/05–present Big Giant Company, Metropolis, NY
Director of Purchasing

Initiate sweeping vendor review and cut materials costs more than \$4.2M/year. Collaborate with sales, production, receiving, and suppliers to implement just-in-time deliveries and eliminate \$800K/year in carrying costs. Renegotiate contracts and replace vendors to cut facility, travel, technology, and supply costs \$1.6M/year.

4/02–9/05 XYZ International, Metropolis, NY
Purchasing Manager

Launched, taught, and enforced purchase requisition system for use at all levels to eliminate non-approved spending. Designed purchase order forms to meet complex federal and international regulations. Developed secondary suppliers for 100+ key materials to avoid sole sourcing. Managed 8 staff. Served as Acting Director as needed.

7/96–2/02 ABC Inc., Metropolis, NY
7/99–2/02 Senior Buyer
7/96–4/99 Buyer

6/94–6/96 Little Tiny Company, Metropolis, NY
Assistant Buyer

Volunteer Experience

3/03–present Tutor, Literacy Volunteers of America, Metropolis, NY

Education

9/97–5/99 Metropolis Business School, Metropolis, NY (nights)
Master of Business Administration

9/90–5/94 Metropolis University, Metropolis, NY
Bachelor of Science, Economics, *summa cum laude*

Memberships

9/02–present APICS, The Association for Operations Management
8/02–present NAPM, Institute for Supply Management

Software Skills

Windows, MAC-OS, Word, Excel, Publisher, Adobe Dreamweaver

Language Skills

Read, write, and speak Spanish

Jason Case

123 Main Street, Metropolis, NY 10001-0001

phone: 123-456-7890, fax: 234-567-8901, e-mail: jasoncase@domainname.com

Education

9/14–present MNO University, Metropolis, NY (eves/Saturdays)
Master of Social Work, degree expected 5/16

9/02–5/05 XYZ University, Metropolis, NY (nights)
Bachelor of Arts, Psychology, *magna cum laude*

9/00–5/02 ABC Community College, Metropolis, NY (nights)
Associate of Arts, Human Services Experience

Experience

6/04–present Metropolis Supported Housing, Metropolis, NY
Life Skills Counselor

Co-facilitate 5 weekly group therapy sessions. Contribute to 120+ treatment plans. Help public assistance recipients, ex-offenders, and persons in substance abuse recovery improve communications skills, manage anger, prevent conflict, and move to self-sufficiency. Advocate for clients to get transitional benefits as they move to paid work.

12/02–5/04 Metropolis State Hospital, Metropolis, NY
Mental Health Aide

Helped 40+ clients with schizophrenia develop communications and time management skills, hygiene, sound diet, and medication compliance. Provided emotional support. Recorded observations for use by clinicians. Supervised group recreational activities.

7/00–6/02 Metropolis Cares, Metropolis, NY
Community Outreach Worker

Created and delivered presentations to 100+ schools, hospitals, and social service agencies. Grew client referrals 70% in 1 year. Co-developed pitches to prospective donors. Recognized for contribution to obtaining more than \$1.6M in new donations.

Memberships

5/04–present American Counseling Association

5/01–present American Mental Health Counseling Association

Software Skills

Windows, Word, Excel, PowerPoint, Publisher, Adobe Dreamweaver

Terri Example

123 Main Street, Metropolis, NY 10001-0001

phone: 123-456-7890, fax: 234-567-8901, e-mail: terriexample@domainname.com

Goal

Transition to and establish career in technical sales.

Work Experience

9/03–present WidgetLand, Metropolis, NY
Assistant Network Administrator

Help maintain server, Internet/e-mail, and software to support 120-user local area network comprising human resources, sales/marketing, customer service, purchasing, accounting, and receiving/shipping applications. Train staff on sharing data among disciplines to improve performance in all areas. Initiate disaster plan to protect vital data.

12/02–present Metropolis Technical College, Metropolis, NY
Technology Aide (part-time)

Support 600+ users of various skill levels on 40 PCs, 2 printers, 1 scanner, 1 fax, and 2 copiers. Help non-traditional students overcome fears of computing. Troubleshoot tech issues. Inventory supplies to prevent shortages. Select and install security software. Create popular “cheat sheets” for users to more easily navigate common applications.

Volunteer Experience

1997 Girl Scouts of America, Metropolis, NY
Recognized for achieving highest cookie sales in Metropolis.

Education

9/02–5/04 Metropolis Technical College, Metropolis, NY
Associate of Science, Computer Science

Continuing Education

3/05 Dale Carnegie Training, Metropolis, NY
How to Cold Call and Build New Customers

Memberships

1/04–present Toastmasters International
12/02–present Association for Computing Machinery

Software/Systems Skills

Windows NT, Novell, Word, Visual Basic, Access, Adobe Dreamweaver

Miles Instance

123 Main Street, Metropolis, NY 10001-0001

phone: 123-456-7890, fax: 234-567-8901, e-mail: milesinstance@domainname.com

Experience

9/04–present MegaLoMart, Metropolis, NY
Customer Service Representative and
Front-End Supervisor

Manage cashiers, cash office, bridal registry, monogramming, and gift wrap services. Investigate and resolve customer inquiries on merchandise or service. Help hire and train 30+ staff. Awarded for managing highest volume sales ever during a single shift.

9/02–present Shop and Get Out, Inc., Metropolis, NY (part-time)
Salesperson and Cashier, Accessories Department

6/01–8/01 and Teeny Tiny Mart, Metropolis, NY
6/02–8/02 Cashier and Stock Clerk

Education

9/14–present Metropolis Business College, Metropolis, NY (nights)
Bachelor of Science, Business, degree expected 5/18

Software Skills

Windows, Word, Excel, Adobe Dreamweaver

Language Skills

Read, write, and speak Spanish

FIGURE 6-2. SAMPLE INQUIRY LETTER

Kyla M. Sample
123 Main Street, Metropolis, NY 10001-0001
phone: 123-456-7890, fax: 234-567-8901, e-mail: xyz@domainname.com

[Date]

Properly Spelled Contact Name
Properly Spelled Current Title
Properly Spelled Employer Organization Name
Properly Spelled Street Address
Properly Spelled City, ST nine-digit Zip code

Dear [Contact Name],

Do you have or expect any open X positions in your organization that can make use of my skills and experience? I would like very much to be a part of [Organization Name]; I decided the best way to accomplish this is to ask you directly.

Would you be so kind as to please review my résumé and contact me soon? If you have no X positions available now or in the pipeline, but will point me toward other possibilities, I'd sure appreciate that, too. I eagerly await your reply. Thank you in advance.

Respectfully,

Kyla M. Sample

INFORMATIONAL INTERVIEW REQUEST LETTER

Career path reconnaissance on the Web and at the library can yield much useful information, but even after you've read all you can about a line of work, you may still have unanswered questions. It is often helpful to meet with an expert in your field of interest. An experienced perspective is invaluable.

Identify, ask, and meet with experts. Thorough career path reconnaissance can provide you with the names of experts in your field of interest. Send an informational interview request letter to several experts near you. There are many busy and well-paid experts kind and generous enough to allocate 30 minutes *pro bono* to help a newcomer.

Do not abuse this generosity by exceeding the allotted time or seeking a job from the expert. Instead, use the time to (1) ask thoughtful questions prepared in advance, (2) listen carefully to the answers (some of which may generate added or revised questions), and (3) take notes. Your *only* goal at an informational interview is to gain insights into the field. An expert may also provide you with contacts in a position to help you secure a position, but this is certainly not required—so do not expect it. Plus, if you attempt mid-meeting to change the stated agenda and cajole job leads from the expert, you risk creating a powerful foe and developing a poor reputation in your new field of interest.

FIGURE 6-3. SAMPLE INFORMATIONAL INTERVIEW REQUEST LETTER

Miles J. Instance
123 Main Street, Metropolis, NY 10001-0001
phone: 123-456-7890, fax: 234-567-8901, e-mail: xyz@domainname.com

[Date]

Properly Spelled Contact Name
Properly Spelled Current Title
Properly Spelled Employer Organization Name
Properly Spelled Street Address
Properly Spelled City, ST nine-digit Zip code

Re: Request for an Informational Interview

Dear [Contact Name],

I seek to learn more about transitioning to a career in X. I have read about X in *The U.S. Occupational Outlook Handbook* and other places, and yet I realize there is no substitute for experience. My reconnaissance tells me you're an expert.

Would you be so kind as to meet with me for 30 minutes at a date and time convenient for you so I may ask you some prepared questions? I'd be very grateful. If your schedule does not permit this, would you kindly refer me to a suitable colleague? Thank you in advance.

Respectfully,

Miles J. Instance

P.S. I enclose my résumé as an introduction and to give you a sense of my skills.

using sites like *www.skype.com* or *www.google.com/hangouts* or *www.tango.me* or *www.viber.com* or *www.zoom.us*. More and more employers find remote video interviews allow them to “meet” with faraway candidates quasi-face-to-face while saving time and money. If your device is connected to reliably speedy Internet access and equipped with working webcam, microphone, and speakers, then you’re ready to go. Be patient with all participants; using some of these services is a bit like watching TV in 1948—the technology, while improving, is still a work in progress. Just like your e-mail address and your outgoing voice mail message, your Skype name ought to be serious rather than silly. Avoid using any name that could keep you from being taken seriously by prospective employers.

Whether a job interview is 1:1 or with a panel/hiring committee, whether its style is casual, structured, semistructured, or an intentional “stress” interview, whether on-site or off-site, seated or walking, by phone, audio-only conference call, 1:1 video phone, or video conference call, project the best “you” that you can be.

FIGURE 9-1. PUTTING YOUR BEST FOOT FORWARD.

Smart employers hire the candidate most likely to . . .	How you can prove it's you:
. . . not someday steal their resources to find another job.	Don't use work resources (e.g., phone numbers, postage meter) in your job search.
. . . follow instructions.	If a posting says no phone calls, don't call; if it asks for salary history and/or requirements, provide the requested information.
. . . write well.	Create an error-free, clear, focused, and compelling cover letter and résumé.

... respect deadlines.	Be on time. Train, plane, and automobile traffic delays are not the employer's problem. Leave plenty of extra time.
... be a nice person.	Be genuinely friendly with the security guard, the secretary, and not just the boss.
... be honest.	Don't make stuff up.
... actively listen to others.	Focus more attention on what the interviewer is saying and less on what you'll say next. Pause briefly (i.e., a few seconds) after the interviewer has spoken.
... actively listen to others!	Does each of your answers address the question asked, and only the question asked?
... speak well.	Avoid using "um," "ah," "like," "you know," "okay," "gonna," and slang generally.
... present well.	Dress appropriately. If in doubt about an item, wear something else.
... be genuinely enthusiastic.	Use direct eye contact. (In the United States, lowering one's gaze is usually viewed as meekness rather than respect.) Think about the great opportunity here.
... not bad-mouth them in the future.	Do not speak poorly of a current or former employer. As Father Divine (c. 1876-1965) preached, "Accentuate the positive."
... know what s/he doesn't know (one sure sign of a smart person).	Ask relevant questions. Give examples of when you've turned to others for help.

(continues)

FIGURE 9-1. PUTTING YOUR BEST FOOT FORWARD. (continued)

... know who s/he is and where s/he's going.	When asked, "Tell me about yourself," have ready a compelling two-minute answer consisting of three parts, around 40 seconds each: (1) where you've been, (2) where you're going, and (3) precisely why you're now sitting across from this interviewer in this organization.
... think before s/he speaks.	Think before you answer. A brief pause to reflect upon a question and consider your response is perfectly appropriate.
... think before s/he speaks!	Think before you ask. Is your question relevant, well-timed, and something that hasn't already been answered?
... know something about their organization.	Enthusiastically plop some nonobvious printed research on the interviewer's desk while restating your interest and excitement.
... know the organization's mission and relevant trends.	Include in your research external articles on important, relevant news and trends.
... prioritize, plan, and organize well.	Answer complex, multipart questions thoughtfully yet concisely.
... think rationally and have analytical skill.	Give a specific example illustrating how you solved a complex and challenging problem.
... not avoid or disdain constructive criticism.	Provide an example of when you proactively sought and gratefully received criticism and rapidly applied the lesson(s) learned.
... know his/her job is one part of the whole, one aspect of the big picture.	Express interest in the entire organization and ask how your (!) role will (!) fit into it.

... get along with others and be able to work as part of a team.	Give a specific example from work, school, or volunteer activities, ideally, of how you've (1) worked with people with a variety of personalities and levels of skill, interest, and motivation and (2) proactively shared the credit for successful outcomes.
... question the status quo and innovate.	Share an example demonstrating your ability to achieve positive change (e.g., cut costs, grow sales, measurably improve quality of customer experience) by introducing a new idea and bringing others on board to make it happen.
... be at ease with technological changes.	State that with a user guide and a couple of days, you'll figure out their software.
... effectively manage projects and processes.	Give a specific example from work, school, or volunteer activities.
... make decisions and solve problems.	Give a specific example from work, school, or volunteer activities.
... manage relationships.	Give a specific example from work, school, or volunteer activities.
... manage across disciplines.	If you haven't, be sure to mention specific, relevant, and readily transferable skills you can bring to bear to allow you to do so.

Think through, create, and then practice at least 100 times in front of a mirror your most compelling 60- to 90-second response to the very predictable question, “Why should I/we hire you?” If you focus the content of your response entirely on what’s in it for the employer and not what’s in it for you, then you will stand apart from most candidates.

Think about, develop, and then practice at least 100 times in front of a mirror an honest 60- to 90-second response to, “Tell me about one weakness/one area where you see room for growth/room for improvement.” Instead of using common and painfully obvious dodges like “I’m

7/06–present Company A, Metropolis, NY
Director of Treasury Sales

Direct foreign exchange and money market product sales. Launch global sales initiatives, using multisite synergies to increase margins by \$6M. Successfully integrate 2 culturally disparate sales forces and streamline processes, resulting in 200% margin increase and smaller staff able to serve 57% more customers. Lead e-commerce implementation project team. Collaborate with legal staff to design and communicate changes needed to conform to complex and changing accounting standards.

6/06–8/06 Hospital B, Metropolis, NY
Occupational Therapy Aide

Built thriving occupational therapy program for unit of 32 long-term patients with schizophrenia. Persuaded doubtful colleagues of program value by generating rapid, observable positive results.

10/03–6/06 Company C, Metropolis, NY
Vice President, Foreign Exchange Sales Manager

Re-engineered foreign exchange desk to handle added volume without added staff. Managed trade shows and seminars. Co-led risk management systems team to source and implement front- and back-end systems and manage accounting and reconciliation issues. Centralized order system to create a genuine 24-hour global network, eliminating need for separate European night desk. Trained 100+ new dealers.

4/12–present Non-profit D, Metropolis, NY
Coordinator, Search and Placement, X Program

Help persons with physical and/or mental illnesses move themselves from welfare to work. Institute “Active Seeker Agreement,” statement of requirements for candidates and staff. Streamline procedures to eliminate excess paper, generate accurate data, and meet changing city, state, and federal requirements. Establish phone/PC/resource bank. Co-develop pre-employment curriculum. Manage pre-employment trainer, job developers, retention staff, interns, and volunteers. Serve as Acting Director in absence of director.

4/13–present Company E, Metropolis, NY
Vice President, Operations

Apply planning to inventory control, import/export operations, and HR. Integrate systems to provide instant tariff updates, transaction reports, and cost analyses. Reduce headcount by 30% in 24 months. Manage relationships with manufacturing, fulfillment, and distribution vendors. Implement protocols to meet food/drug, agriculture, and customs requirements in 30 countries. Obtain highest U.S. Customs compliance ratings. Direct website design to give clients real-time delivery and account data.

2/08–8/14 Hospital F, Metropolis, NY
Occupational Therapist, XYZ Psychiatric Clinic

Provided treatment to all acute/homicidal/suicidal inpatients of mixed age and diagnoses. Taught theories and roles of psychiatric occupational therapy to rotating medical staff. Supervised 15 students. Facilitated Life Skills groups for long-term chronic populations emphasizing stress management, time management, social skills, motivation, leisure planning, and problem solving. Coordinated multidisciplinary treatment.

10/00–present Non-profit Agency G, Metropolis, NY
Director, XYZ Program

Turn around failing program to help persons with physical and/or mental illnesses move themselves from welfare to work. Examine operations, establish clear requirements, and train/replace staff as needed to (1) prevent program closure and (2) efficiently perform assessment, medical review, case management, education (ABE/GED/ESL/PC Skills/Pre-employment), search and placement, retention, and billing. Generate accurate data to meet changing city, state, and federal requirements. Manage/develop 40 staff.

9/11–6/14 Mortgage Company H, Paris, France
Manager of European Transactions

Audited debtor firms to facilitate prevention of defaults and bankruptcies. Examined operations of Swiss bank targeted for purchase. Connected French entrepreneurs with suitable lenders.

8/09–9/11	Company I, Paris, France Executive Vice President and Managing Director Managed the import, marketing, sale, and distribution of decorative articles. Directed US\$8M in sales, 4 offices, and 20 employees.
9/08–present	Medical Company J, Metropolis, NY Senior Information Consultant Provide all research. Establish Information Center procedures to serve 6 sites. Maintain electronic filing system. Prepare and implement recommendations on projects ranging from systems migrations to storage requirements.
1/08–11/09	Food Company K, Metropolis, NY Data Consultant, Business Information Services Participated in development of intranet catalog. Refined, updated, and expanded classification scheme and corporate taxonomies. Designed customized tools to create hierarchies and monitor accuracy and consistency.
10/03–1/08	Medical Company L, Metropolis, NY Information Consultant, Decision Support Services Rapidly fulfilled complex information requests using print and electronic resources. Gained expertise in organizational and knowledge management activities.
6/04–8/05	Holding Company M, Metropolis, NY Legal Assistant, Assistant to Corporate Secretary Processed Securities and Exchange Commission filings. Summarized depositions. Performed case cite checking. Maintained litigation files. Recorded and tracked employee stock purchases.

8/10–present Technology Company N, Metropolis, NY
Client Relationship Manager

Define and implement procedures to serve publishers, online resellers, and end-users of applications software for Xs [electronic devices]. Manage client service staff. Select and implement use of salesforce.com to log calls. Source, extensively train, and remotely supervise India call center vendor to meet 1 major client's requirements.

8/12–6/14 Bank O, Metropolis, NY
Operations Specialist

Converted from temporary to permanent based on performance. Processed mortgage applications. Performed credit checks. Created database to track existing loan files.

2/99–8/09 Moving Company P, Rome, Italy and Paris, France
President

Provided moving services to French military. Managed \$10M in sales, 3 offices, and 35 staff.

12/06–present Company Q, Metropolis, NY and Paris, France
11/08–present General Director, Metropolis, NY

Create first U.S. store for French retail fashion chain. Manage all real estate, merchandising, staffing, marketing, and accounting. Achieve sales of \$500/square foot. Serve as liaison with Paris headquarters.

12/06–11/08 NY General Director, Paris, France

Obtained orientation and training in all business areas at corporate headquarters.

6/97–5/98 Bank R, Metropolis, NY
Vice President, Chief Forward Dealer

Designed and implemented first online, real-time system to provide position, profitability, and gap analyses for all foreign exchange exposures. Strengthened communication between traders and IT staff to test new applications. Managed strategic and foreign exchange trading desks.

5/09–7/10 Bank S of England, Metropolis, NY
Senior Foreign Exchange Dealer
Managed cross-currency and strategic trading desks. Designed foreign exchange training program. Trained 21 new dealers.

6/07–5/10 Retail Chain T, Metropolis, NY
Assistant Store Manager
Trained and managed 150. Supervised merchandising, customer service, personnel, cash control, and internal and external loss prevention. Monitored local competition and adjusted pricing and presentation as needed. Audited 2 sites to ensure compliance with laws, company standards, policies, and procedures.

3/03–12/05 Health Food Store U, Metropolis, NY
Community Outreach Coordinator
Created and delivered seminars and workshops on health and nutrition awareness to educators, students, homemakers, and community organizations. Collaborated with area non-profits (e.g., American Heart Association, YMCA) and hospitals (e.g., XYZ Hospital) in support of their respective missions.

2/11–5/13 Company V, Hong Kong
Consultant
Conducted in-depth economic research to assess viability of client investments. Helped clients negotiate complex licensing and partnership agreements and plan investment projects.

7/93–4/99 Cable Company W,
Hong Kong and Johannesburg, South Africa

2/98–4/99 General Manager, Sales and Marketing,
Johannesburg, South Africa

Directed all business development, including planning and marketing strategies. Managed introduction, pricing, promotion, and branding of telecomm services. Defined, recommended, and managed upgrade of customer service and billing system, in advance of deadline and under budget. Favorably renegotiated terms with local venture partners, forming Cable XYZ (South Africa) Ltd. Reported directly to CEO.

2/95–2/98 Deputy Chief Representative,
Johannesburg, South Africa

Served as second-in-command of all business development. Built solid political support, successfully petitioning government for permission to rapidly establish offices. Developed alliances, partners, and new business, helping establish firm nationally as recognized industry leader. Negotiated US\$207M venture project with dominant state-owned carrier. Prospected and closed competitive US\$1M gateway access deal for client. Met stringent regulations of local and national government agencies.

7/93–1/95 Assistant Manager, Business Development,
Hong Kong

Formulated and implemented strategies to expand business to South Africa. Identified, built, and expanded relationships with local partners and corporate clients. Conducted successful presentations and training programs, persuading local partners and national government of benefits of foreign investment. Researched and evaluated investment opportunities. Created business proposals with demand and revenue forecasts. In 1 year, doubled client base for international voice and data services.

4/89–8/93

X University, Metropolis, NY

Administrator, Graduate Recruitment

Introduced software to improve applicant-screening process. Trained colleagues on use of office applications. Managed complex logistics for high volume of candidates and screeners. Organized results of PC-based Myers-Briggs personal style measure. Designed recruitment literature and managed its production and distribution. Performed outreach to universities and recruiters.

4/86–4/89

Company Y, Metropolis, NY

Administrator, Business Information Unit

Automated interlibrary loan system. Searched, retrieved, and maintained research for worldwide staff. Extracted relevant data from daily newspapers to create timely organizational bulletins.

8/95–8/96

Retail Chain Z, Metropolis, NY

Front-End Manager

Managed cashiers, cash office, bridal registry, monogramming, and gift wrapping services.

8/02–present Non-profit A, Metropolis, NY
 Instructor, ABE (Adult Basic Education) and
 GED (General Educational Development)

Provide ABE and GED instruction to help persons with physical and/or mental illnesses move themselves from welfare to work. Strive to (1) set example by attendance, promptness, boundaries, and social skills and (2) create a safe space, an environment of mutual respect, and kindness conducive to active learning.

10/99–7/02 Non-profit B, Metropolis, NY
 Instructor, Job Readiness

Initiated and facilitated work-based education including job readiness, life skills, ABE, and ESL (English as a Second Language) for difficult-to-employ adults. Developed intra-agency work experience sites for students. Trained, evaluated, and mentored interns with barriers to competitive employment.

9/97–7/99 Non-profit C, Metropolis, NY
 Pre-employment Trainer, Supervisor of
 Employment Specialists

Managed 4 staff in service of moving persons with developmental challenges into supported work settings. Initiated and crafted curriculum for and facilitated pre-employment training. Edited pitches to employers, including testimonials and tax credit data. Met city, state, and federal reporting requirements.

5/97–10/00 Non-profit D, Metropolis, NY
 Consultant (part-time)

Analyzed 50 businesses owned/operated by consumers with mental illnesses. Implemented changes to cut costs and raise revenues. Established protocols for budgets and contract and grant administration. Wrote ~\$300K in successful grant proposals. Served as Acting Director of XYZ Housing (5/97–4/98), a 50-unit scattered site apartment program. Designed and supervised vocational program for psychiatric and substance-abusing tenants. Conducted home visits including functional assessments, behavioral contracting, and cognitive and vocational screenings. Managed 4 case managers and 2 staff.

8/93–5/96	Petroleum Company E, London, England Administrator, Organization Effectiveness Unit
Appraised security and reception functions. Organized travel, meetings, and worldwide conferences for 40 executives. Assembled, produced, and monitored budget. Prepared and delivered presentations. Supervised 6 staff.	
8/95–12/96	Law Firm F, Metropolis, NY Legal Assistant
Prepared certificates of incorporation, merger and acquisition documents.	
5/86–present	Financial Services Company G, Metropolis, NY
7/98–present	Vice President, Administration & Financial Reporting
Develop and support custom applications for Controllers to meet complex weekly, monthly, year-end, and ad hoc management reporting requirements. Provide clear, easy-to-use menu-driven interfaces. Standardize reporting to increase process efficiencies.	
12/94–7/98	Assistant Vice President, Strategic Business & Evaluation Group
Designed quarterly client revenue and product revenue tracking systems. Collected data from internal and external sources to create integrated decision-making tools for senior executives. Created headcount reporting and analysis tool for Human Resources. Produced intranet content for CFO with detailed corporate budget guidelines.	
2/92–12/94	Associate, Distributed Financial Systems
Managed migration of budget system from mainframe to client/server environment. Served as liaison among programmers and financial analyst to develop reporting and maintenance utilities.	
6/89–2/92	Technical Support
Thrived amid departmental transitions (serving both Distributed Application/Technology Support and Corporate Budgeting), in service of forecasts/budgets in client/server environment.	
5/86–6/89	Systems Analyst, Corporate Budget
Trained and supported all levels of management on computing. Created graphically advanced financial presentations. Participated in migration to Windows operating system in LAN environment. Evaluated and recommended suitable software applications and hardware.	

6/96–present Manufacturing Company H, Metropolis, NY
 10/99–present Manager of Information Services and Webmaster
 Lead team to provide Web-based solutions for multiple constituencies and initiatives. Manage e-business strategic plans for intranet sites. Collaborate on content management, portals, and document management. Chair 80-member group on data management and business intelligence.

3/97–10/99 Information Specialist and Webmaster
 Wrote XYZ for 500+ staff. Served as Editor of *Compliance Quarterly*. Managed secretary, interns, and vendors. Produced content for, maintained, and marketed 3 websites. Provided custom research for senior staff in response to 1,200+ requests/year.

6/96–3/97 Librarian
 Initiated and developed Quality & Compliance Services Library in service of worldwide quality and regulatory affairs staff. Managed cataloging, acquisition/collection development and budget.

2/98–11/99 X Device Services Company I, London, England
 General Manager and Manager, Technical Support
 Managed 8. Introduced and enforced protocols for technical support, human resources, finance, and advertising. Selected and adapted new accounting application (Sage) to facilitate coherent reporting on all aspects of transactions. Installed software (Office Talk) to more efficiently manage e-mails and client service schedules. Designed and maintained website. Designed ads and vigorously promoted firm's services. Trained staff and clients in use of X brand devices.

12/96–4/99 Title Company J, Metropolis, NY
 Project Manager
 Managed 400+ UCC filings/week. Prepared files to meet complex jurisdictional requirements. Coordinated searches. Met time-sensitive requirements of attorneys and paralegals. Trained 8.

8/99–present	Computer Service Company K, Metropolis, NY Owner and Computer Technician
	Install, configure, upgrade, diagnose, troubleshoot, repair, and perform preventive maintenance on PCs and associated operating systems, applications software, printers, peripherals, and networks. Serve as local subcontractor for manufacturer warranty work. Meet and exceed numerous service standards. Maintain financial records. Create ads and earn referrals to obtain direct clients.
9/92–present	Self-employed, Metropolis, NY Guest Lecturer, Subject X (part-time)
	Teach at New York University (NYU), Mercy College, Dominican College, Long Island University (LIU), and State University of New York (SUNY) Health Science Center at Brooklyn (aka Downstate Medical Center).
9/81–6/85	Metropolis University, Metropolis, NY Teaching Assistant, Biophysics (part-time)
	Conducted advanced biophysics seminars for physicians/full professors/doctoral candidates.
1/96–5/98	Metropolis Cable Network, Metropolis, NY Account Executive
	Generated \$3M in new business. Tripled revenues from \$500K to \$1.5M. Clients included BMW, UPS, Benetton, Kodak, and Sprint.
2/94–12/95	<i>Metropolis Magazine</i> , Metropolis, NY Sales Representative
	Developed and built up Home Furnishings, Entertainment, and Atlantic City categories. Sold over 100 pages of advertising/year.

[In the next example, notice the choice to emphasize customer service instead of merchandising.]

8/93–9/94 Retail Chain L, Metropolis, NY
10/93–9/94 Assistant Merchandise Manager
8/93–10/93 Customer Service Supervisor
Supervised schedules, front-end, store safe, petty cash, deposits, and seasonal department. Managed up to 50 staff. Shared Operations Manager duties, including recruiting, training, supplies, and maintenance.

[Notice in this next example that not every position requires a blurb.]

1/95–10/99 United States Army, Hospital M, Fort ABC, NY
3/98–10/99 Head Nurse, Family Practice Clinic
Managed high-volume operation with 400+ clients/week. Served as liaison among patients, families, providers, and vendors.
2/96–2/98 Labor and Delivery Staff Nurse
Supervised 4. Conducted childbirth education classes. Participated in new product studies.
1/95–1/96 Staff Nurse, Male Surgical Ward

[Several positions can be summarized, as shown here, in one slightly longer-than-usual blurb.]

4/85–11/98	Company N, Metropolis, NY
After providing engineering support, sales support, and direct client care, managed 42 sales staff and established relationships with 75 external distribution firms. Routinely exceeded sales quotas. Promoted synergies among sales and operations. Established protocols to dramatically cut travel expenses. Developed and conducted sales and technical training. Selected sites and managed complex logistics for trade shows worldwide. Collaborated to create marketing literature and programs. Initiated and executed strategic plans in concert with subsidiaries.	
4/93–11/98	Director of Sales, Technical Sales, and Sales Training Programs
3/91–4/93	Manager, International Sales
7/89–3/91	Sales Specialist, International
10/86–7/89	OEM Product Sales Support Specialist
4/85–10/86	Engineering Technician

[Here is another example describing multiple positions with one blurb. The blurb also effectively positions the candidate's exit.]

4/97–present	Company O, Metropolis, NY
4/08–present	Lead Advisor, W, X, Y, and Z
Initiate and develop applications to accelerate communication among human resources, payroll, and sales. Co-develop system to streamline sales territory assignments and changes. Develop applications for system security, contact management, account management, and direct marketing data. Evaluate and select software tools. Provide technical support to user support staff. Train users, programmers, and analysts of various skill levels. Thrive amid 4 mergers/acquisitions. Decline recent offer to join company's relocation to Iowa. Provide seamless transition to successor (TBD, estimated 1/15).	
4/01–4/08	Senior Advisor, X, Y, and Z
4/99–4/01	Systems Analyst, X and Y
4/97–4/99	Senior Programmer, X

[Here is another example using one blurb to describe multiple positions.]

2/90–present	Company P, Tokyo, Japan
Establish Singapore presence. Recruit 600+ engineers and supervisors from 25+ countries for worldwide assignments. Manage evaluations, re-assignments, in-house sales incentives, and payroll. Negotiate leases. Meet local tax and regulatory requirements. Implement software and protocols to operate on time and under budget, earning Corporate Presidential Award for achievements. Re-deployed to evaluate, correct, and prevent critical materials delays; launch Slovakia operations; and run procurement for Iran facility. Promoted to run entire division.	
9/98–present	Manager, Construction Division, Tokyo, Japan
10/97–9/98	Iran Refinery Procurement Coordinator, Tokyo, Japan
6/97–9/97	Administration Manager, Bratislava, Slovakia
4/96–6/97	Buyer, Tokyo, Japan
11/95–4/96	Special Expeditor, Tokyo, Japan
4/95–11/95	Singapore Administration Manager, Tokyo, Japan
2/90–4/95	General Manager, Singapore

[Here is a final example using one blurb to describe multiple positions.]

7/77–8/89	Company Q, Tokyo, Japan
Wrote and edited engineering standards for company-wide use. Applied standards knowledge to increasing role in materials management, including inventory, document control, logistics, and procurement for 4 locations. Directed US\$70M budget. Sourced and negotiated complex multinational subcontracts. Collaborated on elaborate presentations to update clients and facilitate new projects. Implemented new software to streamline operations, earning Award for Excellence in Technology Application.	
4/88–8/89	Manager, Marketing Materials, Tokyo, Japan
4/87–4/88	Controls Manager, Safwa, Saudi Arabia
5/85–4/87	Assistant Controls Manager, Tokyo, Japan and Safwa, Saudi Arabia
5/83–5/85	Administration Supervisor, Tokyo, Japan
1/83–5/83	Project Control Staff, Tokyo, Japan
11/79–1/83	Assistant Controls Manager, Tokyo, Japan and Safwa, Saudi Arabia
7/77–11/79	Writer and Editor, Standards and Manuals, Tokyo, Japan

[Notice how lateral and downward position changes (in lieu of layoff) are handled in this next example.]

1/79–3/89	Company R, Metropolis, NY
Co-developed and implemented contracts administration staff training adopted for nationwide use. Conveyed training in print, by phone, and in person. Cut service response times by evaluating problems and swiftly deploying suitably skilled technicians to clients. Thrived amid complex organizational changes. Served in 7 positions, ranging from Receptionist to Regional Contracts Administrator.	

[Notice how an “additive promotion” with dual responsibilities is explained here.]

12/79–3/93 Company S, Metropolis, NY

1/88–3/93 Director of Operations

While continuing to serve as Traffic Manager, also managed complex trades, hedging physical position against futures position to profitably negotiate coffee imports and sales to domestic manufacturers. Initiated creation of relational database to track transactions, including inventory, delivery, and invoicing.

12/79–1/88 Traffic Manager

Directed coffee imports and national distribution network. Negotiated freight contracts with more than 30 trucking, rail, and ocean carriers. Managed relationships with 13 external warehouses across the country. Obtained approvals from U.S. Customs, U.S. FDA, and clientele with rigorous product standards.

[Notice, next, how the “additive promotion” from supervisor to assistant director is handled.]

8/94–10/00	Hospital T, Metropolis, NY
10/98–10/00	Clinical Director, Occupational/Recreational/Arts Therapies
	Planned and directed clinical services and managed budgets for 15 psychiatric and substance abuse programs. Initiated agreements with 25 schools to engage 100+ graduate/undergraduate occupational therapy students. Managed Continuous Quality Improvement for Psychiatry Department. Managed 23.
10/96–10/98	Assistant Director, Occupational/Recreational/Arts Therapies
	Supervisor role extended to second facility (Hospital X).
8/94–9/96	Supervisor, Occupational/Recreational/Arts Therapies
	Reorganized for more cost-effective and integrated services in drug/ alcohol/women’s detoxification inpatient and dual diagnosis outpatient programs. Initiated quality assurance measures. Supervised 8 therapists. Trained staff on managed care protocols. Managed caseload. Conducted in-service training. Authored—and trained staff to use— <i>ABCDE Workbook</i> for persons with mental illness and chemical addiction. Designed, conducted, presented, and published research. Served as Acting Director in absence of program director.