The Job Seeker’s Tool Kit

Ford R. Myers, M.Ed.
President, Career Potential, LLC
www.careerpotential.com
About the Author

Ford R. Myers, M.Ed. is President of Career Potential, LLC. Since 1992, he has been providing professional services in career consulting, executive coaching, assessment and training. After helping thousands of individuals take charge of their careers, create the work they love and earn what they deserve, Mr. Myers drew from his diverse experience to create Career Potential – a powerful new approach to career consulting.

Mr. Myers has served on the staffs of three prominent career management firms – Right Management Consultants, Manchester, and Lee Hecht Harrison, where he was Vice President, Director of Professional Services. In recognition of outstanding business contributions, both Right Management Consultants and Lee Hecht Harrison honored Mr. Myers with professional service awards – including the prestigious President’s Award.


Mr. Myers has conducted presentations at many organizations, including American Society for Training and Development, Society for Human Resource Management, Career Management Alliance, International Society for Performance Improvement, Philadelphia Workforce Development Corporation, Princeton University, Harvard University (Alumni Chapter). He has appeared as an industry expert on many television and radio programs across the country.

Mr. Myers’ education includes: a Bachelor's Degree in Communications, and a Master's Degree in Human Resource Development. He has studied extensively with The Coaches' Training Institute and National Training Laboratories. Mr. Myers is a qualified career consultant for Myers-Briggs Type Indicator, Strong Interest Inventory, Leadership Effectiveness Analysis, Personal Directions and other assessment tools.
The Job Seeker’s Tool Kit

If you're in the market for a new job, you've probably been thinking a lot about your resume. You've looked at sample resumes, talked with friends who have been through job searches, and struggled with wording. But your anxiety may be based on incorrect assumptions.

Most job seekers use their resume as the cornerstone of their entire search. However, the resume should actually be one of your least used job-seeking tools. Resumes should spend most of their time in briefcases or desk drawers – not spread around like confetti. So, why write a resume in the first place? The main reason is to improve your thinking, so you’ll be better prepared to market yourself effectively!

Writing a resume mentally prepares you for career success. It forces you to take stock of where you’ve been, where you are, where you want to go and how to reach your goals. Once you've gone through this thinking process, the resume itself almost becomes an afterthought.

In fact, only four circumstances call for the use of a resume: (1) answering a "want ad" or Internet job listing, (2) supplying a copy upon request to a prospective employer or recruiter who has an appropriate opening, (3) posting it on career opportunity web sites; and (4) giving it to selected recruiters at job fairs.

If you’re distributing copies of your resume at other times, stop. In most cases, you’ll discover that you’re over-emphasizing the resume because your other job-seeking tools – the ones that put real momentum into your search – are weak or nonexistent.

The following 10 items should be in your job-seeker’s tool kit:

1. Written accomplishments. Write five or six stories about work-related tasks that made you proud. Describe the challenge or problem, your specific actions and the positive results you produced. These stories can be from any time in your career and any job you’ve had. These are usually examples of times when you “went above and beyond” the scope of your job’s responsibilities.

2. Verbal presentations. Prepare and practice a “15 second commercial” about who you are professionally, the industries you’ve served and the particular strengths you can contribute to a new employer. When you write it out, keep it brief and then memorize it so it will always be “on the tip of your tongue.” You will also need a prepared statement explaining why you are no longer with your previous employer, or why you are seeking a new position.

3. Professional biography. Write a one-page narrative of your career in the “third person” – as though someone else wrote it about you. This is no time to be “shy,” so make it sound impressive! Somewhere in the middle of the document, create a “bullet list” of the tangible results you have achieved (which are drawn directly from your “accomplishment stories.”)
4. **Target company list.** Make a “wish list” of adjectives that would describe your ideal employer, such as size, location, industry, culture, environment, etc. Then research specific organizations that meet those criteria. Create separate folders for each of these companies and gather as much information as you can. Prepare a list of these organizations, categorized by industry. Finally, network your way in to meet with the hiring managers (not Human Resources).

5. **Contact list.** Compile a list of all the people you know personally and professionally. Yes, all of them. Include their names, phone numbers and e-mail addresses. Don’t edit the list or make any assumptions about who can or can’t help you. You might be surprised! Remember that approximately 80% of new opportunities are secured through networking – and a very high percentage of those positions were discovered through people who were least expected to be of help!

6. **Professional references.** List colleagues who would “sing your praises” if asked about you. Contact each of them, and get approval to use their names on your list of references. Be sure to provide these individuals with guidance about what to say when prospective employers call. Also, ask these references to contact you immediately if any prospective employers call them.

7. **Letters of recommendation.** Request letters from four or five respected business associates, printed on their company letterhead. These individuals could be superiors, subordinates, peers, suppliers, clients, etc. Try to “mix it up” with individuals from various companies and in several different roles. Provide them with the necessary information, so they’ll know what to write.

8. **Networking agenda and script.** People often find it difficult to get started with their networking; usually because they feel nervous or afraid of making a mistake. The best way to avoid this problem is to learn the specific steps (the “agenda”) of a networking discussion – how it flows, what to expect, how to react to the other person’s comments, etc. In addition, it is smart to write-out a full script so you will know exactly what to say and how to say it. By preparing this networking script in advance, you will feel much more confident and productive in networking. And, by practicing the script, you will become comfortable to the point that your presentation will not sound “robotic” or “canned.”

9. **Tracking system.** Keep a detailed record in hard copy of your job-search activities, including phone calls, meeting notes and correspondence. This is vital for planning follow-up steps and assessing your performance week-to-week. Use pre-printed forms, folders and other means of staying organized. Remember, “if you can’t measure it, you can’t manage it!”

10. **Resume.** It’s the last on the list, but still indispensable. And, it has to be great. Enlist the assistance of a professional Career Consultant or review resume examples in career-related books. Include not only your job responsibilities for each position, but also your accomplishment statements. Be sure the final resume is carefully edited and succinct (no more than two pages), with a layout that is easy for the eye to follow.
By integrating these elements into your job search – and not relying solely on your resume – you’ll add power, professionalism and flexibility to your efforts. It may take some time to produce these documents and to learn how to use them effectively – but it will be worth it. Building a satisfying career is much easier when you have the right tools!

Tools Needed For Your “Tool Kit”

- Accomplishments Stories
- Verbal Presentations (Positioning and Exit Statements)
- Professional Biography
- Target Company List
- Contact List
- Professional References
- Letters of Recommendation
- Networking Agenda and Script
- Tracking/Organizing System
- Resume
- Other documents and tools ...
Accomplishment Stories

Accomplishment Definitions:

Each accomplishment you use should satisfy at least 2-3 of the following criteria:
• A work-related task or event about which you feel proud
• A situation where you went “above and beyond” the job’s responsibilities
• An example of taking personal initiative
• A time when you may have received special recognition or praise

Select 5 or 6 work-related examples from any time in your career, and answer the following questions to complete the “stories.” Each of your answers should constitute it’s own paragraph on the page (so each full story will be written in 5 separate paragraphs). The stories should be written on separate pages (one story per sheet), following the 5-step structure shown below. Give a short title to each story, and type it at the top of each respective page.

1. What was the problem, need or challenge?
2. What did you do about it? (Not the team or department – YOU).
3. How did you do it, specifically?
4. What positive, tangible results did you produce? (Quantify if possible)
5. What skills did you demonstrate?*  (List 3-4 skill words for each story).

* Skill words include the following. Use only the words below; selecting 3 to 4 maximum per story, to answer question #5.

Management, Observation, Communication, Leadership, Presentation, Persuasion, Analysis, Innovation, Team-Building, Problem-Solving, Follow-Through, Organization.
Accomplishment Story 1

Rebuilding a Construction Firm

**Problem:** I was hired by AVX Development Company in 2002 to establish a construction department capable of successfully managing a large portfolio of projects. At the time of hire, projects totaled about $400M, with about seven (7) active in the construction phase. The company did not have computers for the field personnel and did not have any idea of the magnitude of issues/problems facing them.

**What I did:** I first had to become familiar with the existing projects, learn of their status, and how they were being managed and by whom. I also reviewed existing procedures and policies, and found there was none set before my arrival. I identified the gray area between contracts for the Architect and General Contractor and began to establish a standard product design spec.

**How did I do it specifically:** I conducted interviews with senior management to gather their opinions of the staff and current project conditions. I then organized meetings with my staff, visited their projects, and spoke with the clients at each project site. I set new standards for my staff, hired personnel that were more capable and, after a three-month trial period, fired those who could not meet the standards. After 10 weeks, presented a detailed report of my findings, identifying what I considered the specific problems, prioritized the issues, and proposed solutions both short and long term. I also provided computers and software to create and monitor schedules. We conducted weekly meetings for all projects and monthly staff project reviews.

**Tangible results:** What we accomplished in one year was a remarkable feat considering that our project portfolio grew to $1.5B, with 17 active construction projects, and 19 projects in preconstruction. This is a 150% increase, with one additional staff. As a result, our overhead impact on development fees was reduced from 1.5% to .7%. We were able to perform additional preconstruction services, essential in minimizing the mistakes once construction began, our reporting was more concise; our management of issues was noticeably more professional, and we were beginning to effectively negotiate better contracts.

**What skills did I demonstrate?** Observation, communication, leadership, problem solving.
Accomplishment Story 2

Managing Marketing Communications and PR, and Saving $250K

**Problem:** In the mid-1990s, Praxis America needed a strong, updated marketing communications and public relations program. Many collateral pieces were terribly out of date, and there was no real organized PR effort. The quarterly customer newsletter was consistently late and had no consistent editorial slant or storyboard. The division truly needed an agency that would be attentive to its needs and would partner with it, at a reasonable cost.

**What I did:** I was asked to manage the marketing communications/PR function, in addition to my other responsibilities (forecasting, strategic planning, market research). I agreed to do this with the understanding that I would have the authority to make decisions and recommendations.

**How I did it:** I contacted several local agencies, especially looking at those who had experience with industrial companies such as ours. I also contacted the company's in-house "Creative Services" department and asked them to put together a proposal. I canvassed our regional sales managers and marketing managers to understand what their marketing communications needs and priorities were. I found that in several instances, frustration with the poor service from the NY agency had led some regional offices and managers to use regional agencies or local artists and freelancers — another example of how the division as a whole was not spending its PR money efficiently. Finally, following my interviews with the agencies, I presented to the VP of Sales & Marketing my recommendation: go with the in-house company agency.

**Results:** The quality of the newsletter improved tremendously, and we also began to get regular press coverage, due to the communications plan Creative Services put together for us. However, the most spectacular "outcome" of moving these communications activities "in-house" was the saving of a quarter of a million dollars ($250K) in the first year alone.

**Skills demonstrated:** Leadership, innovation, persuasion, follow-through.
Verbal Presentations

Positioning Statement

I am accomplished Sales and Marketing Professional with more than 20 years of increasing responsibility in the document and information-handling marketplace. My strengths include leadership, problem-solving, analysis, and persuasion. In my sales career, I have exceeded goal fifteen out of twenty eligible years. I have worked effectively with third party partners and brokers, and have conducted direct sales to many Fortune 500 companies.

Exit Statement

Due to declining market conditions, Konix has undergone a major reorganization. This has resulted in the elimination of over 100 positions from the national sales force, including mine. I am now exploring leadership opportunities that will take full advantage of my twenty years of outstanding technology sales experience.

Positioning Statement

I am a Senior Consulting Management Executive with more than 20 years of increasing responsibility working with some of the largest management consulting firms and software companies. I have a consistent track-record of developing professional relationships with key executives that lead to sustained, profitable partnerships. My proven strengths include problem-solving, analysis and communication. I am seeking a leadership opportunity with a larger company, where I can join a group of talented professionals and make a significant contribution to corporate revenue and service delivery.

Exit Statement

I have been working recently as an independent consultant and sole proprietor. While this work has been gratifying in many ways, an important value I hold is that the best performance and business results are achieved in teams. Therefore, I am seeking a leadership opportunity with a larger company, where I can join a group of talented professionals and make a significant contribution to corporate revenue and service delivery.
Positioning Statement

I am a senior Financial and Operations professional and graduate of General Electric’s Financial Management Program. I have more than 15 years of experience in Manufacturing and Services industries, including Financial Services. I am seeking a leadership position with a focus on Finance and/or Information Technology where my skills could be fully utilized. My strengths include organization, problem-solving, analysis and communication. I have specific expertise in Financial Analysis and Reporting, Cash and Risk Management, Productivity Analysis, and Quality Measurement.

Exit Statement

As a result of a merger between two GE business units, over 1,500 positions have been affected, including mine. I now have the opportunity to explore other career options and am eager to discuss this with you.

Positioning Statement

I am an accomplished Project Management Professional, with 10 years experience in the executive search, human resources and social service fields. My strengths include organization, problem solving, management and communication. I am known for my ability to improve efficiency, enhance productivity and develop profitable business processes. I am exploring new opportunities where I can make a positive impact on the bottom line and empower people to achieve operational excellence.

Exit Statement

Digital Solutions has been a wonderful place to work and build my skills, and I have made a positive impact on the company. However, at this point, I believe that the time is right to explore new opportunities. I am looking forward to using my proven organization, problem-solving and management skills to make a significant contribution to another organization.
Guidelines For Your Positioning Statement

Your positioning statement must:

- State succinctly what your professional identity is (i.e. “Senior Quality Assurance Manager”)
- Convey approximately how many years of experience you have
- State industries or functions in which you have expertise
- List specific strengths (i.e. “problem-solving, teambuilding, leadership, etc.”)
- State what you’re looking for in a new position

Crafting Your Positioning Statement

Use the template below to jump-start your writing, and then feel free to rewrite and fine tune until you have something that works well.

I am a (provide professional “tag” or identifier, and also indicate your level)

with _________ years experience in (indicate industries and/or functions)

I have specific expertise in (indicate roles or functions, detailed skills, etc. if applicable)

My strengths include (see list of strengths in the “Accomplishments Stories” exercise)

I am seeking an opportunity (describe the type of position you are seeking – not the title – as precisely as you can; along with what/how you can contribute)
Guidelines For Your Exit Statement

Your exit statement must:

- Be positive in tone
- Take the focus off you, and put your departure into a larger context (i.e., “they had a layoff of 500 people,” “company was acquired,” etc.)
- Demonstrate that you are “over it” emotionally and carry no emotional baggage about what happened
- Show that you have a clear idea of where you’re headed professionally

Crafting Your Exit Statement

Use the template below to jump-start your writing, and then feel free to rewrite and fine tune until you have something that works well.

Provide a time-frame (in 2004; for the past 5 years; 2 months ago …)

(Company Name) experienced (layoff, consolidation, change of management, new strategy, different priorities)

As a result, ______ positions were affected, including mine

I’m now exploring opportunities (that will take advantage of my / that will leverage my / where I will be able to contribute … )
Professional Biography 1

John Manuto

555 St. David’s Drive  Cell phone: 610-655-5555
Moylan, PA  19322  jmanuto@cp.com

PROFESSIONAL BIOGRAPHY

John Manuto is a Senior Operating Executive with over twenty years of experience in improving corporate performance and value. His positions have been with Fortune 100 companies in the financial services and telecommunications fields. Mr. Manuto has a successful track record of improving profits by increasing sales, developing products and markets, and managing significant cost containment over the last five years at GBR Capital Corp. He has had both P&L accountability and operating accountability in the insurance industry and the consulting field. Mr. Manuto is accomplished in quality tools and methodology, having used business process redesign and process management successfully at both Krascorp and GBR to drive significant top-line and bottom-line improvements.

Mr. Manuto has had a varied career that includes sales, operations, investor relations and consulting. He has built operations and organizations in remittance processing, quality consulting and insurance. Mr. Manuto is a results-oriented professional who has consistently demonstrated expertise in visualizing strategic direction and moving organizations through the change management necessary to achieve desired objectives. He has successfully created two quality operations, and managed several acquisition integrations.

Representative accomplishments include:

- Increased sales and aggressively managed costs in multiple businesses through use of quality methodology. At GBR, outsourced administrative function resulting in $3 million annual savings. At GBR Americas, identified and executed sales projects, resulting in $2.5 million in net income, and reengineered the sourcing and billing processes for an additional $1 million.
- Served as integration leader at GBR for two acquisitions, resulting in reduced staff and associated expenses by 50% while growing sales 10%.
- Developed and executed GBR Six Sigma Quality programs and initiatives, credited with contributing $5+ million in net income, while controlling budgets to 20% below target.
- Improved customer satisfaction rating by 8% and reduced employee turnover by 12% through restructuring, and reengineered business processes for five Krascorp Call Centers with 5,000+ employees.

Mr. Manuto holds an International Executive MBA from Purdue University and Budapest University, and an undergraduate degree from University of Florida with a concentration in Finance. He has participated in significant quality training from both Krascorp and GBR, and is a test certified Six Sigma Master Black Belt.

Mr. Manuto is actively involved in his church’s youth groups and parents’ associations at his children’s middle and elementary schools. He has traveled extensively for both business and pleasure.
Karen Akers

Professional Biography 2

Karen Akers is a versatile Operations Management Professional with 10 years of increasing responsibility in executive search, human resources and project management. A results-oriented, strategic thinker, Karen is known for the ability to improve efficiency, enhance productivity and develop profitable business processes. She is a proven leader, with a demonstrated ability to manage people as well as processes. Karen’s intuitive ability to analyze and assess challenges, research solutions and implement new systems has helped her achieve optimal results. Her specific areas of expertise include organization, problem solving, management and communication. Most recently, Karen has been lending project management expertise to Virtual Farm, a boutique executive search and consulting firm specializing in the Biotechnology and Pharmaceutical fields.

Karen was recruited to build the infrastructure for Virtual Farm’s expansion into the Life Sciences markets. In this role, she has designed time-efficient workflows and compelling marketing strategies. Karen has been instrumental in building client relationships, resulting in a profitable stream of revenue. Prior to Virtual Farm, she brought new levels of operational excellence to Solmnssen Outreach Services, both as a Human Resources Manager and a Program Supervisor.

Karen began her career in Social Services, where she established a track record for providing exemplary services while improving operational efficiency. She has often been selected by management for leadership assignments requiring skills in organization, problem solving and innovation. Some areas of significant accomplishment include:

- Generated a 100% increase in revenue from a Fortune 500 pharmaceutical company
- Improved productivity at least 33% by implementing more efficient workflow processes
- Produced $50,000 additional revenue through web-based marketing initiatives
- Improved efficiency more than 25% by overhauling a database and tracking system
- Cut IT support services costs at least 90% by bringing the function in-house
- Achieved lowest staff turnover in history of program
- Delivered $50,000 in new revenue by creating a new billable service for a social services agency

Throughout her career, Karen has always been known for getting the job done and making things happen to the betterment of the companies she has served. As a strong team player and contributor, she has gained a reputation for dependability and technical savvy, and for bringing extraordinary value to her positions.

Karen earned a B.S. degree in Psychology and Philosophy of Science from the University of Iowa. She also holds an M.S. degree in Counseling and Human Relations from Carnegie Mellon University. Karen is a member of the National Association of Executive Recruiters, Recruiters’ Network, HR Net, Electronic Recruiting Exchange, and Fast Company Company of Friends. An avid fitness enthusiast, Karen has competed in numerous road races, benefiting various charities. She is a Certified Aerobics Instructor, and enjoys a healthy lifestyle. Karen lives with her husband in Los Angeles.
Target List 1

James E. Bresser

700 Bloomfield Avenue
Montclair, NJ 07042
201-744-7777 (W)
201-746-5555 (H)
bresserje@aol.com

TARGET COMPANY LIST

<table>
<thead>
<tr>
<th>Insurance</th>
<th>Pharmaceuticals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independence Blue Cross</td>
<td>Astra-Zeneca Pharmaceuticals</td>
</tr>
<tr>
<td>Aegon</td>
<td>AmeriSource Bergen Corp.</td>
</tr>
<tr>
<td>Marsh &amp; McLennan</td>
<td>Cephalon, Inc.</td>
</tr>
<tr>
<td>AIG</td>
<td>Glaxo Smithkline</td>
</tr>
<tr>
<td>The Hartford</td>
<td>Merck</td>
</tr>
<tr>
<td></td>
<td>Wyeth Ayerst</td>
</tr>
<tr>
<td></td>
<td>West Pharmaceuticals Services</td>
</tr>
<tr>
<td></td>
<td>Cephalon, Inc.</td>
</tr>
<tr>
<td></td>
<td>Endo Pharmaceuticals</td>
</tr>
<tr>
<td></td>
<td>3-Dimensional Pharmaceutical</td>
</tr>
</tbody>
</table>

Health Maintenance Organizations:

<table>
<thead>
<tr>
<th>Health Maintenance Organizations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AmeriHealth Administrators</td>
</tr>
<tr>
<td>Aetna US Healthcare</td>
</tr>
<tr>
<td>United HealthCare</td>
</tr>
<tr>
<td>Genesis Health Ventures, Inc.</td>
</tr>
</tbody>
</table>

Real Estate Investment Trusts (REITs):

<table>
<thead>
<tr>
<th>Real Estate Investment Trusts (REITs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandywine Realty Trust</td>
</tr>
<tr>
<td>Liberty Property Trust</td>
</tr>
<tr>
<td>Elder Trust</td>
</tr>
</tbody>
</table>

Financial Services:

<table>
<thead>
<tr>
<th>Financial Services:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanta Corp.</td>
</tr>
<tr>
<td>GMAC Mortgage</td>
</tr>
<tr>
<td>The Vanguard Group</td>
</tr>
<tr>
<td>Bank One</td>
</tr>
<tr>
<td>Fleet Credit Card Services</td>
</tr>
<tr>
<td>Wilmington Trust</td>
</tr>
<tr>
<td>SEI</td>
</tr>
<tr>
<td>MBNA</td>
</tr>
</tbody>
</table>

Other:

<table>
<thead>
<tr>
<th>Other:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SunGard Data Systems</td>
</tr>
<tr>
<td>NCO Group</td>
</tr>
<tr>
<td>Lockheed Martin Management and Data Systems</td>
</tr>
<tr>
<td>Computer Sciences Corp. (CSC)</td>
</tr>
<tr>
<td>SAP America, Inc.</td>
</tr>
<tr>
<td>Deloitte Consulting</td>
</tr>
<tr>
<td>KPMG Consulting</td>
</tr>
<tr>
<td>Universal Health Services, Inc.</td>
</tr>
<tr>
<td>Amerigas Partners</td>
</tr>
<tr>
<td>Siemens</td>
</tr>
<tr>
<td>Unisys Corp.</td>
</tr>
<tr>
<td>Boeing</td>
</tr>
</tbody>
</table>

Copyright © 2017, Ford R. Myers and Career Potential, LLC. All rights reserved.
Target List 2

DAVID E. NADIS

250 Jamesway Circle
Ardmore, PA 19050
davidnad@comcast.net

Home: 610.227.3333
Office: 610.555.8888
Mobile: 610.666.9999

TARGET COMPANIES

Finance/Insurance
SEI Investments
ACE/INA
Advanta
De Lage Landen
MBNA
Lincoln/Delaware Investments
ING Direct
CIGNA
Citizens Bank
Commerce Bank
Commonwealth Bank
PNC Bank
Vanguard Group
Penn Mutual Life Insurance
Mellon PSFS
Merrill Lynch
Morgan Stanley
Provident Mutual
Prudential Insurance
State Farm Insurance

Comm./Advertising
Comcast
Red Tettehmer
i-frontier
Netplus Marketing
Dorland Health Comm.
SFGT
Holton Teitelman and Gury
Pegasus Communications
TV Guide
WHYY

Higher Education
University of Pennsylvania
Wharton Executive Education
Drexel University
Villanova University
Haverford College
Bryn Mawr College

Technology
Primavera Systems
PeopleSoft
SAP
Refinery Inc.
AGI
SCT Corporation

Hospitality
Marriott
Four Seasons Hotels
ARAMARK

Consumer Products
Campbell Soup Company
EB Games
IKEA

Pharma/Healthcare
Merck
AstraZeneca
Johnson & Johnson
Aventis
Independence Blue Cross
Jefferson Health System
Glaxo SmithKline
ViroPharma, Inc
Centocor
Cephalon
Amerisource Bergen
Neose Technologies
Orthovita

Consulting/Professional Services
Ernst and Young
Accenture
Bright House
New and Improved
Deloitte
PwC Consulting
EDS
Towers Perrin
Hewitt
Mercer
Watson Wyatt
Great Place to Work Institute

Consulting/Professional
Sunoco
Ikon
Siemens
Verizon (+ Wireless)
Subaru
Rohm & Haas
WL Gore
Du Pont
Brandywine Realty Trust

Copyright © 2017, Ford R. Myers and Career Potential, LLC. All rights reserved.
Lee Hecht Harrison
Letters of Recommendation and Phone References

Structure and Protocol

1. Make a list of the people you want to ask.

2. Separate them into two categories – one to write letters; the other to serve as phone references.

3. Call them all and ask for their help, stating exactly what you want them to do.

4. Send them each a packet, including: cover letter, biography, resume and target company list (your cover letter includes a bullet list of the specific attributes or experiences you want them to focus on in their letter or phone call). NOTE: the cover letter for the “letter writers” will be different than the letter for the “phone reference people.”

5. Follow-up to be sure they received everything and that they fully understand it.

6. Tell the phone people to inform you immediately when they receive any calls from employers.

7. Tell the letter writers that you want to review their "rough drafts" and “check them for accuracy.” Later, instruct them to print out the final letters on company letterhead (after you have edited the text as needed).

8. Offer to help each of these participants in a similar capacity if they would ever like you to.
Letters of Recommendation – Guidelines for the Writer

Provide these general tips to your letter writers:

- Print the final letter on your company letterhead. If your employer does not permit you to write such letters on company letterhead, then please use your personal letterhead or create a letterhead (name, address, phone, e-mail at top of the sheet).

- Do not date the letter, and do not include any salutation (there should be no “Dear _____”). Do not write, “To Whom it May Concern,” nor “Dear Sir/Madam.”

- Keep the letter fairly brief, and never more than one page.

Letter Outline – Example

1. The first paragraph should say something like:
“I am writing to you on behalf of my former colleague, Sally M. Smith. I had the privilege of working with her from (use dates) when she was the (title) of (company XYZ)” Use your own words.

2. In the 2nd paragraph, mention some specifics that you recall about me:
“As the (title/company), Sally directed the strategic planning process for our division and led the economic and market forecasting. Her forecasts were instrumental in a number of projects, including a, b and c. She actively contributed to the composites industry by doing (D, E and F). Sally consistently demonstrated (words such as leadership, problem-solving, communication, and follow-through, analysis, organization are good to use). Throughout her tenure with company XYZ, she proved herself to be _______ and a _________ team player.” Or something along those lines. Focus your attention on my contributions to the company as much as possible. Again, use your own words.

3. For paragraph 3, you may wish to mention some personal traits/values of mine:
What was it like to work with me, how did I measure-up as a team member compared with others? What contributions was I known for? What was I particularly good at? What positive recollections of working with me do you have? Use whatever adjectives come to mind.

4. The last paragraph should reiterate how you feel about me as a professional:
“I feel strongly that Sally would bring ABC to any organization and prove to be a valuable, contributing member,” or something similar. End with a sentence that says something like, “I would be happy to talk with you if you have any questions about Sally,” or “Please feel free to contact me directly if you would like to know more about Sally’s work.” Use you own words.
Dear

Thank you for speaking with me yesterday regarding my career search and networking plans. I appreciate your willingness to assist.

In order to make the process as easy for you as possible, I have enclosed three documents to give you an overview of my professional background. These include: my Resume, Professional Biography, and Target Company List.

Please prepare a rough draft of your recommendation letter and send it to me by______. I will check the document for accuracy and return it promptly with any necessary changes. The final letter should be printed on your company letterhead.

Thank you again for your assistance. I would be happy to help you in a similar capacity should the need ever arise.

Cordially,

Your name here

Enclosures
Letter of Recommendation

John T. Gergen
120 Lapham Lane
Chester Springs, PA 19425
(612) 555-8888

I have had the pleasure of knowing and working with Albert Schweitzer for almost 13 years.

I first met Albert at Midland Mutual Life in 1989 when I was brought in to become head of marketing and operations. It was immediately apparent to me that Albert was a driving force within Midland, having been the impetus behind Midland’s best-selling term plans, and I made him a General Manager of one of the SBUs we set up. Albert excelled in that role, implementing product changes and turning around a losing operation.

I then promoted him into a new role as head of Product Research and Development. Again, Albert rose to the occasion, enhancing the term and UL lines and developing our BioEdge product, which was the first product in the industry to use multiple underwriting classes.

When I joined CNA as president of the life company, I recruited Albert to come with me. As Vice President of Special Operations, he directed mergers and acquisitions, variable products, and Canadian life operations, impressively building a major presence in the Canadian life market in a short time. Later, while consulting for Coventry, I had the opportunity to see Albert play a critical role in analyzing and negotiating structured finance arrangements for a new asset class for Coventry, eventually obtaining over $100 million of financing.

Albert is without question one of the brightest and most effective people I have met in my career. His creativity and leadership really helped me in my roles, and his analytic and problem-solving skills are particularly strong. He has excellent relationships with reinsurers and field personnel.

Albert has become a good and loyal friend and a talented executive, and I would highly recommend him to your firm.

Sincerely,

John T. Gergen
Professional References

James E. Bresser
700 Bloomfield Avenue
Montclair, NJ 07042
201-555-7777 (Work)
201-555-5555 (Home)
bresserjr@aol.com

PROFESSIONAL REFERENCES

Don Loy, Corporate Officer, Senior Vice President
Ibsen Office Solutions, Inc.
555 Windy Way
Marion, PA 19050
Telephone: 610-555-7109
E-mail: dloy@ibsen.com

Don Loy and I have been business associates for the last six years. I met Don while a member of the Aiken Healthcare senior management team.

Michael Kardonsky, Former President
Aiken Healthcare
777 Bloomfield Avenue, Suite 200
Bedford, PA 18905
Telephone: 672-555-3143
E-mail: mkardonsky@comcast.com

Mike gave me my first full time job as a Sales Trainee at Jedford Machines. He also hired me at Aiken Healthcare and I reported to him. I have known Mike for more than 20 years.

Thomas Dugans, Senior Vice President
Jedford Machines
222 Bowling Green Avenue
Rockland, NY 12501
Telephone: 616-555-2652
E-mail: thomas.j.dugans@jedfordmachines.com

Tom and I worked together as peers for many years, and he progressed through senior management positions prior to becoming President at Gardenia Group.

William Smith, Mid Atlantic District President
Ibsen Office Solutions, Inc.
555 Windy Way
Marion, PA 19050
Telephone: 610-555-3405
E-mail: wsmith@ibsen.com

I reported directly to William in my capacity as Regional Vice President.

Ken Millard, President
Imperon Associates
5067 Coast Highway
Albany, CA 90210
Telephone: 310-555-5570
E-mail: impactkenn@aol.com

I met Ken more than 20 years ago while at Jedford Machines, and have maintained a business and personal relationship since then.
Networking Agenda

*Begin by asking, “is this a good time?”* (If it isn’t, identify a time to call the person back.)

2. Where you have been. (use Positioning Statement)
3. What happened. (use Exit Statement)
4. Ask for help. (would you be willing to help me?)
5. “Decompress” – take the pressure off. (reassure them you are not asking for a job)
6. Ask again for help. (expanding contact network / guidance / advice / feedback)
7. Thank them – set a time to get back to them.

Networking Goals

- Schedule **face to face meetings** with “centers of influence” – and **phone calls** with all others
- Get at least three to five names from each person with whom you speak

Networking Tips

- Keep first conversation very brief
- Send target list and biography immediately after first conversation
- Follow-up shortly thereafter for feedback contact names, information and guidance
- Don’t use word “job” or “fired”
- No excuses or apologies
- Come from generosity (look for opportunities to offer something of value)
- Be confident and purposeful
Networking Script (Sample)

Networking Script – First Call

Contact Name: ___________________________  Title: ___________________________

Phone Number: ___________________________  Company: ___________________________

Introduction

Hello ________________, my name is/this is __________________. I am calling you at the suggestion of
__________________________, ___________________ thought that you would be an excellent person
for me to speak with. Is this a good time for us to talk? I only need 5-10 minutes of your time.
I’m calling you regarding a career matter, but let me assure you, that I am not calling to ask you
for a job. I would, however, greatly appreciate your professional input.

Build Rapport

Find a common area of interest to discuss, get the conversation “warmed-up,” and then segue
into:

Where I’ve Been

First, let me give you a snapshot of my background. (Put Positioning Statement here)

I’m a Senior Corporate Communications Executive with more than 20 years of experience in
healthcare, information technology and manufacturing. I develop, direct and implement a wide
range of strategic global programs. I’m known for the quality and the attention to detail I bring to
a project. My strengths include leadership, analysis, problem-solving, and team-building.

Does this give you a general idea now of who I am and where I’ve been? Is there anything that
you’d like me to expand upon?

What Happened

Great, and let me tell you my current situation. (Put Exit Statement here)

Teleflex has been a wonderful place to work and exercise my skills over the past three years, and
I’m proud of the positive impact I’ve had on the company. However, at this point, I believe the
time is right to explore new opportunities in a senior-level management position that will
leverage my experience in communications and marketing. I look forward to using my proven
leadership and problem-solving skills to make a significant contribution in another organization.
Does this give you a good idea of where I am now and where I want to go? Is there anything that you’d like me to expand upon?

Great.

**Ask for Help**

__________, would you be willing to help me? If you could give me just 15 or 20 minutes of your time of your time (phone or in-person) to provide feedback and guidance, I’d be most appreciative. It would also be great if you could help me expand my contact network.

**Decompress**

Please understand that I am NOT asking you for a job, nor do I expect you to know of any opportunities for me. What I AM interested in is any advice or guidance that you can offer. Would you be willing to review my credentials and give me your candid feedback?

**Wrap-Up**

There are two sheets I’d like to send you: a one-page overview of my professional background and another page that lists the companies I’m most interested in. May I e-mail these to you now?

Great, thank you. I’m sure you’re busy, so I don’t want to take up any more of your time now. When would you like me to follow-up to discuss the documents – right away, later today, tomorrow, or …? And what time would be best for us to meet/speak? I really appreciate your willingness to provide your feedback and assistance.

**Thank You**

__________, thank you very much for your time. It’s been great speaking with you. I know your input will be valuable, and I appreciate your willingness to help. Of course, I’d be very happy to help you in a similar capacity, should the need ever arise.
## Tracking/Organizing Sheet

### Network Calls/Meetings

<table>
<thead>
<tr>
<th>Contact name:</th>
<th>Company name, address and telephone:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Person contacted
- Response received
- Meeting date: __________
- Preliminary research done
- Meeting questions prepared
- Meeting completed
- Meeting notes completed
- Thank you note sent
- Follow-up actions (list with dates):

Notes:
Resume Example 1

FRANK J. LAMBRUSCO
818 Mooresville Road
Moorestown, NJ 08052
Cell: 222-555-8888
bestsalesguru@msn.com
Home: 555-789-1234

SUMMARY

Senior Sales and Marketing Executive, with more than 20 years of driving profitable revenue growth. Effective leader with demonstrated ability to manage organizational and cultural change to create productive teams. Revenue responsibility as high as $4 billion annually. Expertise includes:

- General Management
- Customer Relationship Management
- Strategic Alliances
- Indirect Channel Expansion
- Field Sales Leadership
- Total Quality Management

PROFESSIONAL EXPERIENCE

Kravitz Automation, Armonk, PA 2001-Present
A $5.3 billion company that is one of the world’s leading providers of document management products and services.

President – Philadelphia Marketplace
Directed profit and loss, strategic implementation, employee relations and customer relations for $105 million business in greater Philadelphia tri-state area. Developed an annual business plan that met strategic, financial, customer and employee objectives.

- Achieved 105% of Operating Income Plan with 12% year-over-year total revenue growth for 2001.
- Generated #1 performing Legal Document Services Marketplace at 130% of revenue plan and 43% year-over-year growth.
- Created #1 marketplace in the Mid-Atlantic District in customer satisfaction, employee retention, revenue per employee and high volume installations.
- Integrated management services, legal document services and business document services into the core of Kravitz business services.

Bittle Healthcare, Lancaster, PA 1997-2000
$21 billion company that provides a full spectrum of managed care, indemnity, and group life and disability insurance products to 21 million members nationally.

General Manager, Medicare Sales and Marketing
Developed and deployed sales and marketing strategies to attain common goals, including profitable revenue growth, net membership growth, customer and employee satisfaction. Built revenue to over $4.1 billion and memberships to 703,000.

- Achieved annual revenue growth of 35.8% or $1.093 billion in 1999, and 37.8% or $ .836 billion in 1998.
- Generated annual membership growth of 22.7% with 109,392 net add members in 1999, and 33.4% with 134,300 net add members in 1998.
- Increased market share position from #4 in 1997 at 370,196 total members to #2 in 1999 at 702,263 total members.
- Reduced Medical Loss Ratio three consecutive years from 93.4% in 1997, to 93.0% in 1998, to 92.3% in 1999.
- Played key role in Corporate Strategic Planning Initiative commissioned by the President of Bittle Healthcare to identify future strategic direction and vital priorities.
**Konix Corporation**, Palo Alto, CA 1974-1997
$18 billion global company specializing in document management solutions, including hardware, software, supplies and customer services.

**Sales Operations Manager, Supplies Business North America** 1995-1997
Planned and implemented all Documents Solutions Supplies Products for Konix Supplies Business in the U.S. Built revenue to $1.4 billion and operating profit to over $550 million.

- Generated annual revenue and profit growth of 6.5%.
- Established new benchmark for customer satisfaction results at 96.8%.
- Achieved benchmark employee motivation and satisfaction results at 91%.
- Redesigned sales coverage and product portfolio.
- Selected to participate on a senior-level task force reporting directly to the President of United States in Customer Operations. Restructured centralized and decentralized field support processes, and made improvements to customer satisfaction and field ownership of the total customer relationship.

**Manager, Supplies Channel Operations** 1993-1994
Developed and implemented strategic plan for indirect channels expansion, including Superstores, Metro and Rural Agents, Nopa and Nomda Dealers and the Konix Supplies Catalog.

- Grew business in four major channels: Superstores 22%, Dealers 20%, Metro Agents 36% and Rural Agents 9%.
- Reached benchmark customer satisfaction results at 97.2% and billing quality at 98.8%.
- Significantly reduced selling, administrative and general costs (SAG) by $1.5 million and achieved better-than-expense plan performance at 90%.

**Manager, Supplies Marketing Center Operations** 1991-1992
Managed all aspects of Supplies Marketing Center Operations. Generated revenue of $1.1 billion and operating profit of over $450 million. Supervised 377 employees and five Regional Manager direct reports.

- Achieved annual growth rate of 10% in revenue and 14% in profit year-over-year.
- Exceeded Direct Marketing Organization’s plan and grew revenue 18%.
- Reached benchmark levels in customer satisfaction at 97% satisfied and billing quality at 98.8%.
- Generated 21% improvement employee retention at 93.4% compared to 75% traditional run rate.
- Achieved better-than-plan performance in expense management with all organizations.

**District Sales Manager, U.S. Customer Operations** New Paltz, CT 1987-1991
**District Sales Manager** Gooberville, VT 1985-1986

**EDUCATION**

J.D. – Law, Stanford University, Palo Alto, CA 1985

**PROFESSIONAL DEVELOPMENT**

**Leadership Through Quality Training Continuum**, Konix Corporation: 1997
- Problem Solving Process, Quality Improvement Process, Measures of Quality, Inspecting
- For Quality, Manager as Facilitator, Empowerment

**Senior Management Training**, Konix Corporation: 1994
- District Manager Workshop, Integration and Systems School, Leadership
- Solutions Seminar, Advanced Management School, Middle Management School,
Management Studies

Copyright © 2017, Ford R. Myers and Career Potential, LLC. All rights reserved.
Resume Example 2

ALAN S. ROTTWEILER

710 Rodney Circle
Glen Mills, PA  19407

Telephone: (222) 888-4444
Email: arott@charter.net

SUMMARY

Senior Marketing Executive with extensive experience in Advertising and Marketing Communications, in both corporate and agency environments. Proven leader possessing outstanding management and conceptualization skills for creating the proper image to promote growth in sales and profit. Specific areas of expertise include strategic planning, creative development, public relations, media, promotion, and market research.

PROFESSIONAL EXPERIENCE

BIG BOB’S FAMILY MARKETS, Tulpehocken, VA  2001-2003

Vice President, Marketing
Directed all marketing aspects of 40-store supermarket chain. Supervised professional support staff of 12 people, including Manager of Customer Loyalty, Manager of Advertising Services, Coordinator of Public Relations, Coordinator of Consumer Affairs, and customer shopping and delivery representatives.

• Repositioned company identity, image, and advertising theme as largest family-owned and operated supermarket chain in the central VA area, resulting in increased share of market in 2002 supermarket report.
• Generated annual savings of more than $350,000 through contract negotiations during first year.
• Doubled in-home print advertising impressions through weekly circular activity during key promotional periods, creating a measurable increase in consumer top-of-mind awareness of Big Bob’s.
• Directed strategic action steps on customer loyalty card program, resulting in 10% increase in customer participation.
• Re-aligned customer shopping and delivery service program, to generate greater sales and profit.
• Restructured media program to create 40% greater reach and frequency of target customers.
• Enhanced the look, appeal, and impact of the advertising circular increasing sales per customer.
• Focused public relations activities that increased awareness of Big Bob’s community service and involvement, and acted as company spokesperson for all media and external communications.
• Instituted market research that identified opportunities and strategic program enhancements.
• Emphasized Big Bob’s “edge” as focal point of overall communications programs.

FUIMANO’S SUPERMARKETS, Watkins Glen, PA  1997-2001

Director of Marketing Services
Planned, developed and directed execution of all communications. Managed Director of Advertising Services in development of weekly circulars, newspaper and print advertising with staff of graphic designers. Supervised Director of Media and Promotional Services in planning and executing advertising budgets, broadcast and print media, and sponsorship promotions.

• Appointed “Keeper of the Fuimano’s Image” by the CEO, setting the stage for continued growth in sales and profit and eventual sale of the company to Unilever in 4th quarter 2000.
• Directed IT in revamping all reporting and request procedures of Fuimano’s Community Cash Back and Corporate Giving Programs, saving company $500,000 annually.
• Served as spokesperson for all media, community relations, and public affairs activities creating an image as the #1 supermarket in the region.
• Led development of most comprehensive advertising campaign in company’s history, resulting in record sales growth.
• Created Fuimano’s Children’s Charities and Sponsorship Tie-In Programs with Rockies and Cowboys as major community service and public relations opportunities, reinforcing Fuimano’s superior service image.

ROTTWEILER ADVERTISING AND MARKETING, Ardmore, PA  1985-1997
Owner and Creative Director
Founded and managed full-service advertising and marketing agency, serving such clients as Fuimano’s Supermarkets, Cardinal Soup Company, Mrs. Beck’s Foods, Richard Brands, Wally’s Chocolates, and other consumer goods manufacturers and retailers.
• Formulated “Fuimano Pride” theme with subsequent 15 years of campaigns, as well as a host of consumer and employee programs for Fuimano’s.
• Created award-winning package design for Richard Brands’ Kid’s novelty product line, as recognized by Candy Wholesaler and Confectionery magazines.
• Designed award-winning and innovative foodservice sales presentation materials for Mrs. Beck’s Foods, as recognized by Philadelphia Advertising Club Addy Awards.

MANLY MAN STORES, Summit, NJ  1983-1985
Vice President of Marketing
Directed advertising agency and separate public relations firm in development and creative execution of all advertising and public relations activities for this men’s clothing retail chain, including both consumer and corporate marketing campaigns.
• Created major image turnaround, from local neighborhood retailer to recognized brand of business apparel.
• Developed marketing strategy for regional growth and multi-market expansion.

MOSTELLER ADVERTISING, Pittsburgh, PA  1978-1983
Vice President, Account Supervisor
Handled major account responsibility through regional office of international full-service agency, and managed staff of five.
• Supervised program development for Bingo Foods, Harry Pie Companies, Mitters International Corp., Prepster Beverage, and other regional/national accounts.
• Organized 32 independent Prepster Beverage bottlers throughout North and South Dakota into cooperative marketing group to maintain number one share position against Cappy’s Cola.

PIPPIN AND WEISS ADVERTISING, Philadelphia, PA  1968-1978
Account Executive
Handled major account responsibility for Dugan Sugar, Yummy Meats, Pop’s Pencils, and Amity Chemical Products. Served as Market Research Director for first two years.
• Developed five-year sales projection study for Amity’s revolutionary new agricultural product “Arthrel,” a growth regulant used on fruits and vegetables.
• Executed market research study, leading to creation of animated character, “Mister Yummy.” Used this character in launch of new smoked meat product line, making Yummy Meats category the leader in the Baltimore/Washington region.

EDUCATION
GOOBER UNIVERSITY, Allentown, PA
Bachelor of Business Administration

AFFILIATION
• Member, Philadelphia Advertising Club, Board of Governors
• Member, American Marketing Association
• Member, Food Marketing Institute, Communications Committee