

The Five O'Clock Club[®] Way

"One organization with a long record of success in helping people find jobs is The Five O'Clock Club."
FORTUNE

\$6.95

Do not skip Assessment. Even if you are rushed or know what you want to do with your life, the Seven Stories Exercise will help you develop a great résumé and cover letter, ace your interviews and feel more confident. After you've done **the Seven Stories Exercise** and tried **The Forty-Year Vision**, your private coach can help you!!! These are a must!

ASSESSMENT: TARGET AND RÉSUMÉ DEVELOPMENT



CDs for Assessment:

- How The Five O'Clock Club Works
- The Five O'Clock Club Approach to Job Search
- How to Develop New Targets for Your Search
- Successful Job Hunters Report

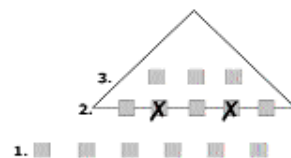
Assessment helps you develop a career direction— and a good résumé. Go through *all* of the exercises in our *Targeting* book—especially the **Seven Stories Exercise** and the **Forty-Year Vision**. You will come up with job targets—and be better

able to focus on what you want to do next.

Assessment results in Job Targets, and a résumé that makes you look appropriate to those targets

A job target is

- an industry or organization size (e.g., banking)
- a specific position in those industries (e.g., marketing),
- a certain geographic area (e.g., St. Louis).



Do preliminary target research (Internet, networking) on your first list of targets. Refine your list. Use the bibliography our book, *Shortcut Your Job Search*. Brainstorm as many alternative targets as possible in case you need more targets later on in your search.

Target Development

- Segment your targets.
- Rank your targets.
- Measure your targets (average number of positions per organization).
- Target 200 positions.

"For profit" is not a target. "Not-for-profit" is not a target. They are too broad. For example, "not-for-profit" could include: associations, hospitals, universities, the government – and all of those sub-targets are huge!

Break down your targets

Target 200 positions — not job openings, but positions. It's okay if the positions are filled right now.

into sub-targets.

Healthcare, for example, could include: hospitals, home healthcare, HMOs, pharmaceutical companies, nursing homes, hospice care, health insurance companies, crisis intervention programs, congregate care facilities, medical billing, healthcare consulting firms,

medical device manufacturers, distributors, anything having to do with the aging of America, vitamin companies, healthcare publishing, and more!!

Most people start out with targets that are just too small. Their searches are doomed!

Measuring the Effectiveness of Your Search

You sent 100 résumés and talked to 75 people. But was it effective? *Measure* where you are:

- **Stage 1** is *keeping in touch* with 6 to 10 people in your target area. Get feedback.
- **Stage 2** is the core of your search. Keep in touch with 6 to 10 of the right people at the right level in the right organizations, AND when they say, "I wish I had an opening right now – I'd love to have someone like you on board," you have a GREAT search. Now, aim for 10 to 20 ongoing Stage-2 contacts.

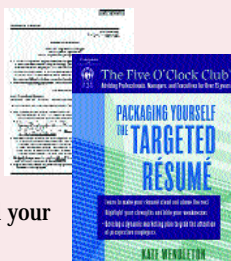
If you're *not* getting positive feedback, your target is wrong or your positioning is wrong.

- **Stage 3** will happen naturally: 6 to 10 job possibilities. Aim for 3 concurrent offers.
- Don't select the job that simply pays \$2,000 or \$20,000 more. Select the job that positions you best for the long term. You *will* have to search again.



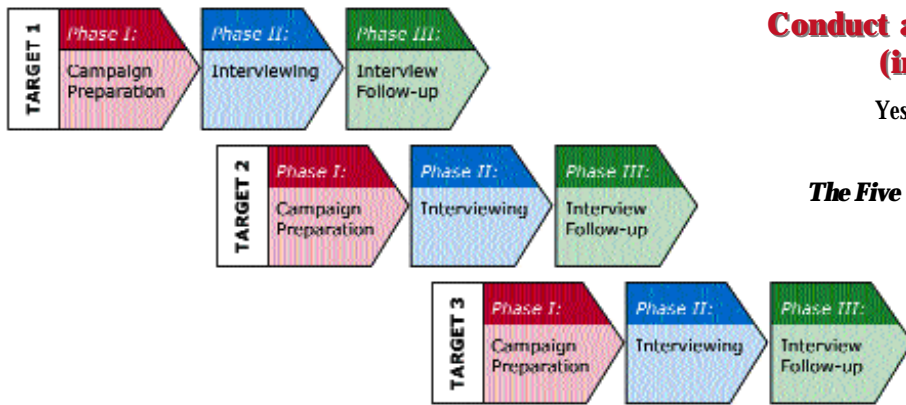
Having trouble figuring out what you want to do with your career? **Your private coach** can help you.

Assessment results in a **RÉSUMÉ** that makes you look appropriate to your targets – so that you will be desirable when you go in for an interview. Remember, the average résumé is looked at for only 10 seconds. What ideas or words pop out? (It should *not* be your name!) Can the reader easily figure out your level? If you say I "install computer systems," you could be making anywhere from \$15,000 to \$200,000. Is your résumé accomplishment oriented or just a job description? Work with your private coach and your small group to make *your* résumé stand out.



If You Will Be Working with a Private Coach

in addition to your small group coach: Prior to the first private coaching session, send your coach your current résumé, in whatever state it is in, and the results of the Seven Stories Exercise. You and your coach can address your thoughts about the Forty-Year Vision and brainstorm potential targets. Your coach may assign you other exercises or instruments that are right for you, and will help you with your résumé.



Conduct a campaign aimed at each target (industry, position, field).

Yes! There is a process you can follow to have a smoother search.

The Five O'Clock Club uses a proven methodology based on 25 years of research.

PHASE I: CAMPAIGN PREPARATION

- **Conduct research** to develop a list of all the companies in your first target. Find out the names of people you should contact in the appropriate departments in each of those companies.
- **Develop your cover letter.** (Paragraph 1 is the opening; Paragraph 2 is a summary about yourself appropriate for this target; Paragraph 3 contains your bulleted accomplishments ("You may be interested in some of the things I've done"); Paragraph 4 is the close. (Lots of sample letters are in *Getting Interviews*.)
- **Develop your plan** for getting lots of meetings in this target.

Methods for Getting Meetings in your target areas:

- Networking (40% of meetings),
- Direct Contact (40%),
- Search Firms (10%), and
- Ads (print and Internet) (10%).

"Networking" means using someone else's name to get a meeting ("Sue suggested I contact you."). "Direct Contact" means pursuing people whom you may have known in the past or people you have never met: association members, or key people identified on the Internet, through newspaper or magazine articles, or from library research. (For entry-level people, it includes going from one Human Resources office to another in an office center.)

Segment Your Targets

- Your A-list:** organizations you would love to work for.
Your B-list: organizations that are okay.
Your C-list: organizations that don't interest you much.

Contact C-list companies first. Practice. Are they interested in *you* or not? You are researching. If C-list likes you, contact B-list. "I am already talking to a number of companies in our industry, but I didn't want to accept a job with any of them until I had a chance to talk with you." If B-list likes you, contact A-list.



CDs for Campaign Preparation:

- Your Résumé and the Two-Minute Pitch
- How to Use Research and the Internet for Your Job Search
- How to Get Interviews: The Keys to Effective Networking
- How to Get Interviews Through Direct and Targeted Mail
- Beat the Odds When Using Search Firms and Answering Ads

Your small group can review your search plans and help you practice your Two-Minute Pitch.

Divide Up Your List

If you have a list of 60 organizations:

- Network into 5 or 6, if you can
- Send a targeted mailing to 20 (requires follow-up phone call)
- For the remaining 35, use a direct mail campaign (no follow-up phone call)

The "Two-Minute Pitch"

—the way you position yourself—is used throughout your search.

- at the top of your résumé
- in your interviews
- in your networking meetings
- in your cover letters (2nd paragraph).

It is the answer to the question, "So, tell me about yourself." A great pitch helps people to see you as appropriate for the kind of job you are going after. At The Five O'Clock Club we say, "If your pitch is wrong, everything is wrong." That is, if the way that you are positioning yourself is wrong,

everything else about your search is wrong. It can't work.

The top of your résumé is your *written* positioning. The Two-Minute Pitch is the *verbal* positioning of yourself. And they must correspond. So, the top of Wally's résumé could say:

Top of résumé: *written positioning*

**Web Press Supervisor
 With 20 years' experience
 and an emphasis on quality and productivity**

"If your Pitch is wrong, everything is wrong!"

**Web Press Supervisor
 With 20 years' experience
 and an emphasis on quality and productivity**

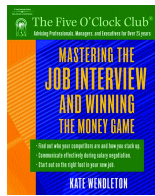
In an interview, when an employer asks, "So tell me about yourself," Wally could start with the verbal version of that same pitch: "I'm a Web Press Supervisor with over 20 years' experience. I've always emphasized quality and productivity. For example . . ." And then he would go into examples of his accomplishments, which would correspond to some of the bulleted accomplishments at the top of his résumé. When your pitch is correct, you will use it throughout your entire search.

Condense Your Search

If Target #1 is hospitals, contact all of the hospitals. "Just yesterday, I talked to . . ." You appear interested in hospitals. Gives you credibility.

Segment your targets. The pitch that you use with one of these targets, say, hospitals, will be very different from the pitch you would use with a different target, say, healthcare manufacturers.

PHASE II: INTERVIEWING



CDs for Interviewing

- The Five O'Clock Club Approach to Interviewing
- Advanced / Strategic Interviewing Techniques
- How to Handle Difficult Interview Questions
- How to Develop New Momentum in Your Search
- Making the Most of Your Contacts

Your small group can help you prepare and practice for your interviews and networking meetings, and to notice when things are going wrong in your search.

Questions to Ask

Responsibilities:

- What is the most important part of the job?
- What is the first problem that would need the attention of the person you hire?

Resources:

- May I meet other people who work in the area?
- What are the department's employees' experience, training and tenure with the company?

Authority:

- How is the department organized?
- What would be the extent of my authority in carrying out the responsibilities of this position?

Performance:

- What are the short- and long-term goals of the position, and how are they established?
- How is one's performance evaluated? By whom? How often?
- What would you like to say about the person in this job one year from now?

Culture:

- What do you find most satisfying about working here? Most frustrating?
- Who tends to get ahead here?
- How would you describe your management style?

Remember . . .

- You are being interviewed by everyone including receptionists and peers.
- They say they are going to call you back in two days. Do they ever? No, never.

Consultants don't expect to get the offer on the first visit. Neither should you.

Most people think interviews result in job offers. But there are usually a few intervening steps before a final offer is made. **Interviews should result in getting and giving information.**

- Did you learn the issues important to each person with whom you met?
- What did they think were your strongest positives?
- How can you overcome the decision-makers' objections?

Don't think like a job hunter. Think like a consultant trying to land a \$40,000, \$90,000, or \$150,000 consulting assignment—whatever your salary is. What consultants do:

- Research beforehand.
- Dress and look the part.
- Prepare their 3x5 card including their Pitch as well as their key points.

Find out:

- What is going on? What are their needs?
- How can I satisfy those needs?

Consider your competition:

- Ask how you stack up against others.
- Have all the information you need?
- Are they ready to decide?
- Try to keep in the running.

Plan your follow up:

- Get and give information.
- Don't try to get an offer right now.
- Get the next meeting.
- Consultants write proposals. So will you!

Conduct a campaign aimed at a company:

- If Miss Gold is the hiring manager, don't try to see her just yet. *Surround* the hiring manager. Meet with others, so when you finally get in to see her, you will have a lot of advocates and know a lot about the organization.

Prepare for the interview:

- Say to the person who set up the meeting: "I'd like to go in prepared. With whom will I meet?" Ask:
 - Names and job titles.
 - Issues important to each of them.
 - What they are like.
 - Tenure with organization.

Uncover their objections:

- Where are you in the hiring process?
- How many others are you considering?
- How do I stack up against them?
- Is there any reason why you might be reluctant to bring someone like me on board?

Have each person see you as the ideal:

- Each should advocate having you on board. If anyone objects to you, handle it now.

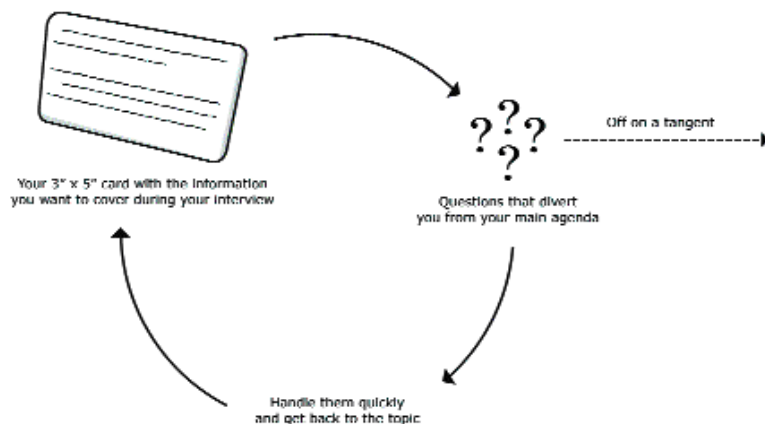
Always have 6 to 10 possibilities going:

- Try to get an offer (even if you don't want the job), or you'll never get 6 to 10 possibilities.
- Do *not* drop other search activities when an offer seems certain.

Mistake: Trying to get an offer too soon:

- Instead, get that next meeting.
- Give and get information. Move it along.
- Address issues that concern *them* rather than what's bothering you (getting the job).

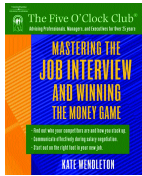
Handling Difficult Interview Questions



Do not allow the interview to get off track. When the interviewer brings up something that takes you in a direction in that you don't want to go, briefly give a response that satisfies the interviewer, and then *get back on track*.

Give your answer, and then say, for example, "But I really wanted to tell you about a special project I worked on." It is your responsibility to get the conversation back on track.

PHASE III: INTERVIEW FOLLOW-UP (including salary negotiation)



CDs for

Follow-up and Salary Negotiation:

- How to Use the Four-Step Salary Negotiation Strategy
- How to Turn Job Interviews into Offers

This is the brainiest part of the process. Your small group will help you to turn interviews into offers and get the salary you deserve.

*You ain't goin' nowhere . . . son.
You ought to go back to driving a truck.*

Jim Denny, Grand Ole Opry manager,
firing Elvis Presley after one performance.
From an interview on October 2, 1954.

Follow-Up After a Job Interview

- The brainiest part of the process.
- Takes as much time as getting interviews and interviewing.
- Keep things alive with 6 to 10 organizations.
- Don't write a silly "thank-you" note after a job interview. Instead, *influence* them.
- Tailor the follow-up to each situation.
- Build a relationship. Company says that they're not hiring until February. That's OK.
- Whether to call, write or email is not the issue. Uncover their objections to you.
- The best you can do: **If they were going to hire someone, would you be the person?**
- Your coach will want to know:
 - Who did you meet with?
 - What are each person's key *issues*?
 - Why would *each* want you there?
 - What are *each* person's objections to you?
 - What can you offer vs. competition?
 - Problems *each* interviewer has?
- Decide the next steps, such as:
 - Another meeting; meeting w/others.
 - An in-depth review of documents.
 - Developing a few ideas and then meet.
 - Drafting a proposal.
- State the "next steps" in your follow-up note. For example, "I'd like to get together with you to discuss my ideas on . . ."
- Influence the influencers.
- Be in sync with their timing, not yours.
- If unemployed, be open to consulting work.

Salary Negotiation

- Starts with your first meeting: position yourself so they see you at a certain level.
- Mantra: "Salary will not be a problem."
- Manage the process to get the right offer:
 - If original offer is too low, okay for now.
 - Don't try to close too soon & ruin deal.
- The Four-Step Salary Negotiation Process:
 1. Negotiate the job.
 2. Outshine and outlast your competition.
 3. Get the offer.
 4. Negotiate the salary.
- *Must* be done in this order. For example, don't negotiate salary if you have competitors.
- "Grow the job" to make it worth more.
- Find out what you personally are worth:
 - Network: "What would you expect to pay someone with my background?"
 - Salary.com and others. Associations.
- Make yourself in demand: 6 to 10 a must.
- Don't reject the offer—talk about the job.
- Keep process open; hear their best offer.
- Postpone salary discussion until offer:
 - Person who names a number first loses.
 - Talk more about the job.
- Discuss salary using a collaborative tone.
 - May take more than one meeting.

The amount of money you receive will always be in direct proportion to the demand for what you do, your ability to do it, and the difficulty of replacing you.

Dennis Kimbro, *Think and Grow Rich: a Black Choice*

Have 6 to 10 job possibilities in the works at all times. Five will fall away through no fault of your own.

With 6 to 10 things going, you increase your chances of having three good offers to choose from.

When you are in the Interview Phase of Target 1, it's time to start Phase I of Target 2. This will give you more momentum and insure that you do not let things dry up. Keep both targets going, and then start Target 3.

Research shows: those who regularly attend a small group, headed by a Five O' Clock Club coach, get jobs faster and at higher rates of pay than those who search alone or only work privately with a coach.

Remember . . .

- Get 3 hours of fun a week—like it or not!!
- Job search in summer and over holidays.
- "They" never call when they say they will, so follow-up by being creatively persistent.

Follow-Up After Networking

- Immediate "thank-you" note.
- Then, at least every three weeks.
- Status report of search; send articles.

When You've Lost the Spirit to Job-Hunt

They're all doing terrific! You're barely hanging on. You used to be a winner. Now what can you do?

1. Put things in perspective.

You've worked ten or twenty years, and you're not done yet. You *do* have a future, you know.

2. Get support.

Join the Club! Relying solely on yourself is not the answer. Job hunters can feel vulnerable and uncared for. They walk into walls and have accidents.

3. Remember that this is part of a bigger picture.

Learn from this experience and make some sense of it. Decide what is important to you now.

4. Continue to do your job.

Sometimes you didn't feel like doing your old job, but you did it anyway. Job hunting is now your job. Get it done. Organize. Make that call. Have fun.

It's true that when God closes a door, He opens a window. But the hallways are hell.

Sol Wachler, former NY Supreme Court Justice,
after serving time in jail.

Join Your Small Group

You will have help from:

- Your Small-Group Coach.
- Your Job-Search Buddies.
- Your Small-Group Team.
- Hundreds of Five O'Clock Club Alumni.

The first week, listen to other members. Observe their search strategies. You can learn a lot from them. The second week, we start working on *your* search: help you figure out how to get more interviews in your target areas or how to turn those interviews into offers.

Study the Materials

- The books.
- The audio CDs (or lectures at the in-person branches).
- **Website** "How to Find a Job" Section and Worksheets in the Members-Only section.

**See Your Private Coach
Use all of your resources!**

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