

# CHAPTER ONE



## The Perfect Job Search

*“When you land your new job,  
be sure to come back to report.”*

For years we have been saying this every week at Five O’Clock Club meetings, and the job hunter report has become an established tradition. People look forward to the night when it will be their turn to stand in front of the group to announce the good news about a new job or consulting assignment. We also encourage those who have attended the telephone groups to call in one last time to share their success stories.

It has been our custom for years to capture the job hunter reports on audiotape and then summarize them in our monthly magazine, *The Five O’Clock News*. One Five O’Clock Club coach, Ruth Robbins, once characterized these testimonials about *putting the methodology into action* as the “lore of the Five O’Clock Club.” It is part of the impressive body of evidence that the Five O’Clock Club methodology is *effective*. It propels people forward in their endeavor to get back to work or move on to better jobs.

Of course, it is most important that Club attendees hear the reports in person; these exciting extemporaneous stories about *how the methodology paid off* provide inspiration for people to keep going. On some evenings people come to the Club to discuss big forward steps in

their job searches; just as often, however, they’re stuck, or they’re trying to recover from setbacks. It’s encouraging to hear from graduating job hunters who *got unstuck*, beat the competition, and ended up with offers. The reporters have suggestions about how to overcome the rough patches and dark days.

Perhaps the next best thing to being there at the Club to hear job hunters reporting in person, or on the phone, is to read about their successful searches—hence we publish their reports several times a year in our magazine. This book is, in fact, a collection of job hunter reports that have been published since the late 1990s. You will read about many people who were turned on by the Club’s methodology and worked hard to apply it to their searches. For many, the methodology came as a revelation: *there is a method I can follow*, rather than haphazardly answering ads, posting résumés on the Internet, and simply telling anyone who will listen, “I’m looking for work” (otherwise known—incorrectly—as networking).

Maybe you’re reading this book because you feel stalled in your job search, and you’re looking for clues about how other people managed to get their act together and pull off a successful search. In fact, you will see how people from very

different walks of life landed new jobs. Some had long, hard searches, others seemed to stumble onto the right opportunity. Of course, being prepared for opportunity has a lot to do with it and our main goal at the Five O’Clock Club is to *prepare you for opportunity*.

## Aiming for the “Perfect Job Search”

In baseball there’s the *perfect game*. Pitchers fantasize about achieving a perfect game—although it’s been done fewer than twenty times in the history of baseball!—and any fan who witnesses the event has something to talk about for years. Likewise, bowlers dream about getting a perfect 300 score. Figure skaters strive to have the row of perfect 10s across the board. Years ago, actress Bo Derek, in the film *10*, gave currency to the concept of a Perfect 10 in the realm of human beauty.

Is it realistic to talk about a *perfect* job search? What would that mean, anyway? Hunting for a job—especially if you’re unemployed—is usually considered such a distasteful task that doing it perfectly doesn’t have much appeal. Pitching, bowling, skating, or looking beautiful—these are things that people *like* to do, *want* to do, can’t *wait* to do. But job hunting? Most of us just want to get it over with—never mind doing it so well that you’d get a prize.

*But job offers are the prize.* Getting an offer for a dream job—that’s the supreme prize. In other words, if you’re forced to job hunt—no matter what the circumstances—*why not do it right?* Why not *come as close to perfect* as possible?

## “I’m Pretty Rusty at This.” What to Do?

Since we’re forced into a job search (usually) only every few years, for most of us it is an *unpracticed* skill, and it’s not uncommon to feel uncertain and adrift when the day comes to look for work. We commonly think of adding a few lines to the

résumé, turning to the newspaper ads, and flipping through the Rolodex to look for people to call, and, oh yes, clicking résumés into cyberspace on the Internet. Not uncommonly, in these early stages of taking the tentative first steps, people make costly mistakes.

But there is a *methodology*, there is a *template* for the perfect job search. If you work hard to learn and master the template, you will assuredly spend far less time on the search (in terms of weeks or months lapsed) and get closer to your dream job.

The blueprint for the perfect job search is the four-page spread found on pages 10–13. This is a quick-glance summary of the entire Five O’Clock Club methodology, based on more than 20 years of research. This is such an important guide that we print it two or three times every year as the centerfold of our monthly magazine. As a fold-out laminate (similar to college study guides) it is available at a modest cost from the Five O’Clock Club home office. Of course it’s important to read the four main Five O’Clock Club books to get the full sweep—and all of the details—of the methodology. If you learn better by listening, we recommend that you make full use of the sixteen lectures available on CDs. Many job hunters have reported that they listen to the CDs repeatedly—while driving, at the gym, or jogging. (Visit our website [www.fiveoclockclub.com](http://www.fiveoclockclub.com) for information on how to buy the books and CDs.)

So there *is* a methodology you can follow, but mastering it takes focus and commitment. But the payoff will be substantial, as you can see when you read the reports of job hunters in the chapters that follow.

## Some of the Components of a Perfect Job Search

Let’s take a brief look at some of the major building blocks of a *good* search. The more you can incorporate these elements, the closer you will come, in fact, to the *perfect* search—and the prize you’re looking for.

## A Full-Time Effort: 35 Hours a Week

Many times over the years, job hunters have arrived at the Club after several months of frustrating job search: “I’ve been hard at this since last April, and I’m banging my head against the wall. I can’t get any traction. Nothing is happening.”

We have learned the right questions to ask to find out why there’s “no traction.” And most commonly we discover that people aren’t entirely honest with themselves about *the amount of time* they spend on their searches: “hard at this since April” turns out to be an exaggeration, because the hours actually spent per day or per week on job search fall far short of what is realistically required.

We say that a full-time job search is 35 hours a week; a part-time search is 15 hours a week. So, if you’re unemployed, you should be devoting *7 hours a day*—no fudging and no fooling!—to your job search. Complaining about a six-month job search really isn’t appropriate (and you’re not being honest with yourself) if, in fact, you’re working hard at job search only a couple of hours a day.

Without the discipline of getting up early to get to the office, it’s easy to miss the mark of a *full day* spent on job search. But it can be done. For example, one unemployed Five O’Clock Clubber made a point of rising at 6:00 as usual, being settled with his coffee and *Wall Street Journal* by 7:00, and by 8:00 was working on his job search, whether that meant doing fresh Internet research, writing targeted letters, or making phone calls. One of our employed members—in a very demanding role at her company—wanted to find a job in another state. For several weeks she relentlessly devoted her evenings and weekends to crafting targeted letters to companies in the city she was aiming for and she managed to log *at least* 15 hours a week in the effort. She *really* wanted to make the move, so, although she would have preferred to have a normal life during evenings and weekends, she knew that the job search came first.

It’s very easy to make excuses and come up with rationales for not searching *all day*:

- I deserve a rest after getting on that commuter train for six years.
- I didn’t sleep so well last night.
- My cat is sick.
- I have to get to the dry cleaners before they close.
- I’ll feel better when that closet is all cleaned up.

But, chances are, *none of these* would have held up as reasons to *skip work* when you had a job. You shouldn’t skip work *now*—when the work is the job hunt. If you want to build toward a perfect job search, don’t be swayed by *excuses* from your 35-hour obligation.

We do stress the importance of downtime during your job search, hence we say, “be sure to have two hours of fun per week.” For example, that might mean going to a museum one morning—which you couldn’t do when you were working. The problem, of course, is that many of us can easily slide into the fun/goofing off/procrastination mode for *far more* than two hours, especially if we’re depressed or “just can’t face” the job search today.

So it’s best to try to structure your days and hours just as you would if you were organizing your schedule at the office. Build your to-do list for the day, either the night before or early in the day. Fill up your calendar with genuine job hunt activities, for example:

- Tuesday 9:00 to 11:00: do Internet research on ten more companies in my primary target.
- Tuesday 11:00 to 12:00: make follow-up phone calls to the targeted letters sent last week.
- Tuesday 12:00 to 1:00: write a letter for direct mailing to 50 companies, and prepare the mailing.
- Tuesday 2:00 to 3:30: write e-mails to all the people met with or contacted last month.
- Tuesday 3:30 to 5:00: do in-depth research for Friday interview, call two job search buddies to practice Two-Minute Pitch and review strategies.

How do you fill up *five days* with such a schedule? Look ahead a few paragraphs in this chapter to the section *The Missing Ingredient: Your Personal Marketing Plan*, and you'll see that a 35-hour week can fill up fast. But be careful—and honest—with yourself: a two-hour session at a job support group might make you feel better, but *it doesn't really count as job search* because it isn't part of your marketing strategy. The Five O'Clock Clubbers who are most successful are those who follow the methodology and *work hard*. It's an old cliché to say that searching for a job is a full-time job—but *we* really mean it!

And, by the way, if the support group you attend is filled with depressed unemployed people who want to vent and complain, stop going. You don't want to be around people who can drag you down. Those hours can best be spent talking with your Five O'Clock Club job search buddies and figuring out ways to get your résumé into the right hands.

## The Best Foundation for a Successful Search

"I don't have time for that. I just need to get a job fast." We sometimes hear this from job hunters who balk at doing the assessment. They come to the Club in a rush to get a new job, and don't want anything to "slow them down." But *skipping* assessment will slow them down in ways they don't understand and can often result in complete derailment.

Our primary assessment tools are the Seven Stories and the Forty-Year Vision, and our experience has shown that people who *put a lot of effort into these exercises* do better on their job searches. Of course, people who don't know what they want to do next *must* do the exercises. But even if you are very clear about your targets and goals, don't skip these two exercises. Our aim is to help you get the *right* job—both in terms of making you happy now and positioning you well for the future.

Even if you can genuinely say, "I know exactly what I want to do next," doing the Seven Stories will bring your most important enjoyable accomplishments into bold relief, which will help in three areas:

- The *résumé*: Without fail, job hunters who faithfully work through the Seven Stories find new nuggets of information to make their résumés stronger. Sometimes the résumé will be altered dramatically.
- The *interview*: After all, if you've just recently reviewed 25 of your life accomplishments, you're bound to have more interesting things to say about yourself during interviews. The Seven Stories exercise is a refresher course about *you*.
- *Salary negotiations*: Although you will always do your best to deflect questions about money—and postpone the money *discussion* until the latest possible moment—salary negotiations begin *when you walk in the door*. From the very first moment you want to demonstrate what you bring to the table—and as the process moves forward—you will attempt to negotiate the job to make it appropriate for you. Being an expert on what you bring to the table means being able to articulate your life accomplishments and the Seven Stories Exercise gets you ready to do just that.

You're bound to have a flawed job search—far from a *perfect* one—if you skip or slight the assessment.

## The Missing Ingredient: Your Personal Marketing Plan

What's the first thing you think of when you're gearing up for a job search? The résumé, of course. And there's probably a lot more work to be done on it than you think if you want to position yourself correctly (as opposed to just adding a few sentences about your most recent experience).

What's the next thing that might get a lot of your attention? The cover letter, naturally—

although this also probably requires a lot more work than people suspect, because it usually must be adjusted somewhat for each targeted company.

But you're not ready for the search until you have your *written marketing plan*. One of our reporting job hunters—a corporate controller—who attended the Five O'Clock Club by teleconference, recalls that his group coach said that he wanted to see his “map of 200 positions” *before* he started networking; he had planned to just get on the phone to call as many people as he knew. He was skeptical because he was pretty sure there *weren't* 200 positions in his targeted geographic area. But he followed his coach's suggestion, and, after a few days of Internet research, came up with 200 positions outlined in several targets—much to his surprise. “This was very empowering,” he reported, “seeing the full scope of my whole search down on paper—and knowing very well that my next job was *there* somewhere.”

Your marketing plan is constructed by

- outlining your ranked targets. This can easily be done on paper or on an Excel spreadsheet;
- then listing the names of the companies or organizations in each target, noting how many positions each may have (appropriate for you); and
- finally specifying *how* you plan to reach out to them. That is, which of the four ways for getting meetings will you use for each: answering ads, registering with agencies, networking, or making contact directly.

For example, someone aiming for a position as a financial planner at a hospital in Cleveland or Cincinnati will draw up a list of all of the hospitals in both cities, make an educated guess (i.e., based on research) as to the number of appropriate positions at each hospital, then strategize the best ways to get meetings at each, that is, which of the four ways to get meetings will be most effective?

With this kind of detailed marketing plan, you can see at a glance if you're aiming at *enough*

positions. If you come up with only 25 positions, you've got to do more research, think outside the box, and brainstorm with your coach or small group about how to add more positions. With such a comprehensive marketing plan it's also easy to see at a glance, when you get up in the morning, *what to do to keep busy for seven or eight hours*.

And, by the way, when you go on networking interviews, you can take along a copy of your marketing plan. It's a great way to help people visualize what you're trying to accomplish, and it sends a message about *how serious you are about achieving your goals*. You can say, “You see, these are the 15 companies I'm planning to contact in my second target. What's your opinion of these firms? Do you have any suggestions about the best way to contact them?” You're more likely to come up with referrals into companies when people *see a list*. Known as “aided recall,” this can be much more effective than asking, “Can you recommend other companies for me to approach?”

To paraphrase the commercial: “Your personal marketing plan—don't leave home without it!” People commonly have weak job hunts because they work hard on their résumés and cover letters, but stumble ahead for weeks and months, wandering into detours and blind alleys, because *they don't work from a written personal marketing plan*.

## Don't Get Your Heart Set on Just One Job

Sometimes when folks arrive at the Club complaining about a “lack of traction,” it turns out that they have been serial job hunting. That is, it's common to focus on one particular opportunity that appears ideal—with confidence that “they like me, they *really* like me.” But then it turns out that they liked someone else more, there was a hiring freeze, or the boss hired his cousin! That is, the ideal opportunity vanished, and there's nothing else going on *because job*

*hunting is something people hate to do* and it's easier to say "surely this will fall into place." But when it doesn't, it's oh so hard to pump up the energy and morale again, and the job hunt can drag on for months and months.

Five O'Clock Club research has demonstrated that the ideal scenario is to have six to ten things in the works, because five *will fall apart* through no fault of your own. Hence our advice is to *work your marketing plan furiously*, and don't ease up when you have several interviews scheduled. One Five O'Clock Clubber impressed his group when he arrived one night to talk about several second interviews he'd had—where offers appeared imminent. But they were even more impressed when he wanted to strategize about how to get *more* interviews, *more* companies, *more* opportunities in the pipeline. Having a lot going on gives you confidence, boosts your morale, and puts you in a much better position—when the time comes—to negotiate the offer that you really want. The perfect job search is based on having many options and choices.

## Work Hard . . . but Work Smartly

Ironically, complaints from job hunters about "no traction" are usually accompanied by claims about a lot of job-hunting activity. That is, job hunters usually say, "Gee, look at all I've done, how hard I've tried: hundreds of résumés sent, perhaps hundreds of phone calls as well. I've been networking endlessly, not leaving any stone unturned."

We caution however that *volume does not equal quality*. To get a good search under way, the job hunters need to do more than keep busy and tally how much they've done. "I've sent out hundreds of résumés during the last three months" might sound impressive, but what if the résumé is poorly positioned and you're sending it to the wrong people? A hundred résumés sent to the wrong people is not so impressive.

To help job hunters work smartly, the Five O'Clock Club urges them to master our assessment tool, Stages 1, 2, and 3. (To learn about Stages 1, 2, and 3, see our book *Shorten Your Job Search*, chapter "How to Control Your Campaign," pages 187 through 202). This tool doesn't assess your skills, accomplishments, or potential, *it assesses the quality of your job-hunting efforts*. Exhausting yourself on practices and techniques that really aren't working very well doesn't win you any points—or job offers—no matter how much you feel you can boast at the end of the day about how many calls you've made or résumés you've sent. Here's a hint to help you understand what we mean by being in Stage 1, 2, or 3: memorize these four words: "**on an ongoing basis.**" If you have reached out, during a two- or three-month period, to 25 or 50 appropriate people in your target markets and are *not* staying in touch with them *on an ongoing basis*, chances are your job search will stall. And, chances are, you're not in Stage 1 yet.

A good job search is based on a realistic analysis of how effective the résumés and interviews are *while you're job hunting*. So it's vital to master Stages 1, 2, and 3 at the outset. With a job offer in hand, at the end of a grueling six-month job hunt, you may say, "Well, what I did worked. I got a new job." But if, *working smarter*, you could have found a job in just three weeks, the real lesson might be: What I did *didn't* work all that well after all. It's important to assess your efforts *during* the search. Pay just as much attention to Stages 1, 2, and 3 as you do to your résumé and marketing plan.

## Work Hard, Work Smartly, After the Interview

The more you study and apply the Five O'Clock Club methodology, it will come as no surprise that we put a heavy emphasis on influencing decision makers in the days following an interview. We are fond of saying "the ball is always in your court," and this is especially true

after interviews. Conventional wisdom has always recommended sending thank-you notes after interviews, and we hear from HR folks and hiring managers that even this is commonly neglected.

“What more can I do?” seems to be the attitude of so many job hunters. But there is so much more that can be done—much more than the thank-you note. Hence there is a heavy emphasis at the Five O’Clock Club on post-interview techniques and strategies: “What *can* you do to influence the decision makers?” So the perfect job search includes running the full race, instead of stopping when there may be several laps remaining. We usually say that the post-interview phase is the brainiest part of the search, which leads to the next point.

## Never Go It Alone: Get Expert Advice

At the beginning we mentioned baseball pitchers, bowlers, and ice skaters. All of these, in their reach for perfection, have one thing in common: they rely heavily on *coaching* to get the desired results—even if they’ve been pitching, bowling, or skating for ten years! In other words, no matter what the endeavor, *benefit from the wisdom of others*. Since job hunting is an unpracticed skill, why try to go it alone—especially when it comes to such crucial steps as salary negotiation? How many people can say with confidence, “Yes, I’m really terrific at negotiating salary”? And how many can say, “I’ll be brilliant when it comes to following up after my next few interviews”?

Because these can be the parts of the process that require the most imagination and creativity—where a lot of brain power can be really useful—we always urge job hunters to make full use of their Five O’Clock Club small groups. Here are the people who, over the weeks, have come to know you and your job search. They are peers who have been mastering the Five O’Clock Club methodology and are working through their own searches. Every week the

group is there to brainstorm what to do next, suggest course corrections, and offer intelligent advice on options and alternatives. And, of course, the expert coach—certified by the Five O’Clock Club—is there to oversee everything and can be called upon for private sessions as well. You’ll have a much better chance at a good search—at the *perfect* search—if you listen to others who have studied effective job search techniques.

## Keep Stress and Weirdness to a Minimum

Being out of work can be disorienting. Job hunters commonly feel displaced, especially those who have worked at one place for 10 or 20 years or more. Hence we know that job hunters lose things, walk into walls, and have accidents. It comes with the territory.

We find that job hunters—even those who are still employed—commonly *act out* their stress. One man who’d lost his job was almost yelling into the phone when he called the Five O’Clock Club: “All I need is a job. I need one now.” It turns out that he had also gone through a divorce, and he felt like his world was coming to an end. Chances are, when you’re out of work, problems will multiply in other areas of your life as well. In other words, you might be a world of hurt on several levels as you tackle the job hunt process. It’s important to keep things in separate compartments; work hard at being *calm and normal* when you network and interview. Obviously, when you’re under heavy stress, this is easy to say, hard to do. Your small group at the Club will often pick up on the signs that you’re bouncing off the walls and can help bring you back into line—*before* you say weird things during interviews.

And don’t look for a quick fix—when the methodology *will* deliver for you. As we were going to press in the summer of 2005 with our four new updated Five O’Clock Club books, we spotted a newspaper article about a young man

who decided to look for work by walking along 42<sup>nd</sup> Street in New York wearing a sandwich board with the message “Hire me, ‘05 MBA, Business Development.” At the end of the day, he reported that he had “set up two interviews and been handed nearly a dozen business cards.”

Did we call our publisher to stop the presses so that we could insert a few paragraphs about this wonderful new way to look for work? No, we didn’t, because walking the streets with a sandwich board isn’t new and isn’t wonderful. It’s *weird*. It won’t even become a fad because it’s *weird*—and we encourage our job hunters to avoid fads and gimmicks. Even if the young man got a job by wearing a sandwich board, this is not something that would work for anyone else.

The young man told the newspaper: “I’ve been trying the traditional methods of getting employment, but nothing so far has come up that’s suitable. Almost every vacancy is advertised on the Internet now, and you have to apply for everything via email. No one wants to talk to you directly. It’s impossible to make human contact, which makes it difficult to stand out in the crowd when you’re trying to get a job.” From this it is clear that he was unaware of *effective* job search methods—no hint here, for example, of using a targeted approach. Most likely his job search consisted of clicking his résumé into cyberspace. The newspaper even provided a link to his résumé—which looked like thousands of other cookie-cutter MBA résumés: no positioning statement, no bulleted accomplishments, no clear statement of what *separates him from the competition*. In other words, relying on the “traditional methods”—as understood by this recently minted MBA—he hadn’t even really *begun* to job hunt effectively, but instead resorted to a sandwich board. “My wife and I came up with this idea and I thought, ‘Wow, yes, that might work.’”

So if you read about someone getting a job by doing something weird, far from saying “Hey, maybe I should try this,” the lesson is: stick to the research-based fundamentals. With the Five O’Clock Club books, coaches, and small group by

your side, you have a pretty good shot at putting together the *perfect job search*.

## Are You Reading this Book When the Job Market Looks Bleak?

*It was the best of times, it was the worst of times.*

Charles Dickens

*I’ve not yet seen a recession that Five O’Clock Club methods can’t defeat.*

Ellis Chase, Senior Five O’Clock Club Coach

When do people need the Five O’Clock Club the most? In times of recession or when things are booming? People even seem to worry that the Five O’Clock Club might be taking a hit because the economy is good . . . or bad. People ask us, “How’s the Club doing since the economy tanked?”—or “. . . now that things have bounced back?”

Actually there’s no time when we say at the Five O’Clock Club, “Where are the clients?” because people come to us when times are bad and they need help overcoming a rotten job market. They benefit from our methodology as well when hiring has picked up and there’s lots of competition for good jobs. Because our retail rates are so low—*the lowest in the industry*—unemployed professionals, managers, and executives can usually afford to come to the Club.

But job hunters *do* need to hear a tailored message, depending on the state of the economy and the climate of the times. About a year and a half after September 11, we wrote the following to help job hunters cope:

Three years of a bear market, shaky consumer confidence, an economy struggling to right itself, Fortune 500 companies rocked by scandal, key industries in disarray or deep decline—job hunters will tell you that all of these are bad enough. Needless to say, applying bad job search techniques in this environment is deadly. To beat the odds—and the competition—your job search skills must be top-notch. The good news is that the Five O’Clock Club techniques work even now, *especially* now. As Ellis Chase, one of our senior coaches, has said, “I’ve not yet seen a recession that Five

O’Clock Club methods can’t defeat.” Our members are getting jobs *when they read the books, attend sessions regularly, follow the strategies suggested by their small groups, and do the assignments*. The good news also is that the overall economic picture isn’t as glum as headlines would lead us to believe.

And, by the way, it’s no good to keep reading the headlines if they depress you. Negativism will get you down, just when you need to keep a positive outlook: confidence in your skills—and positioning them correctly—can overcome a lot. A scientist once reported that, aerodynamically, it’s impossible for the bumblebee to fly, given the shape of its body and the size of the wings. Of course bumblebees don’t read negative headlines—and they continue to fly.

Five O’Clock Clubbers have achieved great results by ignoring bad news and exercising smart job-hunting techniques.



# 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

## 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!



## 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: TARGET AND RÉSUMÉ DEVELOPMENT

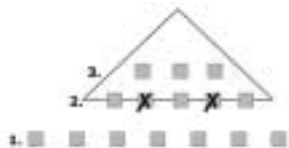
Assessment helps you develop a career direction—and a good résumé. Go through *all* of the exercises in our *Targeting* book—especially the **Seven Stories Exercise** and the **Forty-Year Vision**. You will come up with job targets and be better able to focus on what you want to do next.

*Assessment results in job targets, and a Résumé that makes you look appropriate to those targets.*

## A job target is:

- an industry or organization → 
- a specific position in those industries → 
- a certain geographic area → 

Do preliminary target research (Internet, networking) on your first list of targets. Refine your list. Use *Finding Jobs That Don't Exist*. 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.

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

“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 into sub-targets. Health care, for example, could include hospitals, home health care, HMOs, pharmaceutical companies, nursing homes, hospice care, health insurance companies, crisis intervention programs, congregate care facilities, medical billing, health-care consulting firms, medical device manufacturers, distributors, anything having to do with the aging of America, vitamin companies, health-care publishing, and more!!

**MOST PEOPLE START OUT WITH TARGETS THAT ARE JUST TOO SMALL. THEIR SEARCHES ARE DOOMED!**

## Measuring Effectiveness of Your Search

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

- Stage 1 *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.



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.

**HAVING TROUBLE FIGURING OUT WHAT YOU WANT TO DO WITH YOUR CAREER? YOUR PRIVATE COACH CAN HELP YOU.**

## 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.*



### 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.**

## 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.

## 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); and
- For the remaining 35, use a direct mail campaign (no follow-up phone call)

## 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, health-care manufacturers.

## The “Two-Minute Pitch”

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

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

It is the answer to the question, “So, tell me about yourself.” A great pitch helps people 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. Two-Minute Pitch is the *verbal* positioning of yourself. And they must correspond. So, the top of Wally’s résumé could say:

**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.



### 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 THEY WILL NOTICE WHEN THINGS ARE GOING WRONG IN YOUR SEARCH.**

## PHASE II: INTERVIEWING

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 your 3" x 5" card including your pitch as well as your 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).

**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?

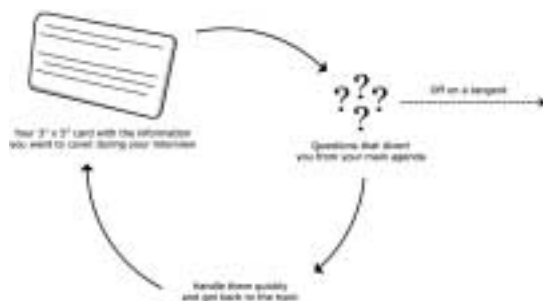
**Culture**

- 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 2 days. Do they ever? No, never.

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

**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 which 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.



### 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 TURN INTERVIEWS INTO OFFERS AND GET THE SALARY YOU DESERVE.**

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

### 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 okay.
- Whether to call, write, or e-mail 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?
  - *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 and 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*

*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.

**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 10 or 20 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 New York 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 audiotapes (or lectures at the in-person branches)
- **Web-site:** “How to Find a Job” Section and Worksheets in the Members-Only section

**SEE YOUR PRIVATE COACH  
USE ALL OF YOUR RESOURCES!**

**THE FIVE O’CLOCK CLUB  
300 EAST 40TH STREET  
NEW YORK, NY 10016**

**CALL 212-286-4500  
FOR INFORMATION ON BECOMING  
A MEMBER AND SUBSCRIBING TO  
*THE FIVE O’CLOCK NEWS.***

**OR CALL TOLL FREE: 1-800-575-3587  
E-MAIL: [INFO@FIVEOCLOCKCLUB.COM](mailto:INFO@FIVEOCLOCKCLUB.COM)**

**WEB SITE:  
[WWW.FIVEOCLOCKCLUB.COM](http://WWW.FIVEOCLOCKCLUB.COM)**