



# Basic Interviewing Techniques

*Just know your lines and don't bump into the furniture.*

Spencer Tracy's advice on acting

Most people think of the interview as the *end* of the job-search process. They think: "Thank goodness. I finally got an interview!" But at The Five O'Clock Club, we think of the interview as the *beginning* of the process. So far, you've searched to line up *meetings*, but your *job* search is just beginning.

## What an Interview *Really* Is— and What It Isn't

An interview is a business meeting—a time to exchange information between an organization's representative and a person, namely you. As many Five O'Clock Club coaches suggest, it is helpful to your self-esteem to think of interviews as *meetings* and even refer to them that way.

The purpose of the interview *is not* to get a job. Perhaps you find this shocking, but the purpose of the interview is to *get* information and *give* information—**so you'll get another meeting.**

Most job hunters try to close too soon. They're under a lot of pressure. When they're going in for their first meeting, everyone says: "I hope you get the job!" At The Five O'Clock Club, we hope you *don't*. We hope you get the next

*meeting*. It is unlikely that you will get an offer for a *good* job after just one meeting. I would wonder what's wrong with the company: Is it the type that hires easily and fires easily?

Instead of trying to land a job immediately, conduct yourself at the first interview so that they will want you back for a second one. Get enough information so that you can follow up intelligently. It is not uncommon in today's market to have 12 to 15 meetings at one company for one job. You may have fewer, but don't count on it. Instead, plan to be in this for the long haul with each company, perhaps with 6 to 10 meetings.

The *primary* purpose of the first meeting is to start to uncover information about

- the organization
- the job
- the environment
- the opportunity
- the boss
- your prospective peers

Another purpose of your interview is to uncover their objections—to find out if there's any reason they might be *reluctant* to bring someone like you on board. Any salesperson will tell you that the sale begins *after* the customer reveals the reason for his or her reluctance to buy. Once this is done, you have a chance of *overcoming* objections. Later, we'll tell you how to uncover

this information and increase your chances of turning a job interview into a job offer.

## The First Two Minutes

Many people have heard that the hiring decision is made during the first two minutes. *That's* a lot of pressure, and it's wrong! So forget about everything hinging on the first few minutes, or even the conventional wisdom that an interview is a *selling* opportunity. Yes, that's true, but it's far more complex than that. And it's not over when an interview is finished. Many people say, "It's in God's hands now," but that's the attitude of someone who has *given up*. Chances are, there's a lot more you can do—and God wouldn't want you to be so passive! At The Five O'Clock Club we say, "After the interview, you're just getting started."

While it is true that a hiring manager will quickly decide against you if you look like a slob, the average job hunter has *many* more chances than the first two minutes. By following The Five O'Clock Club approach, you can turn around a situation that normally would have ended in failure. In fact, many a Five O'Clock Clubber that got an actual *rejection* letter after a job interview have still been able to turn the situation around and wind up getting hired.

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*Obviously the way you move will be affected by the character you are playing; but natural movement comes from your "center," from the same place as a natural voice. When you walk from your center, you will project a solid perspective of yourself. Walk with that certainty and ease, and your path becomes a center of gravity. Your force pulls all eyes to you.*

*Slouch or poke your head forward, or pull your shoulders back uncomfortably, and that power seeps away. Only a relaxed, centered walk creates a sense of strength. A centered walk can be very menacing, too.*

*Even if you don't get film work on the basis of this advice, follow it and you'll never get mugged, either.*

Michael Caine, *Acting in Film*

## CASE STUDY *Dorothy* Overcoming Their Objections

Dorothy, a reserved but highly intelligent and refined woman, was interviewing for a position as a consultant. She prepared thoroughly, dressed in a manner that she thought was appropriate, and conducted the meeting the best way she could.

She asked the interviewer if there was any reason that she might be hesitant to bring her on board, compared with some of the other people they had seen. The interviewer responded that she was afraid that Dorothy would not come across as strong enough in her meetings with prospective clients: "In this business, you need to wow them."

When Dorothy did her follow-up letter, she stressed how successful she had been in the past with clients. She asked for another meeting.

This time she dressed in a *power* suit—a red one that would have been inappropriate for a first interview—and conducted herself very differently. The interviewer said she wondered why she had ever thought those negative things because they obviously were not true. Dorothy got the job and was very successful.

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*Each handicap is like a hurdle in a steeplechase, and when you ride up to it, if you throw your heart over, the horse will go along, too.*

Lawrence Bixby, "Comeback from a Brain Operation," *Harper's*, Nov. 1952

## Dress and Act the Part

If you've worked in the same place for 10 years, your appearance may get a little sloppy and your coworkers will overlook it. But appearance counts on a job interview.

Here's an example. A coach had asked me to meet with his client, Gregory. Gregory was a banking vice president with excellent credentials who was having trouble getting a job. At the appointed time, I saw someone with a

pronounced swagger coming down the hall with his suit jacket thrown over one shoulder. I said to myself, "This *can't* be him." But it was. As Gregory got closer, I could see that his shirt was dirty and terribly frayed around the collar and cuffs. During our meeting, however, Gregory presented himself well verbally, had intelligent things to say, and was not cocky or arrogant, but he just didn't *look* the part. I had expected to meet someone who looked like a bank vice president. Obviously, Gregory's dress and the way he walked were working against him. He was smart enough to believe me when I told him what had to be changed. He shaped up and got a job quickly.

Now, if you want to move up a level in your next job, dress for *that* level. I worked with Angie, who was going after a high-powered job, but her clothes just didn't look like she *deserved* that kind of money. It's important to look like you're worth what the job pays. Sara, on the other hand, dressed like a glamorous model when interviewing for a back-office job at a party planning company. She looked as if she wanted to be the hostess at the parties, and the employer was afraid Sara would be unhappy doing operations work. Sara realized she'd rather be a hostess and she applied for those kinds of jobs instead.

Dress consistently with the culture and for the job you're going after. If you're going for a job in a very conservative culture, dress conservatively. Play the game. Look the part. Don't have body odor. Have a crisp-looking hair style or whatever is appropriate for the industry.

It's true that employees in certain fields may wear jeans and sneakers to work, but that's rarely a standard for interviews.

**A rule of thumb is to wear an outfit that's one or two levels above the job you're interviewing for.**

Dressing this way shows respect. It shows seriousness on your part. In the dot.com boom days, when there was a labor shortage in certain

fields, some job applicants showed up in all sorts of attire and still got hired. But when the market tightened up, employers had *other* people to choose from, and they didn't have to settle for employees who showed such disdain for their work appearance. Employers usually want employees who don't look radical and who are in tune with a business environment. Employers want people who will go along, get along, and take their jobs seriously.

Remember, this is like show biz. Even if you don't feel self-confident, act as if you do, and that is reflected in how well you're put together. If you come in looking defeated, like a loser, why would anyone want to hire you? *Act* as if you are successful and feel good about yourself, and you will increase your chances of actually *feeling* that way. Enthusiasm counts. Every manager is receptive to someone who is sincerely interested in the company and the position—and dresses that way.

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*Here's a little number I do before a long take: take a slow deep breath in, then bend over and let your arms dangle, really relaxed. Straighten up slowly, breathing out gently and evenly. This exercise relaxes you, helps concentration and gives you control . . . it gets the oxygen to the brain. You feel and look like a twit, panting away, but you find you get a rush to your head, your eyes begin to sparkle a bit, and you're ready to play an energetic scene, mental or physical. Just be careful not to overdo the panting or you will hyperventilate and pass out.*

Michael Caine, *Acting in Film*

## With Whom Will You Meet?

If you were invited to a business meeting—especially one where you were going to be the topic of discussion—you would naturally want to know who else would be there, and you might want to know something about them, such as

- their names and job titles
- the issues important to each of them

## Mastering the Job Interview and Winning the Money Game

- their personalities
- their ages
- the length of time they have been with the company

Yet most job hunters go into interviews—which, of course, are business meetings—unprepared, knowing little about the people.

At The Five O’Clock Club, we work to change your thinking on this issue. Matt, for example, was going to be screened by telephone by *five* recruiters from an out-of-town search firm. All five would be on the phone at the same time. He told his Five O’Clock Club group about his upcoming meeting and said, “Wish me luck.” And we thought, wish me luck? *Nobody* trained The Five O’Clock Club way says, “I’m going in blindly to a meeting with five other people. I don’t even know who they are and just wish me luck.” So we told him, “Call the search firm and get some information.”

Even though Matt was talking to search firm people and not members of the hiring team, he needed to prepare as he would prepare for any other business meeting by simply asking about *each* of the people who’d be on the phone. What were their names? Their titles? What issues tended to be important to each of them?

Frankly, it’s also nice to know a person’s age beforehand. *You* know that it’s very different if you’re in a meeting with 28-year-old versus, say, a 58-year-old. You can’t ask directly for a person’s age, but you can get a feel for it. How long has the person been in the industry? How long in this organization? Those answers will give you a hint.

By the way, we also told Matt that he should ask the people to identify themselves as they spoke so he would know who said what during the call, and he should take notes so he can analyze the meeting later.

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*The meeting of two personalities is like the contact of two chemical substances; if there is any reaction, both are transformed.*

Carl Jung, *Modern Man in Search of a Soul*

*The people you want to reach, whether they’re your coworkers, your boss, or an organizational president, should be viewed as distinct target audiences that require different approaches and strategies.*

Jeffrey P. Davidson, *Management World*,  
September/October 1987

## Other Advice about Telephone Meetings

For most people, it’s best if you can have an in-person meeting rather than be screened over the telephone. You can gather more information when you’re there, watch the person’s expressions, and have eye contact. So tell the interviewer, “I’d much prefer to meet with you in person—even for a brief meeting.”

If you are forced into a telephone meeting, here are some extra words of advice from Dale Dauten, with whom I write a nationally syndicated newspaper column, “Kate and Dale Talk Jobs,” published by King Features:

I’ve had many telephone interviews for various consulting jobs or speaking assignments, often by committees. I’ve done a bit of experimenting and can offer a couple of suggestions. First, sit at a desk or table, clear the area of any distractions and then spread in front of you the following: your résumé, a list of accomplishments, a list of questions you can ask them, research on the company, along with a blank pad of paper. I like to draw a rectangle on the blank pad, and think of that rectangle as a *conference table*. I find out in advance who’ll be in on the conversation and put them around the *table*. Then as the members of the committee introduce themselves, I put key words next to each name. If they don’t tell you their positions, ask. They’ll be flattered. If, along the way, you can refer back to something one of them said, or ask each of them a question, you’ll win them over, one by one.

Feel free to ask each of them, “What would you like most from the new hire?” and/or “What

problems have you had in the past and what would you like to see done differently?" Find out their fears, their hopes, and what you can do to make their lives easier. Having that information, you can impress them during the call, and more important, address those issues in your follow-up letters, which you can be sure will be shared around. The committee will want to meet you in person, and that is the sole measure of victory in a phone interview. Do your preparation, and your panic will dissipate as you say to yourself, No one could be better prepared than I'm going to be.

## Ask the Person Who Arranged the Meetings

To be better prepared, ask whoever set up the meeting—whether it was human resources, the hiring manager, a search firm, or an administrative assistant—to give you the information you need. You can say, "I'm excited about the meeting next week and want to prepare. I'd like to know something about the people I'll be meeting and the issues that are of concern to them." You may not find out everything you would like to, but even a little bit of information will help.

Let's say that the person who set up the meeting says to you, "Jane, you'll be meeting with Mr. Jack and Ms. Jill." Then you say, "Thanks very much. I'd like to prepare for the meeting. Could you tell me a little bit about each person?"

Or the scheduler says, "John, when you come in, we'll have you meet with five people." John should say, "Thanks very much. Could you tell me who they are and a little bit about each one of them?" And, as John is told each person's name and title, John should ask, "Do you know what Mr. Jones is like, or what issues tend to be important to him? I'd like to be prepared."

Try it. If it doesn't work out perfectly, you're still likely to have more information than you would have had. And you'll get better at asking for this kind of information before a meeting.

## Develop Your Script

This is a basic, but important, Five O'Clock Club technique. Prepare a 3x5 card for *each* organization with which you'll meet. Write the following on it:

- Your pitch—your summary about yourself for this particular organization. "I'm an international marketing manager."
- Then write the headlines of three or four accomplishments you want to tell this specific company. "Increased sales 17% average per year over three years."
- Also write the question *you're most afraid they're going to ask you* at this specific company and how you're going to handle it.
- An answer to what you think might be the employer's main objection to you, if any.
- A statement of why you would want to work for this company.

**Keep your 3x5 card in your pocket or purse and review it just before going in for the interview so that you will know your lines.**

Here's a scenario you can imagine. In the morning, you have to meet with one organization and in the afternoon you're meeting with another. It's hard to get your thoughts together for each of these meetings. *All* you have to do is pull the appropriate card out of your pocket or purse, look at it on the way into the meeting or in the elevator. Those are your *lines*. This is the information you'll cover during the interview—whether they ask for it or not. Then when you *leave* the meeting, just pull your card out again—to see whether you've covered those things. It's like testing yourself. Did you *cover* those points or didn't you? If you did *not* cover them during the interview, you can cover them in your follow-up letter. Those 3x5 cards are critically important.

## Mastering the Job Interview and Winning the Money Game

It can become even more complex and sophisticated than that. It may be that you need a different 3x5 card for *each person* with whom you meet within one organization. You may want to make *different* points to the heads of research, finance, manufacturing, sales, and operations. Each of these people has different issues. Therefore, form a *hypothesis* ahead of time about what each person would be interested in—considering the kind of job that you’re going after.

You’re meeting with each of them for a reason. They’re each *worried* about the person who’s going to land the job. They’re worried that *their* part of the organization might be ignored or that the new hire might make their lives difficult. The finance person may be interested in your budgeting skills. The salesperson may be interested in your interface with the sales people and the support you’re going to give them. The manufacturing people may be wondering if you’re going to give them sufficient information ahead of time so they can do their jobs well.

So it is important to form a hypothesis about the *concerns* of each person with whom you’re going to meet. Prepare your 3x5 card for each. Then cover that information with each person and let them know *how* you’ll make their lives easier if *you’re* the one who gets the job. *Say* to them, “What would you like from this new hire? How can I make your life easier if I’m the one in this new job?” Tell the finance person some bulleted accomplishments about how you worked with finance in the past. Tell the marketing person how you worked with marketing in the past and how you would like to work with them in the future. You can see how *sophisticated* this simple 3x5 card approach can become.

Finally, for each of these people, list on that person’s 3x5 card *the question you’re most afraid they might ask* and how you’d handle it. For example, if you’ve never been in charge of a budget before, what’s your answer to that? If you’ve never formally managed people, what’s your answer to that? Your answer has to be something like “Well, I’ve managed dozens of people informally on projects when I was the project head.”

Today, managing direct reports versus indirect reports is not as important as it used to be. Nor is it important whether you supervised people who are on payroll versus consultants.

Write down all of the difficult questions you hate the most. Then write your answers. Your 3x5 cards are your best friend in being prepared.

**During the meeting, write down what they each say—so you can follow up more intelligently.**

If you don’t take notes during the interview, it’s all going to be a big blur. Chances are, you want to be able to recall what the finance person said versus the manufacturing person and the operations person. You’ll be following up with each of these people so you *need* to know what *each* of them said—their key issues and concerns. For example, if the person’s main issue is “I hope you have a good sense of humor”—and this happened to me once—then you’d better stress your sense of humor in your follow-up. If the person’s main issue is the long hours the job requires and they’re afraid you may have a problem with that, then make sure you address it. Whatever is important to them is important to you.

*I am a great believer, if you have a meeting, in knowing where you want to come out before you start the meeting. Excuse me if that doesn’t sound very democratic.*

Nelson Rockefeller

## Think about Their Issues

In formulating your follow-up, try to think beyond what’s been verbalized. That is, anticipate additional issues that are likely to be important to each person. Decide how you will address these issues. A financial person, for example, will most likely be concerned about the bottom line. An operations person, a marketing person, or

someone in human resources will probably have different concerns.

You can also think about a person's concerns based on his or her position in the hierarchy. People higher up are generally more concerned about the direction of the department, division, or company, while those lower down are usually more concerned about the day-to-day workings of the job. Each person will care about whether you can do the job from their own perspective and perhaps whether you will fit in.

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*If they ask if you own a horse, say yes.  
If they ask if you are a horse, say yes.  
And you'll learn how to do it that night.*

Robert Parrish, award-winning film editor-director.  
Advice he received from his mother.  
Quoted in *The New York Times*

## **CASE STUDY** *Bob* Prepared for the Meetings

Bob, a marketing executive, had been looking for a job for a while when I met him, and he was very tired. He was now applying for a plum marketing job at a major information services company and was going in for his initial meeting.

Before the meeting, he researched to find out what was going on in the company. He formed a hypothesis about why they wanted to see him. He prepared his 3x5 card to address the issues he thought would be important to them, and wrote out a Two-Minute Pitch specifically for this company.

At this first meeting, he probed to find out the problems the company faced. He also tried to get a feel for the company culture.

When Bob had interviewed at other companies, they loved his ability to think up new product ideas. But he learned that this company already had plenty of new products; they wanted someone who could make their products successful.

He decided that his next step should be to meet more people. Bob did a thorough follow-up after the first round of interviews. He addressed the issues that were important to each person with whom he met, reminded each of the positives they found in him, and handled the negatives (the reasons why each person might not want to have him on board).

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*A man's accomplishments in life are the cumulative effect of his attention to detail.*

John Foster Dulles, quoted by  
Leonard Mosley, *Dulles*

## The Second Round of Interviews

Bob was called back to meet with five more people. Before the meetings, he asked their names and titles, found out a little about each person, including the issues that might be important to him or her, and the number of years he or she had been with the company.

Bob typed up a sheet with every name and job title and a hypothesis about what each person's concerns might be, how he could address those concerns, and the questions he wanted to ask each person. His sheets included, in brief:

- the head of sales, who Bob thought might be threatened by a new marketing person
- the head of finance, who would probably be concerned about the profitability of the new products
- the head of operations, who might be worried about being ignored by sales and marketing
- the head of human resources, who may be concerned about how well Bob would fit in
- his future boss, the head of all marketing (Bob prepared three pages of notes on this person!)

With this kind of preparation, Bob had hypotheses and solutions in mind, rather than going into each meeting cold. Thus he would be in a position to have the best meetings possible.

## Mastering the Job Interview and Winning the Money Game

In addition to the questions he designed specifically for each individual, he asked them all:

- What would you like from whomever you hire for the new job?
- What are the things you would be afraid he or she might do in the new marketing position?
- How could the new person make your life easier?
- What are your most important concerns about this job and the new hire?

He also asked questions that had to do specifically with this company and the job, such as:

- Who are your key competitors for these new products?
- Have you targeted new growth industries?
- I've heard that your company wants to move toward greater predictive offerings. Is this true? Have you been successful?

He also asked questions having to do with organizational issues, such as:

- The job seems to be in a state of flux. What is your impression of it?
- How would the new person work with each of the department heads?

- What would you like to see this person accomplish after the first year? After three to four years?
- What support could the new person look forward to from you?
- Would the new person work only within this one division or explore appropriate opportunities with other divisions?

In addition, Bob asked other selected people:

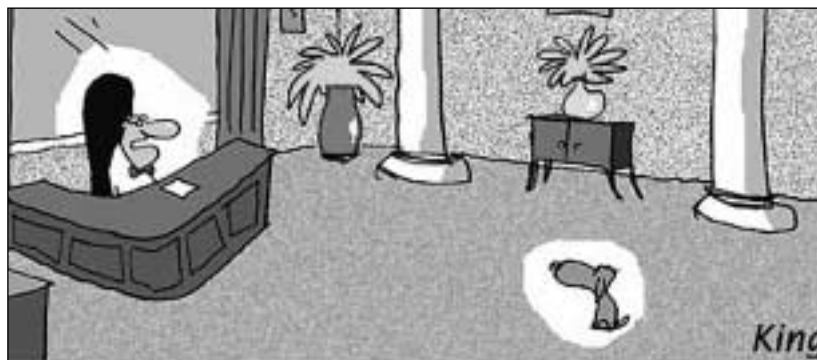
- Where are they in the hiring process?
- How many others are they considering?
- How do I stack up against them?

Bob treated everyone he met as an individual to be reckoned with and courted, and he handled them all *differently*.

**His goal was to have each person see him as the ideal candidate.**

Being seen as *ideal* means emerging from the pack. To do this, he probed to understand thoroughly the situation for each department head.

During all this, Bob had to resist his natural tendency to think up new product ideas, since this was not something they wanted.



*"You're cute, very cute. But in this business cute just doesn't cut it. We need computer-savvy individuals."*

## Questions You Might Ask in an Interview

You are there not only to answer the interviewer's questions, but also to make sure you get the information you need. Ask questions that are appropriate. What do you really want to know? Here are a few possibilities to get you thinking in the right direction:

### Questions to Ask Personnel

- Can you tell me more about the responsibilities of the job?
- What skills do you think would be most critical for this job?
- Is there a current organization chart available for this area?
- What happened to the person who held this job before?
- What kinds of people are most successful in this area?
- What do you see as the department's strengths and weaknesses?

### Questions to Ask Managers (and Perhaps Peers)

- What are the key responsibilities of the job?
- What is the most important part of the job?
- What is the first problem that would need the attention of the person you hire?
- What other problems need attention now? Over the next six months?
- How has this job been performed in the past?
- Are there other things you would like someone to do that are not a formal part of the job?
- What would you like to be able to say about the new hire one year from now?
- What significant changes do you see in the future?
- May I ask what your background is?
- What do you find most satisfying about working here? Most frustrating?
- How would you describe your management style?
- How is the department organized?
- May I meet the other people who work in the area?
- How is one's performance evaluated? By whom? How often?
- What skills are in short supply here?

*You can never enslave somebody  
who knows who he is.*

Alex Haley

**Don't ask: "Is there anything I can do to convince you that I'm the right person?" The answer is always no. Decide for *yourself* what you must do to convince them.**

*If you have an important point to make, don't try to be subtle or clever. Use a pile driver. Hit the point once. Then come back and hit it again. Then hit it a third time—a tremendous whack.*

Winston Churchill, on public speaking, quoted by Edward, Duke of Windsor, *A King's Story*

## Problem Areas

There were a few problem areas:

- Bob's future boss seemed weak and might feel threatened by him. He had to reassure the boss in his follow-up that he would be a support and not a threat.
- Bob was not happy with the way he had come across to the operations head. When he wrote his follow-up, he said he was not pleased with the way he had addressed some issues and went into great detail explaining his position.

Bob was able to write a very tailored follow-up to each person only because he had thoroughly prepared—he also took notes during the meetings so he would accurately remember what each person said.

Bob asked to meet with his future boss again to discuss some details and followed up in writing again after that meeting. Since this was a protracted process, Bob decided the human resources person, who was smart and also open, was the best one to keep in touch with for the status of the situation. In addition to all of his follow-up in writing, he wanted to have a feel for how things were going so that he could decide whether additional effort would be needed—for instance, if another candidate were to enter the race.

*There are no hopeless situations. There are only men  
who have grown hopeless about them.*

Clare Booth Luce, *Europe in the Spring*

## Round Three

Bob was called back for another round of meetings, this time with the head of management information services, the division head, and the human resources manager. When he went back for this round of interviews, Bob made a point of stopping in to see his future boss and also the operations head—to keep the contacts alive.

**Your goal is to have each person be an advocate of having you on board. If there is anyone who objects to you, make sure you handle it now.**

*I have always tried to be true to myself, to pick  
those battles I felt were important.*

Arthur Ashe

## A Hold in the Countdown

Human resources had already asked for six to eight references and had checked them out. Everything was fine. The head of human resources said, “They want you. In five years, I’ve never seen such enthusiasm. I’m sure they’re about to make you an offer. Are you interested? When do you think you could start?”

Then suddenly everything was put on hold for seven weeks while the company decided to *reengineer* (reorganize). They assured Bob that everything was okay, and that he would be happy with the results—especially the money.

But Bob panicked. He couldn’t stand the stress any more. He had been in search mode a long time, and his nerves were giving way. He was anxious to force their hand. If they wanted

him, they could make him an offer now. What on earth could make them wait seven more weeks?

*Midway in our life’s journey,  
I went astray from the straight road  
and woke to find myself alone in a dark wood.*

Dante, *The Inferno*

## Don’t Force It; Instead, Make Sure You Have 6 to 10 Things in the Works

As his career coach, it was all I could do to get Bob to focus on a broader search while he stayed in touch with them. Because he had such a good relationship with the human resources manager, Bob spoke mostly with that person. For the next seven weeks, the manager continued to assure Bob that things were going well, and he should just hang in there.

Bob said I couldn’t possibly imagine the strain he was under. He told me of his daughter’s health problems at home.

I warned him that the strain he was under now would be nothing compared to what he would feel if this job fell through and he had *nothing* else in the works. Starting a job search from scratch truly would be a nightmare. It’s much better not to let one’s momentum slip. So Bob bravely mustered the energy to focus on other possibilities, and he got a lot of other things in the works. However, he never relaxed.

Finally, the seven weeks was up. The company asked him to wait one more week. Then they made him an offer.

**Do not drop your search activities when an offer seems almost certain. If it doesn’t materialize, the lost momentum is difficult to recover.**

—Advice from a successful job hunter at  
The Five O’Clock Club

*Whensoever a man desires anything inordinately, he is presently disquieted within himself.*

Thomas à Kempis

## Finally . . . the Offer

Bob was stunned by the offer: It was for the boss's job! Bob was not the only one who had seen the boss as weak; the rest of management did too. They offered Bob the job because he did not try to undermine his prospective manager or make him look bad. They saw that he played by the rules. The pay was phenomenal, and Bob deserved it.

Look at all the planning that Bob put into wooing this one company. Make sure you plan for each person with whom you will meet and keep notes on each (use the Interview Record in this book). Make sure everyone you meet wants to have you on board. Be in sync with their time frame, not your own. And be sure to have 6 to 10 things in the works—just in case. That is what's required in a successful job hunt.

*Until you value yourself, you will not value your time. Until you value your time, you will not do anything with it.*

Dr. M. Scott Peck

