

**A**

- action verbs, 443–450
- actions, asset statement scripting, 100–101
- American Staffing Association, 211
- anxiety and interviews, 302–307
- aptitude testing warnings, 63
- areas for improvement
  - interview question, 369
- assessments
  - additional skills, uncovering, 69–70
  - aptitude testing, 63
  - business & management skills, 63–64
  - career assessment tests, 60
  - cognitive skills, 64
  - content knowledge, 60–62
  - creative skills, 65
  - data collection and, 49–50
  - interpersonal skills, 65–66
  - oral communication skills, 66
  - organizational skills, 67
  - personal qualities, 70–72
  - quantitative skills, 67
  - sales skills, 68
  - technical skills, 68
  - transferable skills, 62–69
  - written communication skills, 69
- asset statements, 17, 92–112, 140–141
- assets, listing in cover letter, 165–166
- Association of Executive Search Consultants, 211

attire. *See* dress

**attitude**

- adversity and, 7–9
- expectation setting, 13–14
- genuineness, 10–11
- honesty and, 11–12
- interview preparation, 286, 299–307
- introduction, 5–7
- power perception and, 9–10
- self-talk and, 7
- thank you and, 12–13

**B**

- behavior-based interviews, 310–312
- benefits, 427–431
- biography, self-marketing packages, 21
- block style of cover letter, 177
- breaking-points in offer negotiation, 425
- business & management skills, checklist, 63–64
- business cards, self-marketing package, 20

**C**

- Campbell Interest and Skill Survey, 60
- candidate selection, data collection, 47–50
- CAO (context-action-outcome) formula, asset statements and, 92
- career advice, Internet-based job search, 254

- Career Anchors assessment, 60
- career and job fairs
- formal marketplace, 214–218
  - professional groups and, 239
  - search focus, 188
- career assessment tests, marketing and, 60
- career change pros and cons, 74, 78–81
- career consultants, feedback, 409
- career focus, 73–78
- career specialist contacts, networking, 248
- certifications in résumé, 144–145
- chronological résumés, samples, 451–455
- clubs & organizations, personal contacts for networking, 246
- cognitive skills, assessment checklist, 64
- commitment to organization, 45–46, 360–366
- communication
- action verbs, 446
  - tools for, 23–24
  - written communication skills, 69
- community groups, personal contacts for networking, 246
- community situations, networking and, 242–243
- conferences, interviews at, 327–328
- confirming offer, 453–440
- consideration, networking and, 231
- consultants, strategies, 29–30
- contact person in HR, 195
- content knowledge
- assessment, 60–62
  - value added to organization, 35–36
- context, asset statement scripting, 100
- contingency, recruiters, 186–187
- conventions, interviews, 327–328
- conversational interviews, 315–317
- COPE, interviews, 301
- cover letters
- assets, 165–166
  - block style, 177
  - definite openings, 159
  - direct mail campaigns, 160, 171–173, 171–173
  - editing, 162–163
  - email attachments, 158
  - fonts, 178
  - formatting, 163
  - interest in job statement, 167–168
  - Internet-based job search and, 266
  - introduction of letter, 164–165
  - language and flow, 175
  - layout, 175–178
  - as marketing document, 162
  - modified block style, 178
  - newspaper ad response, 170
  - print ads, 204
  - reason for fit with organization, 166–167
  - reasons employer to read, 158
  - relocation and, 163
  - response to recruiter's online posting, 171
  - résumé substitute, 174
  - salary, 168
  - salutation, 163–164
  - samples, 169–174
  - sending, 179
  - signature, 169
  - transmission method, 162, 179
  - unknown openings, 159–160
  - why-bother letter, 161
  - writing style, 162, 175
- creative skills, 65, 231
- creative thinking, 28–29
- C.V. (curriculum vitae) compared to résumé, 154
- ## D
- data collection on candidate, 47–50
- deal-points, offer negotiation, 425
- decision making, 50–56, 436–439
- detail work, strategies, 27–28
- direct contact campaigns, search focus and, 189–191
- direct mail campaigns, 160, 171–173, 219–222
- disagreements in previous employment, 373–376

diversity, networking and, 230  
dress

- career and job fairs, 216
- interview preparation, 286, 297–299

## E

education

- Internet-based job search, 254
- networking and, 242
- résumé, 141–143

education contacts, networking and, 247

electronic résumés

- appearance, 269
- keywords, 278–283
- line breaks, 277
- postable, 272
- samples, 464–465
- scannable, 270–271
- searchable, 271
- text only, 19
- versus* traditional, 119
- uploadable, 271–272
- when to use, 272–274

email address, résumé information, 129

email receipt, Internet-based job search and, 266–268

emotional support, networking and, 229

employees within organization, interview feedback and, 409

employers

- names in experience section of résumé, 137–138
- needs, asset statements and, 94–97
- research prior to interview, 286–295
- Web sites, 261–262
- what they're looking for, 33–46

eRésumés

- converting traditional to electronic, 274–277
- keywords, 278–283
- line breaks, 277
- postable, 272

scannable, 270–271

searchable, 271

text only, 21–22

*versus* traditional, 119

uploadable, 271–272

when to use, 272–274

errors in résumé, 124

evaluating interview, 410–411

evaluating offer, 419–424, 431–439

executive résumé, samples, 459–463

expanding network

- career specialists contacts, 248
- education contacts, 247
- multimedia contacts, 248–249
- personal contacts, 246
- personal/professional services contacts, 248
- professional group contacts, 247–248
- work contacts, 247

experience

- objections during interview, 397
- résumé, 137–141
- value added to organization and, 39–40

## F

facial expressions of interviewer during interview, 312

fad jobs, 78

failed prior business, 395

fairness, offer negotiation and, 426

feedback, network, 408–412

fit in with organization

- image, 42–43
- interview questions, 350–358
- introduction, 40
- organizational structure, 43–45
- overview, 34
- personality and, 43
- print ad information and, 203–204
- salary structure, 43–45
- values and, 41
- work style and, 41–42

flexibility, offer negotiation and, 426

flow of asset statements, 103–104

focus, 14–17, 73–78

- follow-up  
 career and job fairs, 218  
 importance of, 415–416  
 initiating, 405–407  
 at interview, 405–407  
 letter, 412–414  
 networking and, 26–27  
 persistence, right amount,  
 415–418
- follow-up interviews, 324–326
- formal marketplace, print advertise-  
 ments, 202
- formality, work style and, 42
- formatting, cover letters, 163
- functional résumés, 153–154,  
 456–459
- G**
- gaps in work history, 392–394
- graduates, questions during inter-  
 view, 400
- group interviews, 319–320
- growth industries, search focus and,  
 192–193
- H**
- hard work, strategies, 26–27
- headhunters. *See* recruiters
- hidden market for job search, 182,  
 189
- history, gaps in work history, 392–394
- holidays during job search, 196
- Holland's Self-Directed Search, 60
- HR (human resources), 194–197
- hybrid résumés, 153–154
- I**
- illegal questions during interview,  
 376, 386–387
- image, fit in with organization and,  
 42–43
- indented style of cover letter, 176
- integrity, networking and, 231
- internal hiring  
 interviews, 322–324  
 wildcard variables in decision  
 making and, 53–54
- Internet-based job search  
 advantages of, 255–256  
 career advice, 254  
 cons, 256–259  
 cover letters, 266  
 education/training, 254  
 electronic résumé, 268–277  
 email receipt verification,  
 266–268  
 employers' sites, 261–262  
 job boards, 260–261  
 networking, 254, 262  
 niche sites, 261  
 personal search agents, 266  
 posting résumé, 264–265  
 privacy, protecting, 259–260  
 research, 254  
 search engines, 263–264
- Internet-based networking, 240–242
- interpersonal skills, assessment  
 checklist, 65–66
- interview questions  
 areas for improvement, 369  
 commitment level, 360–366  
 comparison of other prospects,  
 377–378  
 conflict related, 373–376  
 disagreements in previous  
 employment, 373–376  
 do you know what you're getting  
 into?, 363–364  
 ethical issues, 375–376  
 failures, 370–371  
 fielding tips, 340–341  
 firing experiences, 371–372  
 fit with organization, 350–358  
 hiring experiences, 371–372  
 honesty, necessity of, 383  
 how you do your job, 345–347  
 illegal, 376, 385–387  
 interview time while employed,  
 377  
 knowledge and, 344–345  
 length planned at job, 379  
 mistakes, 370–371  
 nosy questions, 376–380  
 obituary contents, 382–383  
 on-the-spot, 380–384  
 other interviews going on,  
 378–379

- personality clashes, 373–376  
 questions from you, 398–402  
 raises, 380–381  
 rating interviewer, 380  
 reasons for leaving current job, 380  
 reasons for no job, 372–373  
 regrets, 370–371  
 résumé-based, 341–343  
 résumé omissions, 379–380  
 rights, 385–386  
 salary history, 381  
 six keys to acing, 338–339  
 skills and, 344–345  
 tell me a story, 383–384  
 tough questions, 367–368  
 value added by you, 347–350  
 weaknesses, 369  
 will you meet our needs, 364–366  
 work style issues, 358–359  
 interviews, 390–391, 397  
   24 hours after, 407–415  
   anxiety and, 302–307  
   arrival time, 346  
   attitude, 299–307  
   balancing, 300–302  
   behavior-based, 310–312  
   bios of interviewers, 290  
   career goals and, 362  
   conferences/conventions, 327–328  
   conversation at, 315–317  
   COPE, 301  
   data collection on candidates and, 48  
   evaluation, 407–408  
   evaluation form, 410–411  
   feedback through network, 408–412  
   follow-up, 324–326, 405–407, 412–416  
   group interview anxiety, 304  
   group interviews, 319–320  
   internal, 322–324  
   job fairs, 328–329  
   landing, 193  
   marketing strategy, 295–296  
   meals, 329–331  
   networking interviews, 10–11  
   objections, 388–397  
   on-campus, 327  
   on-site, 326–327  
   panel, 320–322  
   power increase, 10  
   pre-interview interactions, 197–198  
   preparation checklist, 286  
   props, 296–297  
   psychology of, 299–300  
   questions during, 10  
   questions during to bolster follow-up, 406–407  
   recruiters, 213–214  
   settings, 326–332  
   sexual harassment during, 388  
   stress, 317–319  
   telephone, 331–332  
   traditional, 312–315  
   introduction, cover letter, 164–165  
   introverts, networking and, 232–233  
   italic text in résumé, 150
- ## J–K
- job acceptance criteria worksheet, 431–436  
 job fairs  
   formal marketplace and, 214–218  
   interviews during, 328–329  
   professional groups and, 239  
   search focus, 188  
 job hopper perception, 394–395  
 job search. *See also* search focus  
   holidays, 196  
   Internet-based (*See* Internet-based job search)  
   wish list, 74–75  
 job seeker business card, 20  
  
 keywords, eRésumés, 278–283
- ## L
- layout of cover letter, 175–178  
 leads, networking, uncovering, 228–229  
 letters, 21–22, 412–414

leverage, offer negotiation and, 427  
 licenses held, listing in résumé,  
 144–145

## M

magazine advertisements, 185

marketing

- action verbs, 450
- asset statements, 92–97
- career assessment testing, 60
- cover letter, 162
- direct mail campaign, 221–222
- interview preparation, 286,  
 295–296
- introduction, 57–58
- résumé as marketing document,  
 18–20
- self-assessment, 59–72
- self-marketing package, 20–23

marketing brief, self-marketing pack-  
 age, 21

meals, interviews over, 329–331

misconceptions about networking,  
 226

misleading employer during negotia-  
 tions, 431

mission statement, personal, interview  
 question, 350–358

modified block style of cover letter,  
 178

multimedia contacts, networking,  
 248–249

Myers-Briggs Type Indicator, 60

## N

National Association of Personnel  
 Services, 211

negative aspect questions in interview,  
 368–373

negativism, adversity and, 7–8

negotiating offer, 424–431

neoptism, wildcard variables in deci-  
 sion making, 54

networking

- 10 rules, 230–232
- action plan, 249–250
- career specialists contacts, 248

community situations and,  
 242–243

consideration and, 231

creativity and, 231

diversity and, 230

education contacts, 247

education/training, 242

emotional support, 229

entitlement thinking and, 231

events, tips for, 241

examining existing network, 245

expanding network, 244–249  
 groups, 240

identifying network, 244–249

integrity and, 231

intermediaries and, 229

Internet-based job search and,  
 254, 262

Internet-based networking,  
 240–242

interview feedback, 408–412

interviews, 10–11

invoverts and, tips for, 232–233

leads, uncovering, 228–229

maximizing creatively, 227–229

misconceptions, 226

multimedia contacts, 248–249

offer evaluation, 229, 422

one-to-one meetings, 234–239

patience and, 230

personal contacts and, 246

personal/professional services  
 contacts, 248

professional group contacts,  
 247–248

professional groups, 239–240

realities of, 226–227

reciprocation, 232, 250–252

recreational situations and,  
 242–243

reliability and, 231

religious institutions, 243

search focus and, 191

search tools, 228

serendipity factor, 243–244

social situations and, 242–243

strategies, 25–26

work contacts, 247

news and information, Internet-based  
 job search, 254  
 newspaper ads, 170, 183  
 non-quantified outcomes of asset  
 statements, 106–109

## O

objections during interview, 388–398  
 objective listed on résumé, 130–133  
 observation of behavior, data collec-  
 tion on candidate and, 49  
 offer confirmation, 439–440  
 offer evaluation, 419–424, 431–439  
 offer negotiation, 424–431  
 on-campus interviews, 327  
 on-site interviews, 326–327  
 one-to-one networking meetings,  
 234–239  
 online job search. *See* Internet-based  
 job search  
 oral communication, skills  
 checklist, 66  
 organizational skills, checklist, 67  
 organizational structure, fitting in,  
 43–45  
 outcome, asset statement scripting,  
 101–102  
 outsourcing, wildcard variables in  
 decision making, 54–56  
 overqualified for position, 395–396

## P

panel interviews, 320–322  
 passive search methods, 28  
 patience, networking and, 230  
 persistence, 26–27, 415–418  
 personal contacts, network expansion  
 and, 246  
 personal/profession services con-  
 tacts, networking, 248  
 personal qualities, 37–39, 70–72  
 personal search agents, Internet-  
 based job search, 266  
 personality, fit in with organization  
 and, 43  
 planning, networking strategies, 228

portfolio, self-marketing package,  
 22–23  
 postable eRésumés, 272  
 power perception, 9–10  
 print advertisements, 184–185,  
 202–207  
 priorities, offer evaluation and,  
 420–421, 424  
 professional groups, networking and,  
 239–240, 247–248  
 props, interview preparation, 286,  
 295–297  
 psychology of interviews, 299–300

## Q

qualities employers are looking for,  
 34–46  
 quantified outcomes of asset state-  
 ments, 104–106  
 quantitative skills, checklist, 67  
 questions during interview  
 areas for improvement, 369  
 commitment level, 360–366  
 comparison of other prospects,  
 377–378  
 conflict related, 373–376  
 disagreements in previous  
 employment, 373–376  
 do you know what you're getting  
 into?, 363–364  
 ethical issues, 375–376  
 failures, 370–371  
 fielding tips, 340–341  
 firing experiences, 371–372  
 fit with organization, 350–358  
 hiring experiences, 371–372  
 honesty, necessity of, 383  
 how you do your job, 345–347  
 illegal, 376, 385–387  
 interview time while employed,  
 377  
 knowledge and, 344–345  
 length planned at job, 379  
 mistakes, 370–371  
 negative aspects of history,  
 368–373  
 nosy questions, 376–380  
 obituary contents, 382–383

questions during interview (*cont.*)  
 on-the-spot, 380–384  
 other interviews going on,  
 378–379  
 overview, 10  
 personality clashes, 373–376  
 raises, 380–381  
 rating interviewer, 380  
 reason for leaving current job,  
 380  
 reasons for no job, 372–373  
 of recent graduates, 400  
 regrets, 370–371  
 résumé-based, 341–343  
 résumé omissions, 379–380  
 rights, 385–386  
 salary history, 381  
 six keys to acing, 338–339  
 skills and, 344–345  
 of students, 400  
 tell me a story, 383–384  
 tough questions, 367–368  
 value added by you, 347–350  
 weaknesses, 369  
 will you meet our needs, 364–366  
 work style issues, 358–359  
 your questions, 398–402

## R

recreational situations, networking  
 and, 242–243  
 recruiters  
 American Staffing Association,  
 211  
 Association of Executive Search  
 Consultants, 211  
 contingency, 186–187  
 cover letters, 159  
 dealing with, 208–211  
 interview feedback, 409  
 interviews with, 213–214  
 locating, 211–213  
 National Association of  
 Personnel Services, 211  
 online job posting response  
 cover letter, 171  
 retained searches, 187–188  
 search focus, 185–188  
 selecting, 207–208

references, self-marketing package, 21  
 refusing offer, reasons for, 423  
 reliability, networking and, 231  
 religious organizations, personal  
 contacts for networking and, 246  
 replies to print ads, 202–207  
 research  
 action verbs, 448–449  
 Internet-based job search, 254  
 interview preparation, 286–292  
 offer evaluation and, 422  
 resourcefulness, 28–29  
 résumé-based interview questions,  
 341–343  
 résumés. *See also* eRésumés  
 addendum, 147–148  
 asset statements, 140–141  
 blocks of text, 126–127  
 bold text, 150–151  
 career and job fairs, 216  
 certifications, 144–145  
 chronological, samples, 451–455  
 community affiliations, 145–146  
 converting to eRésumés, 274–277  
 cover letter substitute, 174  
 customized, 16, 123–124  
 C.V. (curriculum vitae), 154  
 data collection on candidates  
 and, 48  
 design and layout, 148–153  
 distribution, 152–153  
 education and training, 141–143  
 electronic, 19, 464–465  
 envelopes for mailing, 152–153  
 errors, 124  
 executive, samples, 459–463  
 experience, 137–141  
 functional résumés, 153–154,  
 456–459  
 hobbies and interests, 146–147  
 honors and awards, 143–144  
 hybrid résumés, 153–154  
 italic text, 150–151  
 jargon, 127  
 language skills, 144  
 laundry list of duties, 122–123  
 length, 120–121  
 licenses, 144–145  
 as marketing document, 18–20

- military experience, 146
  - mistakes, 120–125
  - misused words, 125
  - name and contact information, 127–130
  - need, 118–120
  - objective, reasons to include, 130–131
  - objective, samples, 131–133
  - objective unclear, 123
  - omissions, questioned during interview, 379–380
  - paper choice, 151–152
  - photographs with, 150
  - posting online, 264–265
  - printing, 152–153
  - professional affiliations, 145
  - quality control checklist, 155–156
  - revision paralysis, 9
  - sentence length, 126
  - spacing in, 150–151
  - summary, 133–136
  - technical skills, 143
  - traditional *versus* electronic, 119, 272–274
  - typos, 124
  - verbs, direct action, 126
  - visual layout, 124–125
  - worded poorly, 123–124
  - writing style, 125–127
  - retained searches, recruiters, 186–187
- S**
- salary
    - cover letter, 168
    - interview questions, 381
    - offer negotiation, 427–431
    - print advertisement replies, 204–205
  - salary structure, fitting in, 43–45
  - sales skills, 68, 450
  - sample résumés, 451–465
  - scannable eRésumés, 270–271
  - schedule, work style and, 42
  - scripting asset statements, 100–102
  - search engines, Internet-based job search and, 263–264
  - search focus
    - advertisements, reasons for, 183
    - career and job fairs, 188
    - career change pros and cons, 74, 78–81
    - cyberspace, 183–184
    - direct contact campaigns, 189–191
    - fads, 78
    - five steps, 73–74
    - growth industries, 192–193
    - hidden market, 182
    - hidden marketplace, 189
    - HR (human resources), 194–197
    - Internet, 183–184
    - interviews, landing, 193
    - job search wish list, 74–75
    - networking and, 191
    - print advertisements, 184–185
    - reading and, 75–77
    - recruiters, 185–188
    - strategy, 193–194
    - talking to others, 77
    - tools for networking, 228
    - visible marketplace, 182–183
  - search methods, passive, 28
  - searchable eRésumés, 271
  - security, Internet-based job search and, 259–260
  - selection of candidate, data collection, 47–50
  - self-marketing package, 20–23, 48, 82–90, 216
  - sending cover letter, transmission method, 179
  - serendipity factor of networking, 243–244
  - sexual harassment during interview, 388
  - signature, cover letter, 169
  - skills
    - business & management skills checklist, 63–64
    - cognitive skills checklist, 64
    - creative skills checklist, 65
    - interpersonal skills checklist, 65–66
    - interview questions, 344–345

skills (*cont.*)

- oral communication skills checklist, 66
- organizational skills checklist, 67
- quantitative skills checklist, 67
- sales skills checklist, 68
- technical skills checklist, 68
- transferable skills, 36–37, 62–69
- workplace realities and, 38–39
- written communication skills, 69
- social situations, networking and, 242–243
- sound bite, self-marketing package, 23
- Strong Interest Inventory, 60
- students, questions during interview, 400
- styles of decision making, 50–52

**T**

- team orientation, work style and, 42
- technical skills
  - checklist, 68
  - content knowledge, 35
  - résumé, 143
- telephone interviews, 331–332
- tell me a story (interview), 383–384
- temporary employees, wildcard variables in decision making, 54–56
- testing. *See* assessments
- text only résumés, electronic, 19
- time allotment strategies, 193–194

## training

- action verbs, 445
- Internet-based job search, 254
- networking and, 242
- résumé, 141–143
- transferable skills, 36–39, 62–69

**U–V**

- underqualified for position, 396–397
- uploadable eRésumés, 271–272
- value added to organization, 34–40
- values, fit with organization and, 41
- visible marketplace, 182–183

**W–Z**

- why-bother cover letter, 161
- wildcard variables in decision making, 53–56
- work contacts, networking, 247
- work ethic, work style and, 42
- work history gaps, 392–394
- work style
  - fit in with organization and, 41–42
  - interview questions, 358–359
- workplace realities, 38–39
- written communication skills checklist, 69