

**Online Manual of**

**Worksheets 1-74**

Please work your way through the following worksheets, typing your answers immediately after each question. Make sure you save your work before you close out of the file and program. The time, effort, and thought you put into your answers will greatly enhance your job search campaign.

These materials correspond to the McGraw-Hill 2007 edition of ***In Search of the Perfect Job: 8 Steps to the $250,000+ Executive Job That’s Right for You*** by Clyde C. Lowstuter. Utilizing them in conjunction with the book may be beneficial to you.

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**WORKSHEET 1**

**You’ve Created Where You Are!**

To help you see that you have been in control of your career and your life all along versus someone else managing you, please answer the following questions. If you have been involuntarily separated, please consider these questions in the past tense.

|  |  |  |
| --- | --- | --- |
| Yes | No |  |
| [ ]  | [ ]  | 1. Are you as happy as you would like to be on the job? |
| [ ]  | [ ]  | 2. Are you as productive as you know you could be? |
| [ ]  | [ ]  | 3. Are you as creative as you know you have been previously? |
| [ ]  | [ ]  | 4. Is your advice sought after as much as it once was? |
| [ ]  | [ ]  | 5. Do you get along with your boss as well as you would like? |
| [ ]  | [ ]  | 6. Do you trust and respect your boss? |
| [ ]  | [ ]  | 7. Have you updated your resume or thought that perhaps you should? |
| [ ]  | [ ]  | 8. Have you ever thought about what it would be like to be employed somewhere else? |
| [ ]  | [ ]  | 9. If you could conduct a very discreet search without anyone finding out, would you do so? |
| [ ]  | [ ]  | 10. If you had access to a fool-proof game plan for successful job changing, would you be interested in it? |

**Scoring The Worksheet**

If you answered "NO" to two or more of the questions (1-6) or "YES" to two or more of the questions (7-10), then chances are very good that you have already left your organization - psychologically and emotionally, that is.

While you may physically still be at your company, your heart and mind may be somewhere else. Your commitment to turn the situation around or re-establish the relationship with your boss - may seem less important than it once did.

If the intensity you once felt and the enthusiasm you once exhibited about your organization is consistently less than before, then I contend that you have made decisions to withdraw or disengage from being 100% committed at your work place, and it may be time to move on.

At some conscious level, you "managed" your job and the people around you the way you wanted - even though it might have felt like career sabotage and resulted in your being criticized or even terminated.

**WORKSHEET 2**

**Emotional / Career Reality Check**

|  |
| --- |
| What were your top 5 biggest career disappointments in the last 12 months?Select (double-click) and type - tab to next |
| What feelings did you attach to these disappointments?      |
| How did you think and behave differently toward your boss?      |
| What was the impact on the relationship with your boss and how did it influence your commitment to your organization?      |
| What did you do (or didn’t do) that created these disappointments?      |
| What would you do differently if confronted with similar situations in the future?      |
| What’s one thing that you could do differently today?      |

**WORKSHEET 3**

**Venting - A Safety Release**

To gain the most value from this exercise, please be totally frank with yourself. Now is the time to vent a bit. Let some of those bottled up emotions out. Answer the following questions as completely and as thoroughly as you can.

|  |
| --- |
| What happened with your job? What happened at your company?Select (double-click) and type - tab to next |
| What happened to your relationship with your boss?      |
| What have you learned?      |
| How do you feel about your boss? Company?      |
| What are all the positive things you can do right now?      |

**WORKSHEET 4**

**Repackaging Your Insights**

Review the responses you created in the previous worksheet and rephrase them as if you are responding to a prospective employer. Notice any differences in how you feel as you shift your language to assume complete responsibility for your exit from your company. (Remember, you do not have to be formally out of a job to feel disconnected to your organization.)

Practice reading your responses out loud with conviction ... as if you are talking to an employer. Watch for shifts. It's OK to discard "stuff" in your life, if it is not working for you.

|  |
| --- |
| What happened at your company?Select (double-click) and type - tab to next |
| What have you learned?      |
| How do you feel about your job? Your boss? Your company?      |
| What are all the positive things you can do right now?      |

**WORKSHEET 5**

**Come Alive!**

Write about a specific time and place in which you felt most alive, most self-confident self-assured, and most comfortable – on or off the job. What people were you with? What were you doing? Elaborate on your feelings and the thoughts you might have had that buoyed you and made you feel complete and whole.

|  |
| --- |
| Select (double-click) and type |

**Worksheet 6**

**Authenticity**

|  |
| --- |
| In your experience how do authentic people behave?Select (double-click) and type - tab to next |
| Identify a person, living or dead, real or imagined, who would exemplify living an authentic life, as we’ve defined it. Once identified, write down the behavior of this person you deem to be authentic.      |
| What behavior that you identified above can you adopt to access more of your authenticity?      |

**WORKSHEET 7**

**Inventory Your Disempowering Beliefs**

Write down a series of single-word descriptors that honestly captures how you think and feel. Be brutally honest with yourself. Don’t pull any punches; this exercise is for your benefit.

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| --- |
| When you think about job hunting in general, what comes to mind?Select (double-click) and type - tab to next |
| When you think about having to extensively network, what comes to mind?      |
| When you think about being repeatedly rejected for jobs you could perform, how do you feel?      |
| When you think about the possibility of having to relocate or burn through your savings, what comes to mind?      |
| When you think about having to negotiate what you feel you are worth, how do you feel?      |

**WORKSHEET 8**

**Beliefs, Behaviors, Results . . .
For Your Career & Life**

**Disempowering
Beliefs**

**Disempowering
Behaviors**

**Unintended
Results**

**Empowering
Beliefs**

**Empowering
Behaviors**

**Intended
Results**

|  |  |  |
| --- | --- | --- |
| Example:* Discouraged
* Belief that it’s unfair
* Overwhelmed
* Exhausting
* Entitled to easy search
 | Example:* Listless
* Hesitant and tentative in making networking calls
* Make up excuses
* Blame others; don’t take accountability for self
 | Example:* Isolated from others
* Few, if any, calls from contacts or recruiters
* Search that is elongated, intermittently successful, or dead
 |

|  |  |  |
| --- | --- | --- |
| Example:* Am bright, strategically agile, experienced, and more than capable, competent, and able to conduct an effective search.
* Will generate 500% ROI on my compensation costs; I’m a valuable commodity
 | Example:* Relaxed, confident, playful, authentic, and vulnerable
* Powerful, wise, thoughtful, and inspiring leader
* Insatiably curious, observant, and probing
* Fully expressed and challenging
 | Example:* Dynamic first meetings
* Feeling of confidence, boldness, and enthusiasm
* Effectively build networking contact list
* Masterfully interview and negotiate offers
* Secure the perfect job
 |

**WORKSHEET 9**

**Discover What Works and What Doesn’t**

This exercise will help you break through some of your roadblocks and identify actions which will positively influence your life and help you manage it better.

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| --- |
| 1. What are the top three things that are *working well* in your life and how can you strengthen them?Select (double-click) and type - tab to next |
| 2. What are the top three things that are *not working well* in your life and what can you do to turn them around *and* enjoy the process?      |
| 3. What three actions can you take to develop and strengthen a trusting and respectful relationship with the people you work with, especially your boss?      |
| 4. What are six ways you can keep your commitment to positive action and reduce self-sabotage? |
| A. |       |
| B.  |       |
| C.  |       |
| D.  |       |
| E.  |       |
| F.  |       |

**WORKSHEET 10**

**Your W.O.W. Experience**

|  |
| --- |
| Identify one of your significant W.O.W. experiences.Select (double-click) and type - tab to next |
| What made it a W.O.W. experience?      |
| What personal attributes did you draw upon to achieve this W.O.W.?      |
| How did you feel when it was over?      |
| What W.O.W. experience is still unrealized for you? What will you do?      |

**WORKSHEET 11**

**Completing My Prior Projects**

The following is a list of actions, projects, assignments, or responsibilities that I was handling at the time of my departure from the company. Additionally, each item's current status is identified along with items left unfinished, suggestions about importance level, and individuals who may be prepared to complete the assignment. These items are prepared primarily to complete my thinking about assignments I was handling. If this information is also helpful to the company, then I am pleased.

|  |
| --- |
| ITEM: Select (double-click) and type - tab to next |
| Describe the action, project, assignment, or responsibility      |
| This item is important because:      |
| Current status (what's finished):      |
| What still must be done:      |
| Individuals who may help in finishing the item:       |

|  |
| --- |
| WORKSHEET 12**Core Personal Values** |
| Identify: Circle all those values that resonate with you.Rank: Rank order your 10 top values. (1 - 10)Living: Identify how satisfied you are living your values (10 = High; 1 = Low)  |
| **Rank** |  | **Living** | **Rank** |  | **Living** | **Rank** |  | **Living** |
|    | accuracy |    |    | determination |    |    | organized |    |
|    | achievement |    |    | emotional health |    |    | partnership |    |
|    | acknowledgement |    |    | environment |    |    | passion |    |
|    | aliveness/vitality |    |    | family |    |    | perseverance |    |
|    | authenticity |    |    | focus |    |    | personal growth |    |
|    | autonomy |    |    | friendship |    |    | power |    |
|    | balance |    |    | full expression |    |    | privacy |    |
|    | beauty |    |    | fun |    |    | purpose/meaning |    |
|    | boldness |    |    | harmony/peace |    |    | quality |    |
|    | certainty |    |    | health/well-being |    |    | resilience |    |
|    | choice |    |    | honesty |    |    | respect |    |
|    | clarity |    |    | insight |    |    | risk-taking/adventure |    |
|    | closeness |    |    | intelligence |    |    | romance |    |
|    | collaboration |    |    | joy |    |    | security |    |
|    | commitment |    |    | leadership |    |    | spirituality |    |
|    | community |    |    | love |    |    | success |    |
|    | completion |    |    | loyalty |    |    | tradition |    |
|    | connection |    |    | mastery of team |    |    | trusting |    |
|    | contribution |    |    | openness |    |    | vulnerability |    |
|    | creativity |    |    |  |    |    | wisdom |    |

**Worksheet 13**

**My Personal / Professional Strengths**

The goal of this exercise is for you to identify your Strengths. Review the following list and find all the words that you consider your strengths or that a close business associate might select when describing you. To select, click on a potential strength and a drop- down box will appear. Choose the CAPITALIZED version of the selected word. After you have capitalized all relevant strengths, please go back through the list. Next, type your TOP 10 Strengths in the box below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |

TOP 10 Strengths: - Select (double-click) and type - tab to next

|  |  |
| --- | --- |
|       |       |
|       |       |
|       |       |
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**Worksheet 14**

**Examples of Applied Strengths**

Transfer your top 10 strengths from the previous worksheet and provide an example that would illustrate how you applied your strengths on the job. Ultimately, we will use some of these supporting examples in your résumé development (Chapter 7) and also in preparing for competency-based interviews (Chapter 18).

|  |  |
| --- | --- |
| MY TOP STRENGTHS | A SUPPORTING EXAMPLE |
| (Begin with your strongest characteristic) |  |
| 1. | Bright | 1. | Conceived a new product that will generate $17 million in third year sales |
| 2. | Select (double-click) and type - tab to next | 2. |       |
| 3. |       | 3. |       |
| 4. |       | 4. |       |
| 5. |       | 5. |       |
| 6. |       | 6. |       |
| 7. |       | 7. |       |
| 8. |       | 8. |       |
| 9. |       | 9. |       |
| 10. |       | 10. |       |

**Worksheet 15**

**My Developmental Needs**

Transfer your top ten strengths from Worksheet 13 onto this worksheet. Review the examples below, and then complete the formula for your top over-played strengths.

|  |  |  |
| --- | --- | --- |
| Personal Strengths |  | Developmental Need - Overplayed Strength |
| Bright | Seen As... | "Having all the answers..." |
| Ambitious | Seen As... | "Driven to succeed..." |
| People-oriented | Seen As... | "Not being tough enough..." |
| Task-oriented | Seen As... | "Not considerate enough of others..." |
| Detail-minded | Seen As... | "A bit of a perfectionist..." |
| 1. Select (double-click) and type - tab to next
 | Seen As... |       |
| 1.
 | Seen As... |       |
| 1.
 | Seen As... |       |
| 1.
 | Seen As... |       |
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| 1.
 | Seen As... |       |
| 1.
 | Seen As... |       |
| 1.
 | Seen As... |       |
| 1.
 | Seen As... |       |

Strength: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Excess: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Shows Up By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Managed By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Worksheet 16**

**My Personal Self-Description**

Write a several-paragraph description of yourself in short phrases and sentences. List as many characteristics as you can, including your behavior, core personal values, likes, dislikes, principles, beliefs, attitudes, convictions, points-of-view, philosophy about life and business, strengths, developmental needs, leadership styles, etc. Remember to use short words and phrases; this is not intended to be a writing exercise nor your autobiography. Uncomfortable articulating the most powerful way to describe yourself? Here is your chance to become emboldened and confident as you prepare this response, as **every interviewer will ask you to describe yourself, one way or another.**

|  |
| --- |
| Select (double-click) and type |

**WORKSHEET 17**

**“Liked Best – Liked Least” Career Factors**

**Brand You, Inc.**

|  |
| --- |
| What *brand* are you? (How would your best friend describe you? What image do you project? )Select (double-click) and type - tab to next |
| What do you have to *offer*? (Your skills, passions, capabilities, etc.)      |
| What specifically are your distinctive *advantages*? (What extra value do you create that differentiates you from others?)      |
| Provide examples and describe when you have been especially authentic, bold, confident, enthusiastic, and credible?      |

**Worksheet 18**

**Position and Duties**

|  |  |
| --- | --- |
| **What I Liked Best** | **What I Liked Least** |
| Select (double-click) and type - tab to next |       |
| What are the most important attractions and considerations for you now with regard to the kinds of duties and responsibilities you would like in your next position?      |

**Worksheet 19**

**Direct Managers**

|  |  |
| --- | --- |
| **Qualities I Liked Best** | **Qualities I Liked Least** |
| Select (double-click) and type - tab to next |       |
| What are the most important attractions and considerations for you now with regard to the kind of supervisors or bosses you most want to have in your next position?      |

**Worksheet 20**

**Peers and Subordinates**

|  |  |
| --- | --- |
| **Characteristics I Liked Best** | **Characteristics I Liked Least** |
| Select (double-click) and type - tab to next |       |
| What are the most important attractions and considerations for you now with regard to the characteristics of peers and subordinates you want to see in your next position?      |

**Worksheet 21**

**Organization and Culture**

|  |  |
| --- | --- |
| **Characteristics I Liked Best** | **Characteristics I Liked Least** |
| Select (double-click) and type - tab to next |       |
| What are the most important attractions and considerations for you now with regard to the corporate culture, and organizational characteristics, and values in your next assignment?      |

**Worksheet 22**

**Position Selection Criteria**

|  |  |
| --- | --- |
|  | Companies Interviewed |
| Criteria | My Absolute Scale | Company #1 | Company #2 | Company #3 | Company #4 |
| Select (double-click) and type - tab to next |       |       |       |       |       |
|       |       |       |       |       |       |
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**WORKSHEET 23**

**My Ideal Job**

The goal of this exercise is to give you an opportunity to capture some of the parameters of your ideal job. Presumably, you have identified various "ideal" elements of the position, relationships, organization environments, industries, and geographic locations in which you operate most effectively, distinct from those which do not work for you. As a general rule-of-thumb, the more restrictive you are, the longer and more difficult your search.

*Now describe your next ideal job.*

(Job title, duties, location, opportunity to contribute, and kind of company / industry).

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 24**

**Your Drivers and Goals**

|  |
| --- |
| What are the main motivators in your life? What drives you?Select (double-click) and type - tab to next |
| As you look ahead in your career, what things are you especially *looking forward to* and why?      |
| As you look ahead in your career, what things would you *like to avoid* and why?      |
| Immediate (1-3 years) goals: |
| Professional – |       |
| Personal – |       |
| Long-term (5+ years) goals: |
| Professional – |       |
| Personal – |       |
| What financial goals do you have? How much on / off target are you? If “off target,” what do you need to do to get “on target?”      |
| What are your geographical preferences for living and working?      |
| What is your life’s purpose or personal mission?      |
| Describe where, when, and how the passion in your life shows up.      |
| What is missing in your life, the presence of which would make you more fulfilled?      |

**WORKSHEET 25**

***Why* Do You Want To Be An Entrepreneur?**

While it’s relevant to understand what the common traits of entrepreneurs are, what is important is to get a handle on why you are exploring being an entrepreneur. So, I invite you to ask yourself the following questions:

|  |
| --- |
| What are you passionate about and would love to do?Select (double-click) and type - tab to next |
| What unmet career needs do you have?      |
| What career options do you have?      |
| What have you done that is aligned with this?      |
| What glaring need do you want to change, improve, or address?      |
| What market research have you done to determine if there is a need?      |
| What have you done regarding creating a prototype or business plan to take advantage of this glaring unmet need?      |
| What personal assets are you willing to invest in your business?      |

**WORKSHEET 26**

**What Are You Going To Do?**

|  |
| --- |
| What four personal capabilities do you possess that you can leverage in an entrepreneurial venue?Select (double-click) and type - tab to next |
| As an entrepreneur, what product or services might you offer are you particularly skilled and competent?      |
| What product or services are you going to offer? Immediate-term, Spin-offs or Longer-term?      |
| What gaps are there in the marketplace? Problems? Quality, Service, Price?      |
| In what ways will you truly differentiate your product or service from others?      |

**WORKSHEET 27**

**Who Are Your Customers?**

|  |
| --- |
| Who are your prime targets?Select (double-click) and type - tab to next |
| What is your secondary audience?      |
| What logical service or product line extensions might there be and what do target customers *need and want*? Can they pay your asking price?      |
| What are the pros/cons of doing business with your audience?      |

**WORKSHEET 28**

**Where Will the Business Come From?**

|  |
| --- |
| What is your value-proposition to attract investors and/or customers?Select (double-click) and type - tab to next |
| What segment of the business should be rolled out first?      |
| What does the S.W.O.T analysis reveal regarding product and market viability?      |
| What self-limiting beliefs do you have that might distract you, slow you down, or derail you?      |
| What are those drivers/accelerants that you can engage in to guarantee success?      |

**WORKSHEET 29**

**How Will You Be Successful?**

|  |
| --- |
| How will you market your product or service?Select (double-click) and type - tab to next |
| To whom might you turn for credible and knowledgeable information or assistance?      |
| What experiences do you have in successfully conceiving of and launching a business or products?      |
| What is it about your business model or plan that would appeal to investors?      |
| What financial resources are you committed to utilizing?      |

**Worksheet 30**

**Action Verbs = Accomplishment Triggers**

The following is a list of common Action Verbs that may be helpful in triggering your memory about the accomplishments you have achieved. You can even use them in writing your accomplishment statements on your resume. To select, click on those verbs that relate to what you have done and a drop-down box will appear. Choose the CAPITALIZED version of the selected word. After you have capitalized all the verbs that are relevant, go back and narrow your list until you have your TOP 10 ACTION VERBS in all capital letters.

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**WORKSHEET 31**

**Your Elevator Speeches**

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| --- |
| 60-Second Elevator SpeechSelect (double-click) and type - tab to next |
| 30-Second Elevator Speech      |
| 15-Second Elevator Speech      |

**WORKSHEET 32**

**My Verbal Résumé**

Using the preceding guidelines, write out your own Verbal Résumé.

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 33**

**Four Things You Want From Your References**

Identify the four major dimensions or traits you want your references to highlight. These traits should be general enough to portray the breadth and depth of your strengths, abilities, and experience yet not too specific as to not apply in most situations.

|  |  |
| --- | --- |
| 1. | Select (double-click) and type - tab to next |
| 2. |       |
| 3. |       |
| 4. |       |

**WORKSHEET 34**

**My Potential References**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. | Name: | Bill | Title: | VP |
|  | Company: | R|L | Phone: | 8494949 |
|  | Email: | adi@jfadi.com |  |  |
| 2. | Name: | xoxoxo | Title: | iejelk |
|  | Company: | lfjdijl | Phone: |       |
|  | Email: |       |  |  |
| 3. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 4. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 5. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 6. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 7. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 8. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 9. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |
| 10. | Name: |       | Title: |       |
|  | Company: |       | Phone: |       |
|  | Email: |       |  |  |

**WORKSHEET 35**

**My Reference Summary**

|  |
| --- |
| Career FocusSelect (double-click) and type - tab to next |
| Summary of Strengths      |
| Developmental Needs      |
| Reason for Leaving      |

**WORKSHEET 36**

**My References**

|  |  |  |  |
| --- | --- | --- | --- |
| Name: | Select (double-click)-type - tab next | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |
| Name: |       | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |
| Name: |       | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |
| Name: |       | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |
| Name: |       | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |
| Name: |       | Title: |       |
| Company: |       |  | (   ) |       |
| Email: |       |  |
| Job characteristics this person would best support:      |

**WORKSHEET 37**

**Questions Your References May Be Asked \***

*\* Note:* To more fully prepare your references for a prospective employer’s call, you might wish to provide this list of questions to them.

|  |
| --- |
| What position did (*your name*) hold?Select (double-click) and type - tab to next |
| How long was (*your name*) with the company?      |
| Why is (*your name*) leaving (or has left) the organization?      |
| What responsibilities did (*your name*) have?      |
| What were (*your name*)'s most significant accomplishments?      |
| How long did (*your name*) work in that position? (months/years)      |
| How long was (*your name*) under your supervision? (If relevant) (months/years)      |
| Describe (*your name*)'s strengths:      |
| Describe (*your name*)'s developmental needs:      |
| How would you describe (*your name*)'s performance? (*your name*)’s team’s performance?       |
| Provide an example of (*your name*)'s self-initiative?      |
| Describe (*your name*)’s attitude toward the job?      |
| How would you evaluate (*your name*)’s relationship with peers?      |
| Would you consider (*your name*) for rehire? Why? Why not?      |

**WORKSHEET 38**

**Network Introduction**

Using the preceding example, write out your own networking overview briefly introducing yourself, your capabilities, and the reason for calling.

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 39**

**My Personal Contacts**

Without considering if a person would be an A, B, or C priority contact, write down the names of business colleagues or personal friends as fast as you can. Your list is “written on paper” – not carved in granite. You can always delete a name after you've captured the data the first time. Your goal is a list of 150 names before you prioritize them as A, B, or C’s. I recommend capturing these names electronically; such a list is easier to work with later.

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 40**

**My Objections to Networking**

Check which Networking Objections you have.

[ ]  I do not want to impose on my friends.

[ ]  I do not want to ask others for a job.

[ ]  If I ask people for a job or to hire me, I will be rejected.

[ ]  No one likes rejection, so why make contact.

[ ]  I’m self-reliant. I don’t ask for help; never had, never will!

[ ]  I’m embarrassed. I don’t know what to say.

[ ]  I can sell stuff, just not myself.

[ ]  I tried it once; it doesn’t work.

[ ]  I ran out of people to call.

[ ]  No one helped me the last time I was out of work, so why bother this time?

[ ]  Calling people when you’re out of work is tacky!

|  |
| --- |
| *Write down other objections that come to mind:*Select (double-click) and type - tab to next |

**Flip Your Objections - The 30 Day Challenge**

Given all that you know about networking, how does *not* networking serve you in getting the job you always wanted? To shift your beliefs about networking, revisit Chapter 3, “Recontextualize: It’ll Rock Your World!” All I am asking is that you diligently apply the networking strategies and wholeheartedly (and with positive expectancy and joy) work this process for 30 days. If the number of leads you create doesn’t significantly increase, then you can go back to way you’ve always conducted your search. You have nothing to lose and everything to gain! Trust me. As you risk and expand your comfort zone, you’ll find that you can, indeed, master networking.

**WORKSHEET 41**

**Visualizing Successful Interviewing**

|  |
| --- |
| Given your visualization process, describe how your body feels right now.Select (double-click) and type - tab to next |
| Describe your mental state as you were visualizing a successful interview.      |
| Describe your emotional state right now.      |
| Where did you get in trouble in your previous interviews, and what can you do to prevent its reoccurrence?      |

**WORKSHEET 42**

**Why Are You Leaving Your Company?**

To this tough question, employers are favorably impressed with a clear, concise, direct and positive response. Do not be vague or hesitant. And, please, please, please do not have a long preamble story. It undermines your credibility. Explain the situation in 25 words or less. If the interviewer wants more detail, he’ll ask. Think through: Is your explanation reasonable and logical? Employer concerns include the following:

* Are you a job hopper?
* Were you let go for a cause?
* Will you stay long enough to contribute?
* What problem might you be running away from?
* How is your relationship with your boss and company now?
* Just how beat up are you for being terminated?
* How will hiring you help or hurt my credibility with the Board?

Sample response: 25 words or less

*My company was recently acquired and many senior executive positions were eliminated, including mine.*

The sample response above: 14 words. Simple, crisp, matter-of-fact, non-apologetic, and easy to understand.

More detail:

*While I had the opportunity to look for another position within the company, I elected not to put my career on hold for three to five years. As such, I am looking with the full knowledge and support of my company.*

(At 41 words, not too bad a length, though not as crisp as the response with only 14 words.)

Practice Your Response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 43**

**Tell Me About Yourself**

If you have not done so, prepare your various elevator speeches for this most asked interview question. Refer back to your Verbal Résumé in Chapter 9, “Your Verbal Résumé—Soundbites That Grab Em.” Practice, practice, practice your response to this innocent, yet tough question. Surprisingly, many people stumble here. This happens because we know ourselves so well; we let our guard down and are not very concise. Refer back to your sound bites in Chapter 12, “Power Networking.”

This is your chance to make a strong first impression that will greatly improve your chances for an offer. This is a very important question that deserves careful preparation. Companies are interested in your ability to present your ideas in a rational and straightforward manner. They are interested in knowing if your career has been upward, mobile and logical. Have you progressed during each move, and how have your moves added to your career? If you have had frequent job changes, talk about the experiences in terms of your career expanding. Give evidence that you are stable, dependable, and would like to find a firm to which you can make a serious long-term commitment. Companies are also keenly interested in your interpersonal or operating style. Will you be compatible with other employees or will you become disruptive?

Practice Your Verbal Résumé

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 44**

**What Are Your Greatest Strengths?**

This is one of the top 5 most common questions asked in every interview. Virtually every interviewer wants to know how you view yourself and what you consider to be your greatest strengths. Sometimes strengths are asked as competencies, capabilities, or attributes. Since you are not really sure if the interviewer is asking about your personal strengths or technical strengths, you can presume the question to be open-ended: "I’d like to talk about both my technical strengths and my interpersonal strengths." Proceed to your technical strengths first, then your interpersonal strengths.

Refer back to Chapter 5, “Career Strategies and Options” to refamiliarize yourself with how you packaged your strengths and developmental needs. Why will interviewers throw these potentially unnerving questions at you in the interview? What do they really hope to gain, and what do they hope to hear you say? These "impossible questions" are usually open-ended and designed to see how quickly and flexible you can think on your feet. Open-ended questions provide an opportunity for you to create a context that is appropriate and that relates to the previous discussions. These kinds of questions test how concise and articulate you can be when the pressure is on.

Prepare in advance at least 7 to 10 job-related strengths. Rehearse them, and shrink them down to one or two sentences. Then support each with a good example with a quantifiable result that you can cover in less than 30 seconds.

Sample response:

 *I am collaborative, technically competent, broadly experienced general manager with significant P&L responsibility. I have a record of attracting, developing, and retaining top talent that greatly contributes to the growth and profitability of my companies.*

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| --- | --- |
| 1. | Select (double-click) and type - tab to next |
| 2. |       |
| 3. |       |

|  |  |
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| 4. | Select (double-click) and type - tab to next |
| 5. |       |
| 6. |       |
| 7. |       |
| 8. |       |
| 9. |       |
| 10. |       |
| Practice Your Response:      |

**WORKSHEET 45**

**What Are Your Greatness Weaknesses?**

First of all, don't be intimidated by this type of question or even the trick question, "What are your top five weaknesses?" The interviewer is interested in knowing that you are able to handle difficult questions and can reassure him or her that hiring you would not be a mistake. Don't be fooled into thinking that because the interviewer asked you for five weaknesses that you have to respond with five. Give your top one or two main overplayed strengths, and indicate that “those are to two main ones.” Ironically, that trait that you deem to be your greatest strength will always be viewed by others as your greatest liability or weakness, if you overextend it or use that strength inappropriately. Refer back to Chapter 5, “Career Strategies and Options” and insights that you previously developed.

To this question of weaknesses, the interviewer is looking for a serious and appropriate response, and does not appreciate any joke about your weaknesses. Responses such as, "I have no weaknesses" or "I don't golf too well" are unacceptable responses and can portray you as an individual who is inappropriate, flippant or that you have little insight into yourself. Remember: **tell the truth, but not the whole truth.** Keep your responses nice and tight and concise in your responses. When you do, you’ll be all right.

There is a formula for identifying weaknesses without damaging yourself:

 - State your strength.

 - State the excess of the strength.

 - Tell how it shows up.

 - Tell how you manage it so that it is not a significant problem.

Sample responses:

**Strength:** *I am driven by goals and deadlines.*

**Excess:** *I am aware that I can become a bit intense and push the team if we are not meeting goals or if we are not being fiscally responsible.*

**Shows up by:** *When that happens I tend to work longer hours and do not relax, which sometimes shows up as my being overly focused on enhancing the organization’s performance and profitabililty.*

**Managed by:** Modifying my behavior when I start to become intense. My colleagues and I hold ourselves and each other accountable, so they readily give me straight feedback. A favorite phrase that I ask myself is, “What’s another perspective? What’s another way we can realize the outcome?” When I utilize feedback and an objective perspective I am able to effectively avoid this intensity becoming an issue.

Practice Your Response:

|  |  |
| --- | --- |
| **Strength:** | Select (double-click) and type - tab to next |
| **Excess:** |       |
| **Shows up by:** |       |
| **Managed by:** |       |

**WORKSHEET 46**

**What is Your Personality Style?**

This question is similar to the question asking about your strengths and your leadership or operating style. Employers are interested in knowing two things when they ask this question: (1) How well do you know yourself and (2) How compatible is your personality with the department's and the organization's culture? While you might be technically qualified to do the work, if you're not able to get along with your colleagues, it would be unlikely that you would be hired. Decision makers are not interested in the organizational "clutter" that always accompanies a “high maintenance” executive. Additionally, by describing your personality style, you would have an opportunity to describe your values and work ethics. Keep these general, at first, and then if the interviewer is interested in specifics, be prepared to define your traits and provide examples of them.

Sample response:

*In terms of my personality, I can best be described as open, straightforward, ambitious, and enthusiastic. One of my strengths is my ability to see the big picture and develop trends from many pieces of information, while being able to effectively operate at a very fine level of detail. I am intellectually curious, and thrive on challenges. I am result-oriented, approachable, warm, and supportive of others.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 47**

**Why Should We Hire You?**

Respond as if the question was asking about your strengths, abilities or accomplishments. Talk about things the employer probably sees as valuable, given those insights that you have already gained in the interview.

Sample response:

*You should hire me because of my ability to quickly contribute to an organization’s growth and profitability. The challenges and opportunities that this position represents fit nicely with my track record and my interests. The long-term plans for your organization in this function closely parallel my personal and professional growth plans. You should hire me because of my ability to secure widespread endorsement in ways that probably will enable this operation and team to be more effective.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 48**

**What Went Wrong in Your Company?**

**Were You Fired?**

Why you are looking for employment outside your company, or your reasons for leaving are always of great concern for employers. They want to know if you are merely transferring your problems from one organization to another or to what extent you have any personality quirks or technical flaws that would get in the way of your performing effectively. While things may have gone wrong in your past (or current company), this is not a time to reveal everything. "Wrong" denotes error and quite possibly, something bad. It is appropriate to reveal only those things that were correct and justifiable which have led to your seeking employment elsewhere. So, keep it general, and develop a story consistent with your references.

Sample response:

*Nothing went wrong in my former organization. As I mentioned, the organization was restructuring, and the streamlined operation eliminated a number of duplicated functions and positions, including mine. While I might have had the opportunity to remain with the organization in a lesser capacity, I did not want to put my career on hold for 3-5 years.*

Practice your response:

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| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 49**

**How Do You Feel About Your Company**

**Eliminating Your Position?**

Be careful not to be drawn into a discussion in which you and the interviewer criticize terminating managers and share experiences of being "zapped" and in which both of you express sympathy for each other's unfair treatment. It can be a subtle trap. Even if the interviewer is regaling you with stories of his or her own termination and how difficult it was to find meaningful employment, do not agree or say, "Yes, that certainly is the way it is for me too." Maintain a respectable distance with any discussion that sounds like dissatisfaction or anger. You may wish to consider saying something like:

Sample response:

*While I am disappointed in the situation, I fully recognize the need to make that decision. If I were in the identical decision-making role, I would certainly have made the same choice. I understand that, I fully accept it, and am positive and enthusiastic about the next chapter in my career. That is why I am so pleased with the opportunity that you and I are discussing because it certainly seems to fit those things in which I am interested.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 50**

**Why Are You Interested in**

**Working For This Company?**

This question gives you an opportunity to apply some of the information you uncovered in your research on the company prior to the interview, as well as in the actual interview. Consider relating back to your earlier responses or your values, strengths, and ideal job. Employers are interested in hearing about your desire to contribute to the company and not your desire for job stability, compensation, and benefits. In fact, issues of wages, hours, and working conditions should be the last items you talk about.

Sample response:

*In researching your company and when speaking with some of your vendors and employees, I have heard only praise. Your innovative products, emerging technologies and attention to quality are all things I believe in. When I put together the list of the top 10 companies I would like to work for, you were among the top five. In addition, I am excited about the opportunity to contribute to the company's growth and profitability.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 51**

**What Did You Like *Best* About**

**Your Current / Former Company?**

Questions in Worksheets 51 to 54 are similar in nature. Each question requires you answer positively and realistically, while providing the optimal amount of background information without revealing areas that might be of concern to the executive recruiter or a prospective employer.

In response to the question, “What did you like *best* about your current/former company?” here's an opportunity to speak realistically and positively. Do not criticize your organization or find fault with it unless specifically asked to do so, and even then, be *very* cautious. Even though you may have had a bad experience with your company or with several executives in it, now is not the time to vent your frustration. The only thing that venting does for you is diminish your professionalism and usher you out the interviewer’s door faster.

Be positive and realistic, keeping your responses somewhat general. If you become too specific, you run the risk of identifying dimensions the interviewer might not relate to. Be watchful of becoming flowery or overly philosophical. Present your observations in a positive, matter-of-fact basis. Otherwise, you run the risk of not being seen as credible.

Sample response:

*My organization could be best described as a professionally managed organization with talented individuals in key roles. We have a good product line, are well respected in the industry and in the marketplace, and take quite a bit of pride in what we do. The organizational environment is one in which people are able to communicate openly and straightforwardly with each other. It seems as if the good of the organization takes precedent over individual needs and that we are all operating in a team basis, with no one person's interest ahead of the team's goals. If you talk to other individuals from my company, you will discover that there is a great deal of dedication and loyalty for the philosophy and mission of the company. I am only sorry that the streamlining of the organization is creating a surplus of individuals, including myself. While I am disappointed that I have to search for employment, I have been flattered and pleased with the kinds of results my job search has produced so far.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 52**

**What Did You Like *Least* About**

**Your Current / Former Company?**

Your response should be similar to the previous question, "What did you like best about your former company?" Guard against being drawn into a more detailed discussion of what you felt was wrong with the company. Keep your responses general, upbeat, positive, *and brief*!

Sample response:

*As you can tell, I am an enthusiastic supporter of my company. I don’t have a whole lot to say negative about the company. The company is populated with great talent. It’s got leading edge products and is a formidable competitor in an extremely tough marketplace. It has created an environment in which people have an opportunity to grow and to learn to the best of their abilities. I guess, if pressed, the thing that I would indicate is that the organization is reluctant to hire people unless the need was more than justifiable. While I do not dispute that, it meant that we worked very hard with a very lean staff.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 53**

**What Did You Like *Best* About**

**Your Current / Former Position?**

Sample response:

*I liked the challenge and that I was able to structure my job pretty much the way I wanted it, with guidance from my boss. I welcomed the challenging stretch goals which forced me to reach deep within me and to perform to the best of my abilities. I worked in an environment that was demanding, professional, warm, and supportive. My co-workers set high performance standards for themselves and others. We operated as a team and had the right to confront each other on poor performance if it was going to damage the organization. I like that caring, supportive and straightforward environment in which people help each other.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 54**

**What Did You Like *Least* About**

**Your Current/ Former Position?**

Again, be careful here. Ensure that your answers are positive and very supportive of your current or former boss and organization. Issues like "constant 70-hour workweeks" or "90% travel" are better responses than, "I did not have enough to do" or "my organization was in chaos and it drove me crazy!"

Sample response:

*Well, as you can tell, I am pretty sold on the organization and position that I had. I do not really have much to complain about. I think the only downside about my position is that I had too much work to do. That, coupled with my tendency to be a bit of a workaholic, made for some very long hours. However, two personality traits reinforce that. One is that I have difficulty saying no when an individual comes to me for help. Second, I know that I am experienced and have the ability to generate quite a bit of work. I know that at some point in time I will be able to get it done.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 55**

**Describe Your Current / Last Boss**

Never say anything negative about a former employer. Your prospective employer will probably assume that if you like to complain now, you will assuredly continue complaining if and when you are hired. No one wants to be the next former employer who is poorly spoken of. The interviewer will be evaluating your ability to assess the "big picture," which certainly includes the dynamics of an interview. Portray your boss in a positive and realistic manner. The interviewer will appreciate your candor and insight.

Sample response:

*She was very strict, which worked well in our area given the regulatory nature of our work and the time pressure to generate results. You always knew where you stood with her, as she set very high standards of performance for herself and others. I liked that. I believe people should get straight feedback on how well they are doing.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 56**

**What Significant Accomplishments**

**Have You Achieved in Your Career?**

Respond to this open-ended question by choosing two to three major accomplishments that reflect the breadth of your experiences and talent and that complement the company's needs as expressed by the interviewer. Sometimes, this type of question is asked, "What is the single most important accomplishment that you have achieved in your career to date?"

Sample response:

*What I'd like to do is talk about my accomplishments in a broad manner and then provide specific examples that support my broad-based contributions, if that's alright. I feel that my single greatest accomplishment or skill is my ability to quickly diagnose a situation, present practical and cost-effective recommendations, and help others to implement these options. I manage things in such a way as to quickly improve productivity or set the stage for additional development or growth. Examples of this are...*

Practice your response: (Review and memorize your résumé!)

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 57**

**Explain the Gap in Your Employment History**

If you have an employment gap, explain it as briefly and convincingly as you can. Most employers understand your need to conduct a job search if your position was eliminated due to a consolidation. *Note:* if you have been unemployed for more than 12 months, it is imperative that you develop some convincing rationale beyond merely “taking some time off.” Solid rationale might include consulting, conducting due diligences as part of your exploratory relationship with a private equity firm, managing your investments, assuming an interim senior executive role as part of a turnaround, and so on. Write your response to this question, and explain it to others. Have others provide feedback back to you to ensure that your delivery is credible.

Sample response:

*Well, there really isn’t any gap. After the reorganization, I provided consulting support to several multinational companies. My role was to help them sort out the major roadblocks to their success, facilitate the development of the strategic plan, and act as internal turnaround consultant. While I have greatly enjoyed my role as consultant, I miss being inside the organization executing the strategies as part of the executive team.*

Practice Your Response:

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| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 58**

**Tell Me of a Time in Which**

**You Were Unfairly Criticized**

Careful. This question is fraught with danger if you reveal too much. However, it is also an opportunity to demonstrate how you handle yourself in difficult situations. Employers are anxious to know if you are able to learn from your mistakes or misunderstandings and to what extent you become defensive. Choose a criticism that was made that you took to heart and then appropriately modified your behavior or approach. Highlight a relevant accomplishment to show that you grew from it. If you are hurt or angry about anything in your old job or company, you will always injure yourself in interviews because this question may rekindle upset that previously happened and that may have led to your separation. Get the emotional ups and downs handled before the interview, before you permanently injure your career success.

Begin taking control of your upset by clearly recognizing what triggers you. Take ownership. You are the one, no one else, that keeps generating all that emotional energy. You have a choice to get hooked . . . or not. Other people just do what they do. You are the one who adds the emotional kicker to it. It is quite revealing to understand what you are "getting out of" your upset (such as, sympathy, attention, proving that you are right, etc.). Ask yourself, “How I gain from these emotional outbursts? What is it costing me to hold on to my upset? How long am I willing to pay that cost?”

Sample response:

*I respond favorably to constructive criticism. I know that I am able to grow from the experience if I pause and reflect on what is being said. Even if I do not feel the observations are accurate, it is up to me to clarify another person's perception of a problem, rather than disregard his or her belief or reaction. I feel that it is important to see another's point of view as being valid.*

Practice your response:

|  |
| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 59**

**What Salary Do You Want?**

Discussions about compensation are often awkward and uncomfortable. You may even feel that you and the employer are adversaries, in that you feel you are worth more than what the company is willing to pay. While questions about salary are asked many different ways, your answers should be uniformly consistent, as outlined in the sample responses below.

If asked *early* in the interview about salary, try to defer revealing specifics until later in the interview, when you have more information (unless you are speaking with a search firm).

Sample response:

*I am somewhat uncomfortable talking about money this early. I would like to defer talking about my specific compensation requirements until later in the interview, when I have a better handle on the scope of the job, and see if we have mutual interest.*

Or

*Thank you for asking about money requirements. It's important and I want to discuss it, but I would like to do so in a context. As you might imagine, this is an important career step for me. I am looking for a challenging position that will allow me the opportunity to influence the strategic direction of the organization. Would it be all right if we looked into this area first a bit deeper before we get into the money? If the opportunity is right, I'm flexible on the economics.*

If the person agrees to defer the discussion, immediately ask several exploratory questions about the greatest needs in the company in your area of expertise, the expectations for the job in the next year or two, and the position's most significant challenges. This gives you an opportunity to discern the needs of the company and to respond with your matching abilities.

If you cannot defer salary discussions, or if asked later in the interview, see if the employer will reveal his or her intentions first.

Sample response: You ask the following.

*You have asked about compensation, what do you have in mind?*

Or, you share the following:

*I am currently in the $250,000+ range with a management incentive, stock options, and generous benefit package. While money is important to me, it is not the only consideration. The opportunity to contribute to the growth and profitability of the firm is most important, as well as opportunities for advancement, personal satisfaction, and long-term stability. How does that fit into your expectations?*

Or, you could share more detail, as in the following:

*My total compensation is in excess of $250,000, with a base of $185,000. I am currently looking at career opportunities less than $185,000 and also situations considerably higher than that, depending on the job, company, and location. As I indicated, while money is important to me, it is not the only consideration. Minimally, I am interested in remaining whole, salary-wise, over a 6-, 12-, and 18-month period of time. What kind of income did you have in mind?*

Practice your response:

|  |
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| Select (double-click) and type - tab to next |

**WORKSHEET 60**

**You Are *Underqualified* for This Position?**

It is not uncommon for interviewers, from search firms or prospective employers, to ask tough questions to see how smooth you are in handling delicate or confrontive situations. If you are told that you are "underqualified" upon revealing your compensation, it is appropriate to make several key points only *after* you get some specific feedback from the interviewer as to why he or she feels this way.

Practice asking questions that counter objections in a manner that does not appear to be threatening to the interviewer or defensive on your part.

Sample response—you could ask for clarification. I recommend a simple, open-ended question as it requires the recruiter to elaborate on his or her reasoning.

*Oh, why do you feel that way?*

Or, you could make a clarifying statement:

*Thank you for being candid. Regarding compensation, I would like to make two key points. First, I recognize that I have been behind in compensation, but I have not been willing to leave my company, simply for more money, even though search firms have come knocking previously. I felt that the experience that I was gaining was well worth the investment of deferred income. While money is important to me, it is not the only consideration. Second, I have always been promoted into positions of increasing responsibility and been able to successfully assume these bigger roles with little difficulty.*

Practice Your Response:

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| Select (double-click) and type - tab to next |

**WORKSHEET 61**

**You Are *Overqualified* for This Position?**

Being told you are overqualified poses a similar kind of challenge. If you reveal your compensation requirements early in the interviewing process, you cannot effectively counter the charge of being overqualified because you may not have enough information about the position or the organization. If you have asked probing questions to ascertain the organization’s adverse financial condition and you know how you are able to turn it around, you have what I call *leverage*. If you defer discussions about compensation until later in the interview, you will be in a much better position to talk about being *fully qualified* versus overqualified. Accordingly, you will have a much better basis to discuss your credentials meeting specific needs of the employer.

Sample response:

*Really. Why do you see me as over-qualified? [Pause - Wait for a response.] Thank you very much for acknowledging that I am well compensated and have good credentials. I am very proud of what I have been able to accomplish. My company has consistently rewarded individuals who have performed in an outstanding manner. While I am interested in remaining whole with regard to compensation, experience has shown me that it is more important to be in a position in which I am well qualified and able to significantly contribute to the P&L.*

Or you could say something like this:

*You mentioned overqualified. I don’t believe that I am overqualified. Rather, I see myself as ‘fully qualified,’ given that the organization needs someone of my ability and track record of success to contribute immediately and assume increasing responsibility. Since you currently do not have the executive talent on board to readily achieve your business objectives and since you're willing to recognize and reward outstanding performance, I’m not worried about compensation in the long term. This is exactly the kind environment in which I thrive and would love to participate. That being said, I know that I will pay for myself many times over in the profitability enhancements and incremental revenue gains.*

Practice your response:

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| --- |
| Select (double-click) and type - tab to next |

**WORKSHEET 62**

**What Do You Know About Our Organization?**

This question is almost always asked. The more prepared you are, the more you will stand out from others applying for the same job. It’s been my experience that most job seekers do not do an adequate job preparing for interviews. If you do prepare, you will really shine. Be prepared to rattle off data on sales size, number of employees, type of product lines or business groups, locations, competition, legislative trends, if any, and future company plans that you might know of.

You should be knowledgeable of the following:

* Organization for which you are being interviewed
* Major competitors, domestically and internationally
* Emerging competitors with similar and/or advanced applications
* Private-equity firms that have been investing in this sector
* Current or emerging technology that has leapfrogged the company you are interviewing
* Current or pending legislative trends that may impact the industry

Sample Response:

*I know that the ABC Corporation is a global, $8 billion diversified consumer products company with major brands recognized and respected worldwide. There are five major business sectors, employing 25,000 people. You have an enviable track record of growing your top line and margins. Your stated strategy for continued growth through acquisitions, strategic alliances and new ventures is very exciting. It would appear that one of your challenges might be having a deep enough executive bench to keep pace with and realize ABC’s long term business goals to be the dominant player in the consumer products arena. As evidenced by your recognition in your industry’s Best Company to Work For, the company's general reputation is excellent. The product line is varied and seems to meet a growing market need. Additionally, your company is consistently developing new products and technologies. While I know some things about your company, I would certainly like to learn more about it today.*

Practice your response: (Identify important dimensions you want to explore)

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| Select (double-click) and type - tab to next |

**WORKSHEET 63**

**What Questions Might You Have**

**About Our Organization?**

Ask some questions that you already know part of the answers to, then elaborate on them. People are usually proud of their company and want to talk about it. IN addition to the following, see the section, “Your Turn: Penetrating Questions *You* Get to Ask” in this chapter for an extensive list of sample questions.

Sample responses:

* *How did your business get started?*
* *How have you earned your international reputation?*
* *To what would you attribute your success?*
* *How does business growth look for the next year or so?*
* *What reorganization or restructuring might have occurred in the last 12 months? How extensive was it, and what has been the P&L impact?*
* *Why is this position open?*
* *What internal candidates were considered for this role? Why are you looking outside the company?*
* *What has been working well in this area?*
* *What areas need improvement?*

Practice your response:

|  |
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| Select (double-click) and type - tab to next |

**WORKSHEET 64**

**Interview Critique Sheet**

Following each interview, complete these three questions. Use the information below when you write your thank-you letters and prepare for your next interview. Fill out this information immediately – before driving off. *Do not* wait until the next day to complete this, as your memory will grow stale on you.

|  |  |
| --- | --- |
| 1. | What is one significant thing, said by each person you met, which could be a "hook" that you can refer to in a follow-up letter? |
|  | Name | Statement/Need |
|  | Select (double-click) and type - tab to next |       |
|  |       |       |
|  |       |       |
|  |       |       |
| 2. | What are the most significant needs in the company (identified by each person you interviewed) that your skills match? |
|  | Name | Statement/Need |
|  |       |       |
|  |       |       |
|  |       |       |
|  |       |       |
| 3. | What should be mentioned in any follow-up letters which might improve your candidacy? This might include things to reinforce something about you or cover something that was omitted. Note: Always express your continued interest. |
|  | Name | Statement/Need |
|  |       |       |
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NOTE: You may reproduce this sheet for additional interviews with our compliments.

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**WORKSHEET 65**

**Your S.A.R.**

Instructions: Refer back to the 10 common executive competencies highlighted in this chapter. For each S.A.R. statement that you want to create, identify one to three competencies, and tie these competencies back to one specific results statement in your resume. Use short, crisp, punchy language as you identify the **situation**, the **action** that you took, and the quantitative or qualitative **results** you achieved.

|  |  |
| --- | --- |
| * Executive Competencies:
 | Select (double-click) and type - tab to next |
| * Résumé Statement:
 |       |

|  |
| --- |
| Situation      |
| Action      |
| Results      |

**WORKSHEET 66**

**Behavioral-Based Interview Questions**

Instructions: To sharpen your interviewing skills, answer the following competency-based questions. Keep in mind that you will be requested to describe situations followed by a series of questions that probe deeper into what happened, your learning, the actions you took, and the results.

*Give me a specific example of a time when your boss criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with your boss?* (Interpersonal skills competency)

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| Select (double-click) and type - tab to next |

*Tell me about a time when your work or an idea of yours was unfairly criticized in a larger meeting. How did you respond? How has that event shaped the way you communicate with that person?* (Authenticity competency)

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*Give me a specific example of a time when you sold a key customer on a leading-edge idea or concept. How did you do it? What was the result?* (Intellectual agility competency)

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*Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?* (Command skills competency)

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*Describe a specific problem you solved for your employer. How did you approach the problem? What role did others play? What was the outcome?*

(Intellectual agility competency)

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*Describe a time when you got co-workers who disliked each other to work together. How did you accomplish this? What was the outcome?* (Interpersonal skills competency)

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*Tell me about your most notable failure. What things did you fail to do? What were the repercussions? What did you learn?* (Self-management competency)

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*Describe a time when you put your needs aside to help an employee understand a task. How did you assist him or her? What was the most effective way this person learned? What was the result?* (Building effective teams competency)

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*Describe a politically-charged mess that you were thrown into the middle of and you failed. What was at stake? What did you do? How did you fail? What didn’t you do? What could you have done differently? Where did you hold back? What was the outcome?* (Organizational awareness competency)

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*Tell me about a time when you blurted something you regretted. What did you actually say? What were you trying to say? What was the impact? What is your learning about what unconscious belief you were holding onto that led to your blurting what you did?* (Communication skills competency)

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|       |

*Give me two examples of when you showed great leadership. Why did you chose these examples? How do you define great? What did you do that was great? If I talked to your boss, what would he or she say was great? What was the P&L impact? What were the “soft” results? What made these “soft” results great?* (Command Skills competency)

|  |
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**WORKSHEET 67**

**Common Physical Stress Sensations**

Review this list of common physical stress sensations. Click on all those physical traits that you are experiencing and a drop-down box will appear. Choose the CAPITALIZED version of the selected word. These sensations might be symptomatic to acute stress. Consult your physician if you are experiencing these physical sensations on a prolonged basis.

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**WORKSHEET 68**

**Common Emotions When Under Stress**

Review the list of common emotions when under stress. Click on the emotion and a drop- down box will appear. Choose the CAPITALIZED version of all those emotions or thoughts that you are experiencing. These sensations might be symptomatic to acute stress. Consult your physician if you are experiencing these emotions or thoughts on a prolonged basis.

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**Common Thoughts When Under Stress**

I’m not as good as I thought.

It's not my fault!

I need to defend my position.

Effective people do not get stressed!

I am not stressed!

Others are biased and prejudiced; not me!

Broken promises are the rule of the day.

There is only one way to learn - the hard way!

I will now manipulate others for my gain; that's the way.

Oh, no, not another problem! I can't cope!

If I ignore this problem, it will go away.

I have been taking on problems which are not mine.

I can't seem to say no.

Most situations are impossible!

Can't anyone do anything right anymore?

It is not fair! How come? Why me?

**WORKSHEET 69**

**Analyzing An Offer**

**PART I: Revisiting What You Know To Be True**

1. What does the ideal job look like for me, in terms of:

* Duties/projects/responsibilities
* Work team/leader relationships

2. What elements of the ideal job are present / missing in this position?

* Present
* Missing

3. What do I like / dislike about the position?

* Like
* Dislike

4. What reasons do I have to accept / decline this job?

* Reason to accept
* Reasons to decline

**PART II: Finessing the Tactics**

5. What might prevent me from accepting this position? Evaluate:

* What other offers have been made? How do they compare?
* What specific action can I take to generate additional offers?
* Without damaging the relationship with my prospective employer, what action might I take (or request be taken) which could effectively delay my acceptance / rejection decision?
* How long can I realistically delay accepting the offer before I turn off my potential employer; or worse, before the offer is withdrawn?
* How is my financial situation? Do I need to accept this offer to "keep bread on the table?"
* Should I take this job now and continue to search?
* To what extent is my fear of changing jobs and being zapped again getting in my way of accepting this offer?

PART III: Employment Offer Checklist

We have always believed that clients begin to negotiate conditions of their new employment offer from the moment they start their transition. The negotiation commences with the assessment, résumé and credentials preparation and is inherent in each and every step of the career search process. As your campaign progresses, the checklist below is intended as a guide for your consideration as potential offers are being discussed and drafted. *Note:* Do not expect to secure every single item mentioned.

# General

|  |  |
| --- | --- |
| [ ]  | Job title |
| [ ]  | Reporting relationship |
| [ ]  | Principal accountability/scope of responsibility/job description |
| [ ]  | Start date |
| [ ]  | Offer subject to satisfactory: Drug test/reference check/background credit check/physical exam |
| [ ]  | Offer response date |

# Restrictive Employment Agreement(s)/Covenants and Duration

|  |  |
| --- | --- |
| [ ]  | Confidentiality/non-disclosure (confidential and proprietary information) |
| [ ]  | Nonsolicitation (focused on employees) |
| [ ]  | Noninterruption (focused on business and customers) |
| [ ]  | Noncompete (focused on direct competitors) |
| [ ]  | Nondisparagement (focused on non blaming either party) |

# Compensation

|  |  |
| --- | --- |
| [ ]  | Sign on bonus; when paid |
| [ ]  | Bonus repayment stipulation if you leave the company |
| [ ]  | Base monthly / annual pay |
| [ ]  | Next scheduled salary review date; “catch-up” strategy |
| [ ]  | Annual bonus: target percentage; payout features; first-year guarantee; prorated for current year |
| [ ]  | Long-term incentive compensation plan: eligibility, plan design, and payout features |
| [ ]  | Other special incentive plan participation: eligibility, plan design and payout features |

**Equity Building Opportunity**

|  |  |
| --- | --- |
| [ ]  | Profit Sharing |
| [ ]  | Retirement plan: defined benefit or defined contribution |
| [ ]  | Supplemental retirement plan |
| [ ]  | 401(k) plan: matching features, etc. |
| [ ]  | Deferred compensation plans |
| [ ]  | Stock option plans: Estimated annual amount, plus plan features |
| [ ]  | Stock grants |
| [ ]  | Employee stock purchase plan: discount features, etc. |
| [ ]  | S.A.R.s, phantom stock, etc. |
| [ ]  | Other |

# Insurance and Benefits

|  |  |
| --- | --- |
| [ ]  | Vacation: at appropriate level for position |
| [ ]  | Medical: Any pre-existing conditions |
| [ ]  | Dental |
| [ ]  | Prescription drug/vision |
| [ ]  | Disability income (short-term and long-term) |
| [ ]  | Life: Your plan/spouse-partner/family member |
| [ ]  | Accidental death and dismemberment |
| [ ]  | Business travel insurance |

# Perks

|  |  |
| --- | --- |
| [ ]  | Leased auto / auto allowance (operating costs included) |
| [ ]  | Preferred parking |
| [ ]  | Business travel: first class/business class |
| [ ]  | Country club (family members included) |
| [ ]  | Health and fitness club (family members included) |
| [ ]  | Spouse career transition assistance |
| [ ]  | Dues paid, expense reimbursement for attendance at professional /trade association meetings |
| [ ]  | Executive physical exam |
| [ ]  | Spouse physical exam |
| [ ]  | Executive coaching |
| [ ]  | Home office: high-speed Internet hookup, other home office equipment purchase or lease |
| [ ]  | Tax preparation assistance/estate planning |
| [ ]  | Laptop, Blackberry, other technology tools or services |

# Relocation Assistance

|  |  |
| --- | --- |
| [ ]  | Repayment stipulation if leave the company |
| [ ]  | House hunting trip(s) to new location: Number of trips, family members included |
| [ ]  | Movement of household goods/furnishings, including temporary storage (Ideal: no monetary cap) |
| [ ]  | Temporary quarters expense reimbursement: How long? Caps on amount? |
| [ ]  | Lease cancellation penalty reimbursement, if renting |
| [ ]  | Purchase of existing home |
| [ ]  | Marketing assistance, existing home |
| [ ]  | Carrying costs of existing home: P&I, insurance, taxes, maintenance |
| [ ]  | Closing costs, existing home |
| [ ]  | Closing costs, new home: new home mortgage points, etc. |
| [ ]  | Mortgage rate differential/location cost differential payment (if new location higher cost) |
| [ ]  | Bridge loan or mortgage arrangement assistance (equity advance) |
| [ ]  | Gross up of taxable relocation expense reimbursement |
| [ ]  | Discretionary relocation expense allowance (one month’s salary, specified amount, etc.) |
| [ ]  | Commuting expense reimbursement: While in temporary quarters or if family delays relocating |

**Termination or Separation Clause**

|  |  |
| --- | --- |
| [ ]  | Involuntary or voluntary termination severance plan: for “good reason” or for reasons other than “cause,” (i.e., severance package is triggered due to change of control/ownership/leadership/title role/responsibilities; business dissolution; adverse impact of change in conditions of employment, such as geographic location, title, reporting relationship, or perceived status; etc.) |
| [ ]  | Number of months of base pay and current year prorated bonus to be paid |
| [ ]  | Lump sum or paid at regular pay periods |
| [ ]  | Benefits continuation, COBRA, etc. |
| [ ]  | Executive outplacement support: Employee choice of firm? Amount or limits on cost commensurate with role |
| [ ]  | Relocation expense reimbursement for return to city of origin (if desired) |

Note: The inclusion or absence of any of these employment offer components reflects the organization’s culture and philosophy. Generally, an overly conservative compensation package and a rigid approach to negotiations *might* indicate that the organization is cautious and conservative. Be wary of the common tendency to judge the company or the hiring manager as unsophisticated, myopic, inflexible, or that they undervalue talent. We have had clients project these negative labels onto the company without beginning to even negotiate an offer package. Unfortunately, such negative thinking undermines your relationship with your prospective company.

**WORKSHEET 70**

**Profile Your Offer**

Complete each quadrant fully with your intent to develop counterarguments that justify a higher compensation package.

|  |  |
| --- | --- |
| A. Salary Offer | B. Company Wants / Needs / Requires |
| Select (double-click) and type - tab to next |       |
| C. Company Likely To Get | D. Optimal Offer |
|       |       |

**WORKSHEET 71**

**Career Derailers**

To raise your awareness of something that might unintentionally undermine your effectiveness, CIRCLE the career derailers that apply to you and your situation.

**There is a lack of . . .**

* Authenticity, encompassing openness, and genuineness in your organization’s culture
* Fit, personal chemistry, or endorsement with your boss or the board
* Straightforwardness in behavior and communication
* Clarity of role or performance expectations
* Compelling vision
* Leadership effectiveness and sound decision making
* Willingness to be influenced or receive feedback (you or others)
* Aligned values: authenticity, openness, straightforwardness
* Interpersonal agility and flexibility
* Life/work balance
* Awareness of unintended impact
* Strategic view or plan
* Sense of urgency and ability to execute
* Support from direct reports, peers, or top management
* Respect for your role, authority, decisions, and knowledge
* Understanding of the nuances of the job
* Adapting quickly enough to your organization’s unique culture
* Being a part of the internal network and informal communication channels
* Confidence and boldness in creating your vision and rallying others around it
* Creating momentum in establishing a high-performance team
* Being able to maneuver through the “wake” of the history that surrounds your role and position
* Learning and mastering new skill sets that are needed and wanted in your new role
* An environment that is nonpolitical
* Collaboration, interdependence, and commitment of people serving the greater organizational good

**WORKSHEET 72**

**Growth Questions**

* What was the reason for your leaving? What would others say was the reason for your leaving?
* What could you have done differently to be more successful? Why didn't you?
* In the past 12 months, how differently have you been operating from your normal style?
* What signs were there that you and your boss were drifting apart?
* What did you do to protect yourself inside the organization *and* hedge your bets outside in the marketplace?
* If you did not do anything "protective", what did you gain by *not* taking "protective" measures? What did you lose?
* If you could have been more proactive in your discreet job search, why were you not? What barriers were present that prevented you from acting?
* If you were a victim of politics, what can you do to manage them next time?
* What experiences, on and off the new job, will be instrumental in achieving your goals?
* What specific action will ready you to achieve your 5- and 10-year goals?
* How do you plan to keep your network alive and healthy and yourself appropriately active and visible in the marketplace?
* What are the top five responsibilities in your new job?
* What are the top five challenges or demands in your new job?
* Who might be the greatest proponents, supporters, or advocates for you in this new position? What has created this being the case?
* Who might be the greatest opponents, the people who will resist or challenge you the most? What has created this being the case?
* What functions do you know least well? Who is in charge, and when will you learn more about each one?
* If you did not receive the kind of position that you wanted on this move, what experiences are you missing? How will you gain that experience?
* What is needed and wanted by your boss, your boss' peers, your peers, your subordinate team and other parts of the organization?

**WORKSHEET 73**

**Onboarding Strategies**

**Step #1: Most Comfortable**

Read each of the 12 Onboarding Strategies in this chapter. Select the single strategy that you are most comfortable with and relate to most directly.

|  |
| --- |
| What is it about this strategy that you identify most readily?Select (double-click) and type - tab to next |
| What values are embedded in this strategy and why do you relate to them so closely?      |
| When you are busy executing this strategy, what might you be avoiding and why?      |

**Step #2: Least Comfortable**

Of the 12 Onboarding Strategies, select the single strategy that you are least comfortable with.

|  |
| --- |
| What about this strategy makes you uncomfortable?      |
| What do you think and feel, and how do you behave when you engage in this strategy?      |
| Regardless of how you feel about your least comfortable strategy, how might you recontextualize it and be comfortable and successful?      |

**Step #3: Committed to Working On**

After reviewing again the list of the 12 Onboarding Strategies, identify the one strategy that you will commit to mastering.

|  |
| --- |
| What is it about this onboarding strategy appeals to you?      |
| What will you do differently going forward?      |
| What will be the outcome, and how will you know you’ve been successful?      |

**WORKSHEET 74**

**Integrating Into the New Job –**

**What Has Worked For You?**

What strengths have made you successful in your career so far?

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| --- |
| Select (double-click) and type - tab to next |

What additional skills and abilities will be needed in your new role? How will you gain these skills?

|  |
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Briefly describe what you did previously that led to your most successful integration into a new role and organization.

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What top 3 personal strengths did you utilize in this successful integration? (Examples: ability to develop rapport, desire to add value and serve the greater organizational good, ability to focus, drive for results).

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What did you learn from exiting your previous organization(s) that you will apply in transitioning into your new company?

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