
Introduction

REALITY CHECK

To capitalize on luck and timing, your marketing package must be in the hands of the decision maker at exactly the right moment. A job search is, and will always be, a numbers game. Widespread failure to play the game has benefited those who do, including clients of Montag Associates who have employed our patented Expansionist Theory and the World Wide Web to outmarket, outmaneuver, and outdistance the competition.

Describing your career and job search Web site as “The Premier Career Site for Executives, Managers, and Professionals” might well sound like Madison Avenue hype—unless that Web site is owned and operated by *CareerJournal* from *The Wall Street Journal*. It is with great pleasure that I join forces with *CareerJournal* for this sequel to earlier bestsellers. This expanded entry will help you launch your search with the same competitive edge held by clients of Montag Associates: They have enjoyed a placement success rate that far surpasses even the best performance of the outplacement industry. As demonstrated through real-life case histories featured throughout the text, clients who combined our power packaging in Part I with our Expansionist Theory and 24/7 online job search strategies in Part II have repeatedly outmarketed, outsmarted, and outclassed the competition. This new entry is intended to help you achieve the same results.

The *24/7 Online Job Search Directory* (Chapter 11), featuring market-tested career and job search Web sites, was researched—via quality online research sources—and developed from the bottom up. Each Web site was visited, revisited, researched, and probed. As of this writing, all of the Web sites in the directory are active. Of

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course, this does not guarantee that ongoing consolidations within the dot-com business sector won't claim some of the listed Web sites. However, many of these Web sites are owned and operated by the most dynamic and durable names in the job search industry—Korn/Ferry International, Heidrick & Struggles, Spencer Stuart, A.T. Kearney, Whitehead Mann Group, The Whitney Group, DHR International, CareerJournal, ExecuNet, Futurestep, CareerBuilder, and TMP Worldwide Executive Search's Monster Division. Other enduring names in the *24/7 Directory* include the Riley Guide, Quintessential Careers, Kennedy Information, Peter Weddle, and Pam Dixon's Online Job Search Companion. As for consolidations taking place in the industry (for example, CareerBuilder acquired the Headhunter Web site), you will be able to keep up with such changes through the real-time career centers (e.g., www.rileyguide.com and www.quintcareers.com) included in the *24/7* directory.

ABOUT PART I: MARKET-TESTED POWER PACKAGING

As you, the intelligent manager, pick up and browse through yet another resume book, just as I have done for the past two decades, your doubts and skepticism are understandable. The universe of resume books on the market is hardly populated with Pulitzer Prize candidates.

As a Fortune 100 manager, veteran writer, and executive career consultant, I've been an outspoken critic of the past and current crop of generally weak and outdated resume books. The acute shortage of quality, marketing-oriented resume books in the increasingly hostile circa 2002 job market creates a serious void at a time when effective self-marketing is critical. I wrote this book to demonstrate how resumes can be written better, based on an intense decade of successfully packaging and marketing discriminating management-level clients into a wide spectrum of companies ranging from international growth companies (e.g., General Electric, Daimler-Benz, IBM, 3M Corporation, and Westdeutsche Landesbank) to mid-size and emerging start-up companies.

Since virtually every resume book on the market says that it is either good, better, or best, how can you objectively differentiate and identify those books that can really help you with the critical job search self-marketing process as we enter the twenty-first century?

Let's demonstrate how and why this book *is* superior.

To assist you within an economic environment characterized by corporate downsizing, rapid turnover, zero job security, and

About Part I: Market-Tested Power Packaging

perpetual job searches, this workbook offers the following critically important *features and advantages* that clearly separate and distinguish it:

- ▶ *Superior Quality Sample Resumes and Cover Letters.* Based directly on more than 60 real-life client case histories, the market-tested and proven samples in this book successfully generated quality interviews and six-figure career moves. These are samples of unmatched quality from which to extract, borrow, and adapt key words, phrases, sentences, and paragraphs as you develop your own power package.
- ▶ *A Uniquely Strong Focus on Defining and Packaging Marketable Skills and Achievements.* Unlike almost all other resume books on the market, this workbook deemphasizes and subordinates the narrative job descriptions (*often misrepresented as achievements* by many books) that clutter most resumes; it also totally eliminates other nonselling information.

The twenty-first century job market continues to respond favorably to the skills and achievement-oriented resumes featured in this workbook—and because major online job search Web sites such as www.CareerJournal.com focus on defining your major accomplishments and skills/key words, the resumes developed herein will facilitate and expedite your twenty-first century online job search. In fact, the skills and accomplishment sections of CareerJournal.com's ResumeBuilder feature correspond exactly to the skills and accomplishment sections of the power packages that you will develop in Part I.

Note: An Important Word about Resume Format: As detailed on pages 12 and 29, this book demonstrates and recommends the combination functional and chronological format in developing your resume marketing package. This market-tested format positions your Career Skills/Knowledge and Career Achievements on page one (functional format) and your chronological employment history on page two (chronological format). Based on more than a decade of measuring market response through clients who made successful career moves, I strongly recommend this marketing-driven format. If for reasons of convention (remember that conventional methods have helped produce a 99 percent rejection rate), you choose to use the chronological format, refer to Appendix I for an example of how to convert from the combination format to the chronological format.

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- ▶ *An Unparalleled Emphasis on the Marketing Cover Letter.* Unlike the majority of resume books on the market, this workbook treats the cover letter and resume as *coequal* and *totally inseparable* components of the total marketing package. While other books frequently highlight the importance of the letter, they often undermine this importance by merely tacking on a chapter near the end of the book that contains a *few* mediocre to poor sample letters, *none* of which are related to the sample resumes.

Every sample resume in this book has a corresponding cover letter—*no* other books on the market can make this claim. Based on a frequently heard comment from my management clients, “The cover letter got me the interview,” I have no doubts about the importance of the letter.

- ▶ *A More Representative Cross Section of Sample Resumes and Cover Letters.* By deliberately excluding many highly specialized, often irrelevant job positions that provide filler for countless resume books, this workbook concentrates on presenting the several mainstream categories and subcategories of management-level positions into which most managers fall.
- ▶ *An Intense Focus on Real-Life Success Stories.* The narrative and samples in this book reflect the market-tested and proven methods and techniques that resulted in successful career moves for satisfied clients.
- ▶ *A Respect for the Intelligence and Experience of the Reader/Manager.* This workbook steadfastly avoids the insultingly simplistic advice that permeates the universe of resume books: There are no references to paper size, paper color, typos, spelling, or photocopying.
- ▶ *A Respect for and Focus on Market Response.* Simply stated, the power-packaging techniques and real-life samples in this book achieved the desired results for managers just like you—they produced positive interviews and job offers in an increasingly tough and selective marketplace which is, of course, the *ultimate* and only relevant judge of quality.

If you have not been in the job market for some time and/or have not prepared or updated your resume in recent years, I have included, for your convenience, two data-gathering chapters. They help you recall, organize, and document the necessary information to complete your marketing resume and cover letter. Chapters 2

About Part II: Launching a Job Search

and 3 help you focus on and define your marketable skills and achievements, which are the major components of your resume and cover letter package.

ABOUT PART II: LAUNCHING A JOB SEARCH CAMPAIGN IN THE TWENTY-FIRST CENTURY

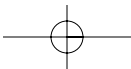
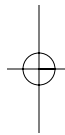
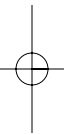
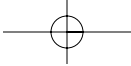
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In comparing restrictive search theories to our patented Expansionist Theory, remember this simple truth: You can never be guilty of making too many contacts, but you can certainly be guilty of making too few. Widespread failure to heed this fact has ceded a big competitive edge to our clients who beat the competition with high-volume marketing that wins job offers.

The resume and cover letter package drafted through the market-tested process in Part I gives you a competitive that will facilitate and expedite your search. This power packaging, combined with aggressive use of our multistep, high-volume Expansionist Theory and 24/7 Online Job Search Directory in Part II, continues to be a winning formula for clients who repeatedly outmarket their peers by at least 1,000 percent—achieving a placement success rate that buries the competition. Our clients and readers get results, and so will you.

A Word about Some Icons of the World Wide Web

My online research not only revealed the quality Web sites contained in the 24/7 Directory; it also revealed the names of those trailblazers who have made the Web an essential job search tool. In alphabetical order, they are: Margaret F. Dikel (www.rileyguide.com), Pam Dixon (www.pamdixon.com), Dr. Randall S. Hansen (www.quintcareers.com), Dave Opton (www.execunet.com), and Peter Weddle (www.weddles.com). As detailed in Chapter 11, their early vision brought critically needed organization, creativity, and discipline to the untamed Internet. These five Web explorers have secured a place in Internet history.

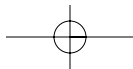
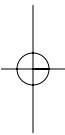
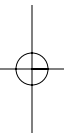
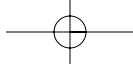


Part I

Market-Tested Power Packaging

REALITY CHECK

In the career and job search game, the only thing that really matters is results. As demonstrated through real-life case histories, clients who combined our market-tested resume and cover letter packages with our Expansionist Theory have enjoyed a placement success rate that far surpassed the out-placement industry norm.



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Frequently Asked Questions with Market-Tested Answers

Your most important job search/marketing tools are your resume and cover letter. As you think through the following questions and answers, please remember three market-tested philosophies that guided the development of this workbook:

Philosophy 1. Conventional, simplistic, and dogmatic how-to advice published in the past has helped to produce a 99% nationwide rejection rate for resumes—hardly a ringing endorsement for perpetuating past practices and advice.

Philosophy 2. The only opinion that really matters in judging the quality and effectiveness of your marketing resume and cover letter package is the opinion and response of the marketplace. The real-life sample resume and cover letter packages in this workbook were well-received by the marketplace, resulting in successful career moves up to six-figure salaries at the senior vice-president level.

Philosophy 3. Individuals need to be professional marketeers in planning their job search campaigns and developing their marketing presentation packages. The increasingly volatile, hostile,

Frequently Asked Questions with Market-Tested Answers

and challenging white-collar job market of the twenty-first century will require and demand nothing less.

Q: Why doesn't my old resume generate more *quality* interviews and multiple quality offers?

A: The marketing resume and cover letter package should, but rarely does, present your strongest possible case so as to increase your chances of landing on the potential candidate pile rather than on the no pile allotted to 99% of all resumes. Most resumes reach the no pile for a sadly legitimate reason—they fail to market and sell the individual.

Resumes are rejected for other reasons (e.g., a true non-match or lack of needed technical skills or credentials). However, based on two decades of experience, I have concluded that the overriding reason for the nationwide rejection rate of 99% is that most resumes simply do not achieve their intended goal of marketing and selling the candidate.

Q: How then do I present my strongest possible case?

A: You achieve this by focusing on and presenting, in your resume and cover letter, a well thought out, well-crafted, and hard-hitting presentation of your marketable skills and achievements. When you cut through all the superficial theories postulated about resume content, the undeniable fact is that you will (and should) ultimately be judged by the reader/decision maker based on your applicable skills and past accomplishments.

Few decision makers care much about the extended and detailed job descriptions that fill most resumes. While the resume and cover letter packages that you develop here will include brief job descriptions as secondary data, the primary emphasis will be on developing the strongest possible achievement statements (i.e., success stories) and skills definition sections of the resume and cover letter.

Strong, hard-hitting achievement statements convey this message: "Since I directed these successful efforts, accomplished these management goals, resolved these major problems, and achieved these targeted results for past employers, I can do the same for you."

Q: Should my resume be no longer than one page? How critical is the cover letter?

A: Epitaph for the One-Page Resume Theory: Once and for all, let's put this overaged turkey of a theory to rest.

Frequently Asked Questions with Market-Tested Answers

A key principle behind the oft-quoted one-page resume theory is indeed a sound one, stating that your presentation must be succinct and to the point because you only have 15 seconds of the reader's review time to make your best case. So far, so good.

It is the interpretation and application of this principle, namely, that the resume must therefore be one page, that is all wet. In fact, the principle that you must present your best case as succinctly as possible for a 15-second review process leads instead to the following conclusion: If you don't first sell the reader with your marketing cover letter, you are not likely to sell the reader at all!

As detailed in Chapter 5, the marketing cover letter is the single most critical document that you will produce. While the resume must be as strong as the letter, the cover letter must do 98% of the initial marketing. I can state this unequivocally, based on my experience in the marketplace and on feedback from clients.

The cover letter is a chance to speak to the reader/interviewer. By developing the type of skills and achievement-oriented letters outlined in Chapter 5, you give yourself the same competitive edge that led to my clients' successful career moves into international growth companies as well as emerging mid-size and start-up companies. Failure to develop a hard-hitting, creative, achievement and skills-oriented cover letter results in a missed opportunity.

As for the resume, by using the recommended combination format (see next question), which positions your skills and achievements on page one (functional format) and all employer names, dates, and job descriptions on page two (chronological format), you accomplish the following: All the marketing (i.e., communication of your skills and achievements) is indeed contained on the first page of the resume so that if the reader only reviews page one, that is okay.

The cover letter and first page of your two-page resume should and (by applying this book's techniques) will contain 99% of your marketable selling points. This is a sound application of the principle behind the outmoded one-page resume theory. Decades of firsthand experience and the success of my white-collar clients, 98% of whom had two-page resumes, indicate that the rule that the resume must absolutely not exceed one page is simplistic tripe.

Frequently Asked Questions with Market-Tested Answers

Q: What resume format should I use?

A: The typical analysis of the chronological versus functional versus combination formats is frequently characterized by lengthy lists of simplistic pros and cons that complicate the decision-making process and divert attention from the most critical factors to consider in determining the optimum format, namely, the impact of and market response to the various format styles.

Based on a busy decade of measuring market response through clients who made successful career moves, my experience has been that the format producing the greatest market impact is the one that best highlights and sells your most marketable assets—your accomplishments and skills. I, therefore, recommend (and demonstrate throughout this book) the combination functional (page one) and chronological (page two) format, which is, in most instances, the most marketing-driven format for presenting your skills and achievements.

Grouping and presenting your skills and achievements on page one of the resume while presenting your reverse chronological listing of employers (with dates, job titles, and job descriptions) on page two has several marketing advantages:

- ▶ First of all, and most importantly, by grouping your skills and achievements together on page one of the resume, you are presenting your most marketable and highest impact information first—a sound application of fundamental marketing principles. Remember you are the product, and the resume and cover letter package is your chief preinterview sales tool. You should, therefore, develop your chief sales tool using the same proven marketing principles and techniques that apply to any product.
- ▶ Second, by using this recommended combination format, you are demonstrating your respect for the employer's valuable and limited time by not forcing the reviewer to read and sort through a bunch of job descriptions, dates, and other low-impact, nonselling data better presented in the chronological section (page two).

If for reasons of convention (remember that conventional methods have helped produce a 99% rejection rate), you choose to use the chronological format, refer to Appendix I for an example of how to convert from the combination format to chronological format.

Frequently Asked Questions with Market-Tested Answers

Q: Should my resume always include an objective statement?

A: An objective statement should always be included somewhere in your resume and cover letter marketing package but not necessarily in the resume itself. In fact, safe rules of thumb are that:

1. An objective statement will *always* be included in the marketing cover letter.
2. An objective statement will be included *less frequently* or *not at all* in the resume.

Q: Why is this so?

A: Including an objective statement in *both* the resume and cover letter is unnecessarily redundant.

Since the recipient of the marketing package will, in most instances, read the cover letter first, the objective statement must always appear in the letter, which is developed as a high-powered marketing tool in Chapter 5. It is, therefore, not necessary also to include an objective statement in the resume. Moreover, by not including the objective statement on the resume, you make the resume less restrictive, thereby leaving the door open to targeting multiple objectives each of which can be readily expressed by simply modifying the objective statements in the cover letter.

It is obviously not forbidden also to include the objective statement on the resume. However, if you decide to include it, have a better reason than "the Sunday newspaper supplement says the objective should always be on the resume." Such Sunday-supplement advice has been a major contributor to the extremely high rejection rate for resumes.